

Administrative Unit Name: Planning & Management (P&M)

Please complete this Word document and the accompanying [Excel workbook](#), and submit them to the Office of Planning & Budgeting on or before **Friday, November 20**. Please email your materials to [Becka Johnson Poppe](#).

1. In spring 2015, Provost Baldasty initiated the Transforming Administration Program (TAP), which encompasses all central administrative units and focuses on fulfilling the need for greater collaboration, clear priorities, increased accountabilities, and elimination of unnecessary bureaucracy and redundancies.

Within a **500 word bulleted list**, please answer both of the following questions:

- **List 3-5 things your unit is doing to align with the [TAP principles for central administrative units](#) and to create and enhance a culture of service. Please be specific.**
 1. Engage People
 - a. P&M organizes UW Administrator’s Council meetings (TAP 7.1) consisting of key administrators across all UW Schools/Colleges/Admin Units and campuses. The Council initiates, deliberates, and responds to the issues and concerns of its constituents and the University community, while improving the flow of information from central administration to academic units and vice a versa.
 - b. Organizational Excellence (OE) is the implementation and support team for the Transforming Administration Program. The projects OE supports normally include cross-functional teams with staff from across the campuses.
 - c. P&M conducted an employee engagement survey and are using the results to enhance the culture, engage staff, build across the organization, and improve effectiveness across P&M.
 2. Realize Efficiency and Effectiveness
 - a. Create one entry point for space requests (TAP1.3)
 - Easing the effort and improving the process of UW space-related requests by developing a single point of contact for administering requests and aligning goals and expectations
 - b. Geographic Information Systems (GIS) consolidation (TAP 1.5)
 - Improving the access, quality and value of GIS data by mapping and accessing current data and sources, evaluating technical solution options and making recommendations for more effective tools, processes and roles and responsibilities.
 3. Deliver Value:
 - a. Data planning and presentation (Board of Regents metrics) (TAP 8.1)
 - Consolidating and aligning key UW enterprise wide metrics to illustrate progress and accomplishment of strategic initiatives and UW Operations - available on a single web site location with a common look and feel, drill down capability, benchmarks, targets, definitions and analysis.
 - b. Cost of Construction (Implementation Capital Projects Review Committee Recommendations)
 - Follow up to the work underway including building standards review, development of Project Organization Charts (roles and responsibilities for project team members), project

agreements, reassessment of project fees, incorporating best practices in the contracts, streamlining internal processes, and adopting alternative delivery mechanisms.

- In what ways (if any) could your unit **leverage activities of other central administrative units to increase efficiency within your unit and/or to streamline activities across the UW?** Are there areas of overlap between your unit and another that **prompt closer collaboration?**
 1. Capital Planning & Development (CPD)
 - a. Treasury - CPD and Treasury are working closely on improving the process of developing and presenting information on capital projects to the Board of Regents.
 - b. Facilities Services (FS) – CPD and FS are working together to better meet the needs of customers who need new or different space, and will be working together, as requested by Deans and Administrators, to reduce the cost of and time to complete remodels.
 2. Organizational Excellence (OE)
 - a. Organizational Change Group (OCG), Professional and Organizational Development (POD) – OE is connecting closely with OCG, POD and others who support change efforts on the campus to identify common approaches and share tools.
 3. Office of Planning & Budgeting (OPB)
 - a. Treasury – OPB and Treasury are working closely on producing deficit resolution plans where units have defaulted on loans. Teams share administrative, financial analyses, and report production duties regularly.
 - b. UW-IT – OPB and Enterprise Data Analytics partner on the production of a new environment for the UW’s first data warehouse, PNBDB, improving both the efficacy of underlying data and streamlining the reports used to conduct the work of both Institutional Analysis and the Budget Office.

2. In 200 words or fewer, please identify plans to adapt functions and services to support changing institutional needs in FY17.

- Capital Planning & Development (CPD):
 - Create and host Responsible Party training tool on CPD website. This tool will enable major capital project owners to learn about and execute on their role and responsibilities.
 - Complete Triage and GIS projects, mentioned previously as part of TAP.
 - Coordinate capital and space projects by moving the Office of University Architect, UW Real Estate and Capital Projects Office together under CPD. We intend to serve the UW better by providing a more strategic approach to capital projects and improved communication, coordination, reduced duplication in services; all of which is designed to achieve reduced costs to clients.
- Organizational Excellence (OE)/Transforming Administration:

- Create a shared service to support University wide change initiatives (e.g. HR/Payroll Modernization and Finance Budget Transformation) as we standardize approaches to change, better supporting a myriad of needs in Schools/Colleges and Units, and build capacity across UW to do this type of work.
 - Office of Planning & Budgeting (OPB):
 - Continue Activity Based Budgeting (ABB) Phase II work in order to assess the current methodologies and distributions, consider recommendations from faculty and deans, noted [here](#), and continually work on communication and resources to improve understanding of the model.
- 3. Please identify any significant obstacle(s) or challenge(s) that your unit faces other than resource constraints. Please plan to discuss these with the Provost.** If applicable, please summarize any operational risks that, from your perspective, the UW must work to mitigate over time.
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- The restructuring of Capital Planning & Development presents a challenge. We are excited to form a new organization to better serve the campus but this work requires reorganizing, restructuring, and realigning in new ways to improve efficiency, performance, and with a goal to reduce costs. It also requires a culture change to think strategically about the deployment of space as a critical resource.
 - Requests from UW units for Organizational Excellence support are increasing and cannot be fully met, especially while redeploying OE staff and resources to support TAP, HR/P, and eventually Finance Business Transformation. Schools/Colleges and Units need our assistance and while OE helps build capacity, the level of skill provided by OE cannot be achieved with most unit resources or unless they are willing to pay externally or through POD for that support.
- 4. Though the Provost will soon be laying out requirements for FY17 merit increases, administrative units should begin to plan for a merit allocation equivalent to 90-95 percent of GOF/DOF merit pool. In other words, units should plan to receive less funding than may be necessary for a full merit increase, on average, for all GOF- and DOF-funded positions. Please tell us how your unit plans to deploy funds for merit increases in FY17.**
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Planning & Management will:

- Use a portion of our permanent reserves to fund permanent increases, and
- Convert state funded positions to self-sustaining where appropriate

5. As you may recall, in the summer of 2014, the UW was the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. The audit reinforced the importance of monitoring expenditures against budgets on a biennial basis, ensuring that colleges, schools and administrative units have plans to spend fund balance in a reasonable and mission-driven manner and that these plans are acted upon.

As such, **we ask that you update the carryover usage plan you submitted as part of last year’s budget development process.** To do so, please **fill out the “Carryover Worksheet – Detail” tab** of the “FY17 Administrative Budget Worksheets & References” [Excel workbook](#) using:

- **The carryover plan you submitted last year, as a starting point, modified as needed.** If you need a copy of the plan you submitted last year, please email [Amy Floit](#) or [Becka Johnson Poppe](#).
- **New reserve figures**, as provided in the “Reserve Figures” tab of the aforementioned spreadsheet.
- **New carryover totals**, as provided in the “Carryover into FY16” tab of the aforementioned spreadsheet.

In the space below, please describe and explain any major change(s) to your carryover usage plan.

- See attachment

6. The Provost will be making the decision to deploy *permanent* Provost Reinvestment Funds **primarily, if not exclusively, to cover for compensation increases. The only possible exceptions for permanent funds will be for critical compliance issues.** However, requests for temporary funds will only be entertained in areas of high institutional priority and in consultation with faculty, staff and students.

If you have a Provost Reinvestment Fund request that fits within these strict parameters, please describe it using the framework below.

Title	Funding	FY	P/T	Years Needed (If Temp)
UW Sustainability	\$306,630	FY17	Temp	Year 1 of 3 (note: 50% of total budget is permanent)
	\$331,345	FY18	Temp	Year 2 of 3 (note: 50% of total budget is permanent)
	<u>\$356,336</u>	FY19	Temp	Year 3 of 3 (note: 50% of total budget is permanent)
	Total \$994,311	Note: This temporary request includes annual 4% merit increases		
Business Diversity Program	\$325,800	FY17	Temp	Year 1 of 3 (note: no permanent funding for BDP)
	\$337,819	FY18	Temp	Year 2 of 3 (note: no permanent funding for BDP)
	<u>\$350,318</u>	FY19	Temp	Year 3 of 3 (note: no permanent funding for BDP)
	Total \$1,013,937	Note: This temporary request includes annual 4% merit increases, and the addition of one BDP FTE.		

UW Sustainability (UWS): UWS is responsible for supporting the University’s Climate Action Plan (CAP) goals reported to the American College & University Presidents’ Climate Commitment (signed by President Emmert in 2007 and reasserted by President Young when he arrived) and UWS supports Executive Order No. 13 and the Environmental Stewardship Committee (ESC) composed of senior leadership reporting to the President, Provost and Senior Vice

President. UWS oversees the work of the Campus Sustainability Fund (student funded), the Green Seed Fund (administration funded), reporting to STARS, Sierra Club, Princeton Review and others and the ESC committees. UW increases the University's visibility and is seen as a global leader in sustainability – due to research, classes taught, the integration of operations, leadership support within the academy, and active engagement in nationwide sustainability activities including recent White House Climate Pledge. UWS engages students, faculty, staff and donors through behavior change educational campaigns, events, internships and Green certification programs. This request represents half of UWS' total budget, with the other half coming from permanent funds. UWS received a \$300,000 temporary allocation from Provost Reinvestment Fund for FY16.

Business Diversity Program (BDP): The values of inclusion, equity and justice are central to the UW's mission as a public university, the continued commitment and fulfillment of those values is what the Business Diversity Program (BDP) seeks to ensure. BDP proactively engages and supports a full range of business enterprises, including small, minority, and women-owned businesses to ensure inclusion and to provide the maximum practicable opportunity to participate in competition for any and all procurement and contracting by the University. BDP works closely with Procurement Services, Capital Planning & Development and the Foster School to advance in this area. Per RCW 39.19, UW is required to report spend with Washington Office of Minority and Women Business Enterprises (OMWBE) certified businesses to the State. Currently, BDP is working on tracking dollars spent with all minority and women owned businesses certified or not. The recent approval of the Statement of Business Equity Regents Policy No. 16 came from growing concerns in the business community about UW's lack of performance in business equity. The announcement of top down support has increased BDP's visibility on campus, and therefore, has placed more demand on the programs 2 FTE's. Thus, this request includes the addition of one BDP FTE to greatly increase the proactive role that BDP needs to have on campus. Adding one FTE would allow the program to have a more robust external & internal outreach plan. Executing this outreach would mean that BDP could meet with and educate departments, schools and colleges on UW's inclusion and equity mission at a much quicker pace. BDP received a \$225,000 temporary allocation from Provost Reinvestment Fund for FY16.

Administrative Unit Carryover Usage Plan DETAIL

Please use this template to update the carryover usage plan you submitted last year. If you need a copy of your plan from last year, please email Amy Floit (afloit@uw.edu) or Becka Johnson Poppe (jbecka@uw.edu). New reserve figures are provided in the "Reserve Figures" tab; new carryover totals are provided in the "Carryover into FY16" tab.

Administrative Unit Name:	Planning & Management
Carryover Balance going into FY16:	\$ 1,350,239

Usage Categories and Descriptions	Committed Year(s)	# of Years	Annual \$ Amount	Totals
Unit's Reserve (10%)				
	FY17	1	\$ 537,650	\$ 537,650
Total Unit's Reserve:				\$ 537,650

Central Commitments	e.g. FY17, FY18	e.g. 2		
1. South Campus Study (carryover from FY15)	FY16	1	\$ 200,000	\$ 200,000
2. Campus Master Plan (carryover from FY15)	FY16	1	\$ 324,402	\$ 324,402
3. Business Diversity Program bridge funding	FY16, FY17	2	\$ 13,000	\$ 26,000
			\$ -	\$ -
			\$ -	\$ -
			\$ -	\$ -
			\$ -	\$ -
			\$ -	\$ -
			\$ -	\$ -
Total Central Commitments:				\$ 550,402

"Spending Plan" Permanent Costs & Other Projects	e.g. FY17, FY18	e.g. 2		
A. Permanent expenditures funded with temporary funds				
1. (description)			\$ -	\$ -
2. (description)			\$ -	\$ -
B. Possible multi-year commitments				
1. (description)			\$ -	\$ -
2. (description)			\$ -	\$ -
C. Immediate, current year use				
1. Fund developers to work on with IT's EDW	FY16	1	\$ 150,000	\$ 150,000
2. Institutional overhead calculation methodology Review	FY16	1	\$ 46,000	\$ 46,000
3. Climate change action plan	FY16	1	\$ 35,000	\$ 35,000
4. Space update for OE/TAP work	FY16	1	\$ 20,000	\$ 20,000
5. Responsible Party training tool development	FY16	1	\$ 3,500	\$ 3,500
6. Public art conservation	FY16	1	\$ 39,530	\$ 39,530
<i>Add more lines as needed</i>				
Total Permanent Costs & Other Projects:				\$ 294,030

TOTAL CARRYOVER USAGE PLAN	\$ 1,382,082
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