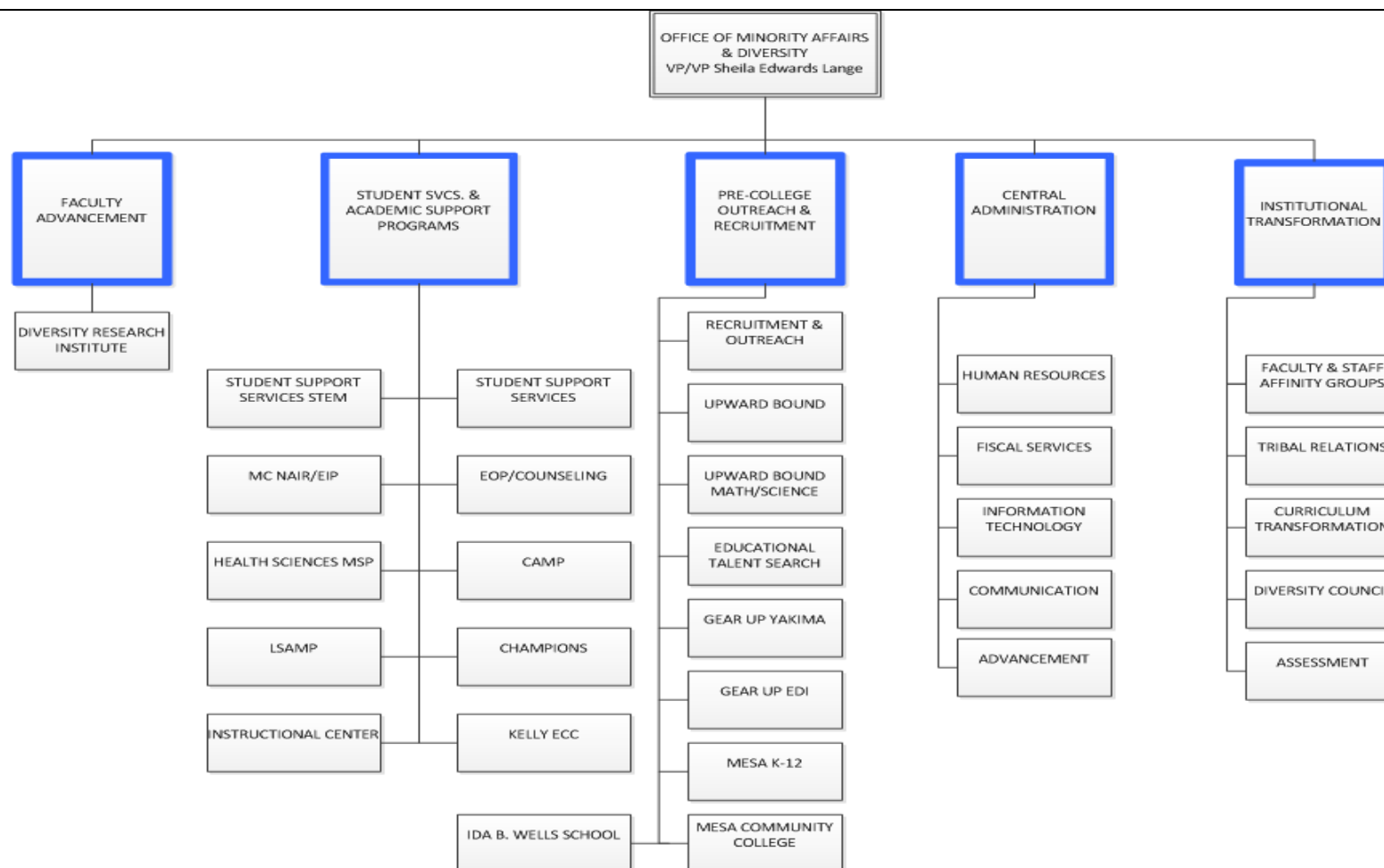


Administrative Unit Name: *Office of Minority Affairs & Diversity*

- One goal of the budget development process for administrative units this year is to provide greater understanding of the connection between resource use and the primary, or core function by each part of the administrative structure. To begin, please paste a copy of your organization chart here. Please provide a chart that reflects the diversity of the organization and will serve as a sensible platform to complete the next question.

Because administrative units have a month and a half to complete this work, unit leadership should use their discretion in providing a level of detail that prompts a rich conversation, but is not overly burdensome.



2. In order to provide a snapshot of current activities, the distribution of resources across various functions and how much these activities contribute to the University's mission, please provide information about the functional areas, or departments, of your organization.

At a level of granularity that reflects your organization's chart or if no chart exists, the functional areas of your organization, **please provide the following information for each functional area via the "FY15 Expenditures Worksheet" tab of the "Worksheets and Reference Materials – Administrative" Excel workbook**, available here: https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets_and_Reference_Materials_Administrative.xlsx.

- a) A description *not to exceed 200 words* of how each functional area contributes to the University's research, service and teaching missions and what risks the University would face if this work were no longer funded¹; and,
 - b) Planned expenditures, by functional area, showing how your unit intends to spend *permanent ABB funds*, as well as (if applicable to your unit) funds derived from self-sustaining efforts, grants and contracts, and philanthropy, and other funds during FY15.
-

Please describe any assumptions you are making in your response, such as those related to the availability of state or federal funding or projections based on the first complete month of expenditures in FY15, etc.

Please see the example "Admin Template - Planning & Budgeting Draft" posted at the FY16 Budget Development web page: <http://opb.washington.edu/content/fy16-budget-development>.

See attached.

¹ Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development> for more information about the University's Sustainable Academic Business Plan goals and top institutional risks.

3. In less than 200 words, please describe how you envision adapting your unit and its organization to meet changing institutional needs in the coming fiscal year. Please integrate self-sustaining, grant & contract, and philanthropic sources of funding (if applicable to your unit) and describe how these sources are marshalled to subsidize your activities.
-

Collaboration and strategic use of resources among OMA&D programs is required to continue to deliver quality services to underrepresented minority (URM) and first generation students. Federal funding currently maintains student initiatives at an appropriate level. Innovation by the management team and staff is crucial in meeting the challenge of limited resources.

The numbers of URM students will see unprecedented growth in coming years. Based on data from the WICHE report, "Knocking at the College Door", we are preparing for the changing profile of high school graduates over the next five years. According to the report, "Washington public high school Hispanic graduates will consistently and rapidly increase, more than doubling in number from 6,400 in 2008-09 to more than 14,000 in the last several projected years. The number of Asian/Pacific Islander public school graduates will increase by about 65%, from 6,000 at the beginning to more than 9,600." OMA&D recruitment continues to respond to these changes through its access programs, within the funding constraints.

Activity related to the advancement of diversity across the University has resulted in increasing requests for assistance by UW departments. Currently there is no permanent funding source to address this.

4. In one paragraph or less, please assess the functional and financial health of your unit since FY09 (e.g. deficits, workforce capacity, declining grants or gifts).
-

Contraction of state funding, just as enrollment trends clearly indicate a rise in students from diverse backgrounds, creates an increased burden in delivering services to URM students. Budget cuts led to the loss of counselors, recruiters and support staff, as well as funds for operations, travel and a potential field office for recruitment. This severely restricts our ability to effectively address the growth in URM students and keep pace with competing institutions. We continue to manage Washington MESA which provides enrichment opportunities in mathematics, engineering and science for URM students in grades K-14, as well as a pathway to college. However, the ongoing issue of MESA funding through UW, and its relationship with UW, remains unresolved. What's more, federal funding is extremely vulnerable, as evidenced by the recent loss of the IMSD grant (Initiative for Maximizing Student Diversity) which had been active at the University for more than 15 years. This represents a significant loss in delivery of service to students in the biomedical field.

5. In the event that neither state funds nor additional Provost Reinvestment is available for compensation increases, how might your unit cover salary increases for positions budgeted in GOF and DOF budgets? Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development>.
-

We have no internal sources of funds to cover salary increases.

6. This summer, the UW has been the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. This audit has revealed 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 are piloting a new administrative carryover policy for the FY16 budget process, though we will employ draft carryover data in executing this pilot.

In completing this work, please do the following, using the **“Carryover Worksheet – Detail” tab of the “Worksheets and Reference Materials – Administrative” Excel workbook**, which is provided at the following web page:

https://opb.washington.edu/sites/default/files/opb/Budget/Worksheets_and_Reference_Materials_Administrative.xlsx.

1. **Units may reserve up to 10 percent of their permanent ABB base (GOF and DOF ONLY).** Units may hold up to 10 percent of their permanent base as an emergency reserve. This reserve will be calculated annually and derived from the previous June/July’s ABB base budget information to units. These figures are provided on the last two tabs of the **“Worksheets and Reference Materials – Administrative” Excel workbook**.
 2. **Set-aside “central” commitments from the reserve.** For this purpose, central commitments are defined as those allocated or approved by President, Provost, and/or OPB on behalf of the Provost which have not been fully expended. A list of these commitments is available from OPB in the event your unit should need assistance. The list would come from OPB’s commitments database. If additional commitments are not reflected in OPB’s database please send the information to Amy Floit in OPB.
 3. **Explain any remaining temporary carryover balance by providing a list of intended use(s)/purpose(s) (i.e. a spending plan).** These would be differentiated according to intended use along the following lines:
 - a. Permanent expenditures funded with temporary funds;
 - b. Possible multi-year commitments; and,
 - c. Immediate, current year use.
-

See attached.

7. Though we believe that few, if any, state funds will be available and that any new Provost Funds may be dispatched for mitigating cuts or providing salary increases, please indicate what **Provost Reinvestment Funds are being requested**. Requests for funds should be identified by a unique title, accompanied by the amount requested, the year funding is requested, whether the request is for permanent or temporary funds, the number of years funding is needed in the case of a temporary request and a brief description, not to exceed 500 words. **Successful requests will make meaningful contributions to institutional strategic plans, drive student support and student service missions, and correlate directly to the long-term financial health of the University or its efforts to mitigate institutional risk.**²

Importantly, requests for new funding will be considered alongside carryover spending plans. Administrative units with growing temporary fund balances will be asked to explain why new funding is needed to support mission-critical program enhancements.

See Attached.

*Should your unit wish to resubmit for consideration a proposal from FY15 budget development process **that did not receive funding**, please contact Sarah Hall (sahall@uw.edu) or Becka Johnson Poppe (jbecka@uw.edu) in OPB.*

² Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development> for more information about the University's Sustainable Academic Business Plan goals and top institutional risks.

**University of Washington
Office of Minority Affairs & Diversity
Provost Reinvestment Requests**

Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
½ time SE Asian Recruiter	\$ 35,000	FY16	P	N/A	N
UW has made a commitment to fund a 0.50 FTE Southeast Asian recruiter. This position is currently supported with temporary funds. This is a request for permanent funds which would include salary, benefits and program related expenses. This recruitment coordinator would work with high school and transfer students as well as serve on the VP SEA advisory committee. According to recent census data subgroups of AAPI have a lower rate of high school completion resulting in a lower college-going rate. This request would demonstrate an ongoing commitment to the community and respond to changing demographics as described in the Sustainable Academic Business Plan.					
HR/Payroll Modernization	\$ 17,000	FY16	P	N/A	N
	\$41,000	FY16	T	10 years	N
The HR/Payroll Modernization project results in annual charges to employer units. This includes both the initial capital costs and the annual operating costs. OMA&D has no reserves to draw from or other funds available to pay these additional costs, which have been estimated at up to \$60,500. We are requesting funds to cover this additional outlay.					
Latino Recruiter in Eastern WA	\$ 82,000	FY16	P	N/A	N
We are seeking funding for one FTE Latino recruitment coordinator to be site-based out of Eastern Washington. The WICHE reports states that, "Washington State's public graduating classes will grow increasingly diverse and will increase due in part to the projected growth among Latinos." Currently we are unable to meet the demand and requests from the community, public schools and community colleges due in large part to geography. We are losing ground as other schools have site-based staff located on both sides of the mountains. It is a fact that prior to the budget cuts of three biennia from 2006-2012, we were the institution that others modeled much of their strategic outreach concepts on. In addition to salary and benefits, this position would require funds for site rental, mileage, programming and equipment. This responds to UW goals by directly addressing changing demographics and increasing access, while staying competitive with other universities.					
Permanent activities paid with temp funds (see fund balance page)	\$ 148,000	FY16	P	N/A	N
We are requesting permanent funds to pay for commitments by OMA&D and the UW. These are currently paid with carryover funding, leaving the Office with essentially no unit reserve. These commitments include the OMA&D Student Advisory Board, funds for professional development for staff, routine office computer upgrades and continuing commitment to support graduations for minority groups. And finally, funds for the Staff Diversity/Affinity Groups and Powwow facility rental costs, which are institutional commitments.					

**University of Washington
Office of Minority Affairs & Diversity
Provost Reinvestment Requests**

Building Capacity for Diversity in STEM	\$ 75,000	FY16	P	N/A	N
URM student enrollment in STEM majors has outpaced that of the general population. As a result, there is a great need for additional instructional support to help students master the complexities of course work in chemistry and other science fields. This creates a need in the Instructional Center for an instructor in chemistry to round out the staffing and help these students increase achievement in the STEM fields. This was requested last year and continues to be a growing need.					
Reduce Audit Risk	\$ 110,000	FY16	P	N/A	N
We have two areas that we believe carry an unacceptable level of audit risk. First, we need to add 1 FTE Program Coordinator for payroll and human resources. These functions are now done by one person and because of the size and complexities of our unit, two FTE are required for efficient workflow and effective internal controls. The second position is a Program Coordinator for the WA State MESA Office, housed in Schmitz Hall. That unit has multiple funding sources and reporting requirements, as well as grant compliance issues that require 1 FTE to provide fiscal and administrative support to the MESA program office. The addition of these two new positions will address the goal of improving regulatory compliance and will significantly reduce OMA&D's audit risk.					
Total Requested	\$ 467,000	Permanent Funds			
	\$41,000	Temporary Funds (per year for 10 years)			

FY15 Administrative Expenditures by Functional Area

At a level of granularity that reflects your organization's chart or, if no chart exists, the functional areas of your organization, please provide the following information for each functional area using the template(s) below:

- a) A description not to exceed 200 words of how each functional area contributes to the University's research, service and teaching missions and what risks the University would face if this work were no longer funded[1].
- b) Planned expenditures, by functional area, of how your unit intends to spend permanent ABB funds, as well as (if applicable to your unit) funds derived from self-sustaining efforts, grants and contracts, and philanthropy, and other funds during FY15.

Please describe any assumptions you are making in your response, such as those related to the availability of state or federal funding or projections based on the first complete month of expenditures in FY15, etc. Please see the example "Admin Template - Planning & Budgeting Draft," which is provided at:

<http://opb.washington.edu/content/fy16-budget-development>

[1] Please refer to the webpage above for more information about the Sustainable Academic Business Plan goals and top institutional risks

Name of area: Faculty Advancement

The Office for Faculty Advancement (OFA) is responsible for supporting the recruitment and retention of faculty whose work contributes to campus diversity. OFA is clear in its representation of University values and serves to promote the ideals outlined in the UW Standard of Excellence. Relevant examples of work produced by OFA include: the development of successful modifications to, and implementation of, University policy that acknowledges faculty work that contributes to campus diversity; the management of programs intended to support faculty professional development; and the establishment and management of programs designed to assist colleges/schools/departments that seek to recruit and retain excellent faculty.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	Paid by the Provost Office and Planning and Budgeting		
Self-Sustaining Funds (BT 10, 11)			
Grants & Contracts (BT 05)			
Philanthropy, or Gifts & Discretionary (BT 06)			
Total			

BT = Budget Type

Name of area: Student Services & Academic Support Programs

The units under the Student Services & Academic Support Programs umbrella within OMA&D provide critical contributions towards the achievement of one of the articulated goals of the University of Washington: To foster and strengthen learning, teaching, and advising as it relates to the retention and persistence rates of diverse students. Our efforts also align well with the emphasis on the "Husky Experience" which has the important goal "for our students to grow as self-directed thinkers who can connect and synthesize what they have learned inside and outside the classroom, and communicate those insights with clarity." Each of our units is focused on providing students with opportunities to engage in Lifelong Learning, Leadership, Career Strategy, Cultural Understanding, Community Engagement and Public Service, and Health and Wellness.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other

ABB Funds (GOF, DOF-ICR, DOF-LFA)	39.26	2,763,632	156,864
Self-Sustaining Funds (BT 10, 11)	10.90	578,268	206,310
Grants & Contracts (BT 05)	18.84	1,207,034	948,704
Philanthropy, or Gifts & Discretionary (BT 06)		-	304,958
Total	69.00	\$ 4,548,934	\$ 1,616,836

BT = Budget Type

Name of area: PreCollege Outreach and Recruitment

Our mission, consistent with that of the University of Washington's diversity statement, is to serve as a resource for first generation, low-income and historically underrepresented (African American, Latino, American Indian, Pacific Islander and Southeast Asian) students of color as well as other students who have been historically disenfranchised from higher education. We provide outreach programs and opportunities to build a pipeline that attracts, prepares, and increases the number of racially, ethnically, and economically underrepresented students who will successfully matriculate at the University. It is our common belief that enrolling students with a multiplicity of interests and experiences, intellectual and cultural perspectives enrich the learning environment for everyone. Major programs in this area that prepare underrepresented high school and community college students include MESA and GEAR UP.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	16.63	\$ 1,174,115	\$ 901,177
Self-Sustaining Funds (BT 10, 11)	0.13	\$ 9,263	
Grants & Contracts (BT 05)	24.13	\$ 1,791,080	\$ 4,685,742
Philanthropy, or Gifts & Discretionary (BT 06)	0.67	\$ 57,417	\$ 126,403
Total	41.56	\$ 3,031,875	\$ 5,713,322

BT = Budget Type

Name of area: Central Administration

Central Services for OMA&D includes administrative functions such as human resources, fiscal services, compliance management and technology and systems management. In accordance with the Sustainable Academic Business Plan and Institutional Risks, these functions allow us to stay in compliance with UW, State, and Federal regulations, as well as specific restrictions of other funders. A recent small increase in funding for these functions has allowed us to strengthen compliance efforts and decrease institutional risk. This area also includes advancement and communications, which together increase our visibility in the community and bring in revenue for student scholarships and programs.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	17.35	\$ 1,584,043	\$ 275,612
Self-Sustaining Funds (BT 10, 11)	0.00	\$ -	
Grants & Contracts (BT 05)	0.00	\$ -	
Philanthropy, or Gifts & Discretionary (BT 06)	0.00	\$ -	
Total	17.35	\$ 1,584,043	\$ 275,612

BT = Budget Type

Name of area: Institutional Transformation

The Institutional Transformation Unit contributes to the University's commitment to diversity by building university-wide ownership of diversity and ensuring progress in attainment of the University's diversity priorities as articulated in the Diversity

Blueprint. By making progress in attaining diversity, the University builds its reputation as an inclusive academic community and is able to attract excellent faculty, students, and staff from all backgrounds. Through advancement of diversity and internal and external networking efforts, the Unit helps counter negative attitudes about lack of inclusion. This area also includes staff diversity/affinity groups and assessment.

Fund Source	FY15 FTE	FY15 Planned Annual Expenditures (in \$)	
		Salaries/Benefits	Other
ABB Funds (GOF, DOF-ICR, DOF-LFA)	2.00	\$ 137,340	\$ 14,154
Self-Sustaining Funds (BT 10, 11)	0.00	\$ -	\$ -
Grants & Contracts (BT 05)	0.00	\$ -	\$ -
Philanthropy, or Gifts & Discretionary (BT 06)	0.00	\$ -	\$ -
Total	2.00	\$ 137,340	\$ 14,154

BT = Budget Type

Administrative Unit Carryover Usage Plan SUMMARY

This table will self-populate via the "Carryover Worksheet - Detail" tab

Administrative Unit Name:	Minority Affairs & Diversity	
Estimate of Carryover Balance at "Close" of FY14:	821,000	
Usage Category	Amount	%
Unit's Reserve	726,789	51.74%
Central Commitments	60,000	4.27%
Permanent Costs & Other Projects	618,000	43.99%
Total	1,404,789	100.00%
Deficit	(583,789)	