

Administrative Unit Name: Academic and Student Affairs

Please complete this Word document and the accompanying Excel workbook (both of which were provided to your unit via email), and submit them to the Office of Planning & Budgeting (OPB) on or before **Thursday, February 1, 2018**.

Please email your materials to [Jason Campbell](#).

Please note that the responses you provide in this Word document **will** be posted to the OPB website.

1. What is the programmatic vitality of your unit?

Please provide both quantitative and qualitative information, leveraging published materials and [previous submissions](#) where possible. In your response to this question, you may wish to include responses to some or all of the following prompts. Please note that these are suggestions, not requirements.

- What are the top 3-5 strategic goals of your unit? Could any of these goals increase expenditures or decrease revenue for other units?
- What is your unit doing to effectively use resources in a way that benefits your unit and/or other units outside of our own?
- Please describe your unit's emerging or changing personnel needs—prompted by changes that either your unit or the institution is facing—and what your unit will do to meet these needs *without* creating new FTE positions (e.g. redeploying FTE among other functional areas).

Please respond in 500 words or fewer and please use bullets, rather than dense prose.

Strategic Goals

1. Supporting faculty excellence and innovation in teaching and learning. This will be accomplished by:
 - Creating a 'one-stop shop' for faculty support around pedagogy, learning technologies and classrooms
 - Expanding and maturing the Evidence-based Teaching Program (EBT), a peer-led mentoring ladder that encourages EBT and helps lecturers show leadership
 - Upgrading classroom schedules and spaces
 - Working with faculty leaders to improve student evaluation of teaching
 - Supporting partner efforts to leverage assessment and reward mechanisms to promote teaching excellence (academic program review, promotion, tenure, merit)
 - Developing and implementing a broad vision of the UW as a global leader in teaching, working with international partners (Waseda, Tsinghua, and APRU)
2. Promote access, engagement, and the success of a diverse student community. To do this we need to inspire students to engage in their own Husky Experience, navigate the options and succeed by:
 - Increasing graduation rates by 2% through retention (ATI goal)—leveraging data and analytics to target interventions
 - Expanding the Husky Experience Toolkit to address needs throughout the student lifecycle
 - Supporting the 'by students, for students' Husky Seed Fund program and projects

- Supporting efforts to enhance the international student experience—and the mutual benefit when international and domestic students interact
- Personalizing MyUW to engage students and gather relevant data
- Increasing funds to support students through Parent & Family Programs
- Encouraging UMAC impact storytelling to support the Husky Experience
- Streamlining enrollment management, and conducting a UG capacity study
- Building on UWAA-led efforts to increase access for transfer students
- Increasing diversity in STEM and URM graduation rates
- Increasing scholarship support for undergraduate students

3. Grading leaders in life and career by:

- Supporting collaboration to establish a UW leadership framework
- Supporting UAA, COE, UWB and others to develop a curricular/co-curricular pathway for leadership education, with HE Faculty Advisory Council input
- By encouraging faculty to be explicit about transferable skills and to craft assignments that ‘think beyond the classroom

Emerging or Changing Personnel Needs

- Enrollment Management (EM) has gone through a significant period of restructuring. The effects of modernization on business processes and workloads will be evaluated in the upcoming year, but EM has carryover funds and other resources in place to address current known needs.
- Other parts of ASA are undergoing restructuring to realize efficiencies. For example, we are deploying common student hiring practices between Learning Technologies and Classroom Technologies and Events to centralize the hiring and onboarding of students. Other efficiencies include the alignment of activities in instructional support so that more accomplished with existing resources.
- The primary concern involves salaries, but in terms of salary ladder compression and offering a competitive salary in the Puget Sound region. Our current strategy is to use salary resources recovered through restructuring to address salary issues.

2. What is the fiscal vitality of your unit?

To answer this question, please complete the following tabs in the Annual Review Excel workbook:

- On the **purple tabs, i.e. the “Fiscal Reports,”** please:¹
 - Review the prepopulated FY16 and FY17 fields on each fund source tab. The “Fiscal Vitality References and Tools” workbook (described below) provides information to help with this review.
 - Provide full revenue and expenditure plans for FY18, FY19, FY20, and FY21.
 - If there is an area of your unit that you wish to isolate in more detail (i.e. significant departmental self-sustaining, clinical, etc.), feel free to submit an additional fiscal (i.e. dark purple) tab.
 - Enter totals from each of the tabs into the Summary tab.
- On the **“Alternative Assumptions”** tab, please clearly identify and briefly explain any assumptions used in your calculations that are *different* from the [Central Budget Assumptions](#) on OPB’s [FY19 Annual Review Materials webpage](#). You are encouraged to refine and adjust the central assumptions, which are (in many cases) general and imperfect.
- On the **“Fiscal Vitality Qualitative Assessment”** tab of the Fiscal Vitality Report Excel workbook, please describe your unit’s overall financial health. If your unit’s fiscal data shows any negative (i.e. financially unhealthy) trends, please propose actions that your unit will take to improve its financial position.

The following resources are available to help you complete this work:

- **“Fiscal Vitality References & Tools” Workbook** (available on the [FY19 Annual Review Materials webpage](#)):
 - FVRowByRowDefinitions Tab: row-by-row general and unit specific parameters used to compile data in the Fiscal Vitality Reports Summary and Fund Source tabs.
 - BgtTypeClassInfo Tab: list of budget types, classes, super classes, family, and community that are referenced in the FVRowByRowDefinitions tab.
 - FVExpendituresPivot and FVBudgetRevenue&CarryoverPivot Tabs: budget number detail supporting the Summary and Fund Source data in the purple tabs of the Annual Review Excel workbook.
- **FY18 GOF/DOF Budget Base:** By November 22, OPB will provide FY18 permanent and temporary budgeted values, as of October 2017 fiscal month end. You can build off these for your FY18 plan, but you will need to adjust for any budget revisions that have occurred (or will occur) since October 2017 fiscal month end.
- **[BI Portal Reports](#)** (click on the B.I.Portal link under “Products”): Each report has Overview, Technical Information, and Interpretation tabs that describe the report, what is included in the data, the data sources, and how to use the report. Note, data may differ between reports, but they can still be used as resources.
 - Biennium To Date Budget Balances
 - Remaining Balance by OrgCode and Category
 - Forecasting Template by Fiscal Year and OrgCode (please note, this tool will imperfectly forecast expenditures if units employ fund shifts or cost transfers)
- **[Central Budget Assumptions](#)** (mentioned above), which includes additional resources and guidelines.
- **Q&A Sessions on November 28 and 30.** See the [FY19 Annual Review Materials webpage](#) for details.

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¹ Please note that grants, contracts, and gifts are included in the report to provide the Provost with a more holistic view of a unit’s financial activities. The amounts can be reconciled to FAS for biennium 2015-17. However, the grants & contracts amounts will differ from the Annual Report, prepared by the Office of Research. Also, grants, contracts and gifts amounts might differ from the BI Portal “Remaining Balance by OrgCode and Category Report.” In both cases, and possibly with other BI Portal reports, this is due to differences in data elements, context, and reporting period parameters. While the information is not perfect, it is included to facilitate discussions about the unit’s overall financial health.

3. Please **update the carryover usage plan you submitted as part of last year's budget development process**. To do so, please complete the **"Updated Carryover Usage Plan" tab** of the Excel workbook. Please note:
- Your worksheet is pre-populated with the carryover usage plan you submitted last year, new estimated carryover totals, and new reserve figures.²
 - Please provide updated numbers in the "Updated Plan" column.
 - If you have new line items, please add rows, as needed.
 - For any major updates, please provide a brief description in the "Explanation of Changes/Updates" column.

If you would like to describe any items from the worksheet in greater detail, please use the space below. **For additional guidance**, please see the example posted at the [FY19 Annual Review Materials webpage](#).

Please note:

- If your unit has a **deficit** instead of a carryover, please confirm that you have an updated deficit mitigation plan in place with OPB. If you do not, please contact [Lisa McDonald](#).
- If you believe the carryover for your unit is negative due to timing and if you anticipate a positive balance soon, please discuss this below and feel free to provide an updated carryover spending plan.
- Since the Office of the President and the Attorney General's Office do not retain carryover funds, as a matter of University policy, those two offices are not expected to complete this question.

ASA's Sponsored Projects has a deficit in its FY18 beginning balance. The funding is from state appropriations and the account functions primarily as a pass-through account for student awarding. To offset the deficit, ASA is cognizant that it may need to reduce awarding by the amount of deficit unless there is an increase in approved funding.

² As a reminder, carryover balances are calculated at the end of each biennium and unit balances are accurate as of month 25.