

Administrative Unit Name: Office of Minority Affairs and Diversity

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 **Friday, November 18**. Please email your materials to [Becka Johnson Poppe](#).

1. In the **“Planned Expenditures”** tab of the Excel workbook, please provide the following information for each functional area of your unit: ¹
 - a) A description of how the functional area **contributes to the University’s missions** (research, service and teaching) and the risks the University would face if this work were no longer funded;² and
 - b) Provide information regarding your unit’s **projected FTEs and planned expenditures for FY17 and FY18**:
 - i) Expenditure estimates should be broken down by:
 - *Fund type*: permanent ABB funds (i.e. GOF and DOF, excluding carryover) and, if applicable, funds derived from self-sustaining efforts, grants and contracts, philanthropy, and other sources.
 - *Expenditure type*: salaries and benefits, goods and services, contractual services, travel, and other.
 - ii) 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 FY17, etc. Also, please explain the “other” category, if you put expenses into that column.

For guidance, please see the example posted at the [FY18 Budget Development webpage](#).

This space intentionally left blank.

¹ “Functional area” is most easily described as a level of granularity that reflects your unit’s org chart and is reconcilable to your unit’s organization code structure. However, if this results in an unwieldy number of “functional areas” for your unit (i.e. more than 7 or 8), please note this in your materials and provide a more manageable level of granularity. As a general guideline, we anticipate 3-7 functional areas per unit.

² Please refer the following document for more information about the [University’s Sustainable Academic Business Plan \(SABP\) goals and top institutional risks](#).

2. A number of variables (e.g. the outcome of the 2017 legislative session) will heavily influence the availability of funds for FY18 merit increases. Despite these unknowns, planning for compensation increases has no doubt begun already. Units should plan to receive less funding than may be necessary to implement the full average merit increases for GOF- and DOF-funded positions. **Please tell us how your unit plans to deploy existing resources, establish new revenue streams (if applicable), and/or pursue additional efficiencies to support merit increases in FY18. Please respond in 300 words or fewer.**
-

Funding merit based salary increases is a priority for the unit. We will work to identify permanent funds to assist with merit increases, but have concerns about the ability to find savings by attrition. Grant funded programs will also be challenged to meet any merit salary increases as a result of no cost of living adjustment in grant allocations in the past few years. A large number of our permanent FTEs are funded through grants. As noted in questions 4 and 5, our operational capacities are already constrained.

3. 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, clearer priorities, increased accountability, and elimination of unnecessary bureaucracy and redundancies.

Please answer the following questions:

- What are 3-5 new things that your unit is doing this fiscal year to align with the [TAP principles for central administrative units](#) and to create and enhance a culture of service? *Please respond within a 300-word bulleted list and please be specific.*
 - How can your unit collaborate with other units (academic and administrative units outside of your own) to be more effective and reduce costs? *Please respond in 200 words or fewer.*
-

ALIGNMENT WITH TAP PRINCIPLES

OMA&D is committed to the TAP principles through the following strategies:

- First, collaboration among OMA&D units has created programmatic synergies to maximize the use of resources while continuing to deliver high quality academic support services to our target population. We have emphasized greater collaboration with units sharing similar goals (i.e., UAA, Student Life, Admissions, Engineering, etc.). Other examples include:
 - Collaboration and funding for the Center for Communication, Difference, and Equity;
 - Support of the Brotherhood Initiative through staff involvement in the advisory and working groups; in the identification and selection of students; and through financial and technical assistance;
 - Partnership between OMA&D's Math Science Upward Bound Program and the Center for Sensorimotor Neural Engineering to develop a Neuroengineering class for high school students.
- Second, we made a commitment to data driven decision-making. This includes a dedicated assessment and evaluation team who work with leaders in the organization to use data to help make budget and programming decisions based on service gaps. An emphasis on outcomes and assessment efforts will increase productivity and target the areas of greatest need. We also partnered with colleagues in UAA to better track student success.

- One example is the involvement on the Integrated Planning and Advising Services, which included work with UAA on the grant, supporting 3 participants in cohort 1 of advisers, and partnering as trainers for IPASS.
- Third, we have focused on defining clearer priorities beyond our access and success programs. Our success in bringing in and retaining diverse students is well documented. However, more can be done to define transformative diversity efforts in partnership with academic and administrative units. We are in the process of reviewing our mission, vision, and values to be consistent with institutional priorities and the changing landscape of equity and diversity work on our campus.
- Fourth, in our efforts towards decreasing administrative burden we are revamping our on-boarding processes, staff recognition, and professional development for staff. OMA&D's Culture of Service Ambassadors have launched the review of organizational customer service & operational effectiveness. This past year, we completed an organizational LEAN process to improve our grant management and other financial monitoring processes.

LEVERAGING EFFORTS TO BE MORE EFFECTIVE AND REDUCE COSTS

Over the next year OMA&D will undertake a process with its staff to explore ideas for ways each unit can be more effective, efficient, and reduce costs. Planning efforts on how we can collaborate with academic and administrative units outside of the organization will also be a part of those discussions. We will engage with academic and administrative units about realistic ideas that can be pursued. We have already been working with Financial Aid to look at policy and process improvements for short term loans. We have also worked with Housing on increasing communication and support for students with late or substantial housing bills each mid-quarter.

We will continue to leverage the use of federal funding to support our access and student success mission. The leveraging of current federal funding by grant developing units such as Upward Bound, Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP), Math, Engineering, Science Achievement (MESA), Early Identification Program (EIP), Health Sciences Center Minority Students Program (HSCMSP), and Counseling Services has enabled college access and success programs to keep student initiatives at an optimum level while lessening the impact to units that sustain reductions. This year we will pursue several grants to enhance our college access mission with a focus on STEM and veterans.

In the future, the co-location of college access and student success programs in the same building can generate additional cost savings in both the use of personnel, materials, and technology. Greater efficiencies can be sustained through the sharing of support staff, student employees, phones, computer technology, copiers, and the like.

4. 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 300 words or fewer.*

At your unit's meeting with the Provost, **please be prepared to discuss your unit's succession planning activities.**

The dynamic nature of college access and student success work with an emphasis on equity and diversity require personnel with a variety of skills and talents to meet the demands of serving our student population. This means that we must be more intentional in our staff recruitment efforts to attract talented and multi-skilled individuals with a passion for equity and diversity work. Once these folks have been hired, we need to develop effective strategies to retain, develop and create career ladders for rising stars to help grow the talent. We want our impact to be broad and meaningful across all of our functional areas and the university.

During the past year, we have initiated conversations to review positions and reallocate resources to maximize impact in critical need areas. One example of this approach has been the reconceptualization of the Multicultural Outreach (MOR) Director to be more hands-on with recruitment work rather than serving in a purely administrative role. We have also repurposed one of our staff members in the advising team to focus on direct efforts to reengage students who have stopped out or have taken time off to return to school. This has included greater work around data review and data collection on students' decision to leave. Going forward all vacated positions will be reviewed at the senior leadership level with an eye towards reallocating positions to address our highest priority needs.

- 5. Please identify any significant obstacles or challenges** 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. *Please respond in 300 words or fewer.*
-

Increasing demand for advising services, instructional support, and co-curricular support are stretching our capacity to deliver high quality services to our target population.

Educational Opportunity Program (EOP) student affiliation has increased 15% since 2010. As a result, our advising staff has been asked to increase caseloads, while the Instructional Center (IC) has struggled to meet the demand of increased student need for tutoring. This is particularly true in STEM subjects such as math, chemistry, biology, and physics. During heavy drop-in periods, students often wait 30+ minutes to have questions answered. The wait times may result in academically vulnerable students choosing to forego the needed support.

OMA&D Academic Counseling Services has seen as 25% increase in the enrollment of conditionally admitted students (EOP 3) this fall. This has required increased staff engagement in the advising and tracking of academic progress of these students. Advising staff have been asked to expand their caseloads and lead seminar to ensure high touch programming.

The cost of hourly employees has also placed a burden on budgets that support student workers necessitating the reduction in some areas and a review of emerging priorities. This has been especially challenging for our Multicultural Outreach and Recruitment team, where student ambassadors are an integral part of our outreach efforts, and in our Instructional Center, which relies on student tutors to impact success in the curriculum.

OMA&D also receives significant scrutiny by off-campus and on-campus stakeholders who are passionate about diversity and equity work. Any structural or programmatic shifts may lead to concerns by external stakeholders. The work of equity and diversity has become more challenging with changes in the federal government, especially in the funding priorities for grants that support diversity in STEM and other areas of national need.

6. 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.³
- Please provide updated numbers under "Updated Plan" (Columns H-K).
- If you have new line items, please add rows, as needed.
- For any major updates, please provide a brief description of the change (Column L).

Please note, although cost allocations for the HR/Payroll Modernization Program won't be available until the new system goes live, units are encouraged to incorporate the original allocations (from the HR/Payroll Cost Allocation plan) into their carryover spending plans. For units that made prepayments, all funds have been held in reserve, and will be applied to your future cost allocations.

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 [FY18 Budget Development webpage](#).

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 explain why.

7. For FY18, the Provost will be deploying *permanent* Provost Reinvestment Funds (PRF) primarily, if not exclusively, to cover compensation increases. Thus, **units are asked to limit PRF requests to temporary funding needed to address critical compliance and/or high institutional priority needs**.⁴

If your unit has a PRF request that fits within these strict parameters, please describe it in the **"PRF Request" tab** of the Excel workbook. Please also indicate what you are willing to commit as a match for PRF support.

This space intentionally left blank.

³ As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.

⁴ Please refer to the University's [Sustainable Academic Business Plan](#) for more information about top institutional goals.

FY17 & FY18 Planned Expenditures - Administrative Units

Please use the fields below to provide information for **each functional area** of your unit. "Functional area" is most easily described as a level of granularity that reflects your unit's org chart and is reconcilable to your unit's organization code structure. However, if this results in an unwieldy number of "functional areas" for your unit (i.e. more than 7 or 8), please provide a more manageable level of granularity. As a general guideline, we anticipate 3-7 functional areas per unit.

For guidance, please see the example posted at the FY18 Budget Development webpage: <http://opb.washington.edu/fy18-unit-budget-development>

NAME OF AREA: College Access						
<p><i>The University of Washington has a mission to attract and serve a diverse student population. In OMA&D, we are committed to broadening college access and building a talent pool that will add diversity to our institution. The <u>College Access</u> unit works with high school through community college students to pursue higher education, prepare for college, explore careers and – we hope – eventually gain admission to the UW. The unit has programs that work with over 21,000 students in 109 districts, 182 schools and 13 two-year colleges across the state of Washington. This work and relationships across the state were critical in helping the UW admit its most diverse freshman class in the history of this institution.</i></p>						
FISCAL YEAR 2017						
Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	16.13	\$ 2,064,831	\$ 490,413		\$ 89,587	
Self-Sustaining Funds (BT 10, 11)						
Grants & Contracts (BT 05)	19.34	\$ 1,673,243	\$ 2,988,678	\$ 644,553	\$ 127,551	\$ 309,896
Philanthropy, or Gifts & Discretionary (BT 06)	0.84	\$ 66,585	\$ 49,926	\$ 19,641	\$ 8,393	\$ 5,452
Total	36.31	\$ 3,804,659	\$ 3,529,017	\$ 664,194	\$ 225,531	\$ 315,348
FISCAL YEAR 2018						
Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	16.13	\$ 2,135,630	\$ 490,413		\$ 89,587	
Self-Sustaining Funds (BT 10, 11)						
Grants & Contracts (BT 05)	19.34	\$ 1,728,907	\$ 2,933,014	\$ 644,553	\$ 127,551	\$ 309,896
Philanthropy, or Gifts & Discretionary (BT 06)	0.84	\$ 72,725	\$ 49,926	\$ 19,641	\$ 8,393	\$ 5,452
Total	36.31	\$ 3,937,262	\$ 3,473,353	\$ 664,194	\$ 225,531	\$ 315,348
<p><i>We used actual budgeted amounts for Grants & Contracts and GOF/DOF categories. For the other two categories we used the FY2016 Summary of Revenue and Expense report to calculate starting figures with FY2017 benefit load rate for both years. The Other category contains indirect costs and student stipends. We are assuming a 4% merit salary increase for FY18.</i></p>						

NAME OF AREA: Student Success

Student Success supports the academic, cultural, and personal growth of underrepresented, first generation, and low-income students. The Student Success team helps to keep these students at the University. Without these efforts, the success and graduation level of diverse students would be lower. Student Success also helps students maximize their Husky Experience through a variety of curricular and co-curricular efforts. OMA&D has been a leader in the student success arena for nearly five decades, and today we possess a comprehensive portfolio of programs and staff that support these important efforts.

FISCAL YEAR 2017						
Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	36.08	\$ 3,041,777	\$ 172,085		\$ 8,326	
Self-Sustaining Funds (BT 10, 11)	13.95	\$ 849,514	\$ 237,483		\$ 25,815	\$ 36,629
Grants & Contracts (BT 05)	14.68	\$ 1,097,478	\$ 80,039	\$ 28,000	\$ 54,952	\$ 227,431
Philanthropy, or Gifts & Discretionary (BT 06)			\$ 7,562	\$ 1,880		\$ 2,000
Total	64.71	\$ 4,988,769	\$ 497,169	\$ 29,880	\$ 89,093	\$ 266,060
FISCAL YEAR 2018						
Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	36.08	\$ 3,151,722	\$ 172,085		\$ 8,326	
Self-Sustaining Funds (BT 10, 11)	13.95	\$ 890,456	\$ 237,483		\$ 25,815	\$ 36,629
Grants & Contracts (BT 05)	14.68	\$ 1,132,251	\$ 65,266	\$ 28,000	\$ 34,952	\$ 227,431
Philanthropy, or Gifts & Discretionary (BT 06)			\$ 7,562	\$ 1,880		\$ 2,000
Total	64.71	\$ 5,174,429	\$ 482,396	\$ 29,880	\$ 69,093	\$ 266,060

We used actual budgeted amounts for Grants & Contracts and GOF/DOF categories. For the other two categories we used the FY2016 Summary of Revenue and Expense report to calculate starting figures with FY2017 benefit load rate for both years. The Other category contains indirect costs and student stipends. We are assuming a 4% merit salary increase for FY18.

NAME OF AREA: Central Services

Central Services is a key component that delivers human resources, fiscal, and technology services to the other OMA&D units. Embedded within Central Services is the Intellectual House which is reflected in the GOF/DOF funds and Self Sustaining categories. In addition, elements of Institutional Transformation, which is responsible for diversity work across our campus, is also reflected in GOF/DOF categories.

FISCAL YEAR 2017

Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	23.61	\$ 2,006,638	\$ 129,382	\$ 300	\$ 5,200	
Self-Sustaining Funds (BT 10, 11)	1.31	\$ 155,271	\$ 41,296		\$ 3,094	
Grants & Contracts (BT 05)	1.01	\$ 76,221	\$ 741,842		\$ 16,500	\$ 142,014
Philanthropy, or Gifts & Discretionary (BT 06)	0.10	\$ 6,790	\$ 103,116	\$ 2,500	\$ 4,215	\$ 23,250
Total	26.03	\$ 2,244,920	\$ 1,015,636	\$ 2,800	\$ 29,009	\$ 165,264

FISCAL YEAR 2018

Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	23.61	\$ 2,079,442	\$ 129,382	\$ 300	\$ 5,200	
Self-Sustaining Funds (BT 10, 11)	1.31	\$ 165,196	\$ 41,296		\$ 3,094	
Grants & Contracts (BT 05)	1.01	\$ 78,730	\$ 739,333		\$ 16,500	\$ 142,014
Philanthropy, or Gifts & Discretionary (BT 06)	0.10	\$ 7,265	\$ 103,116	\$ 2,500	\$ 4,215	\$ 23,250
Total	26.03	\$ 2,330,633	\$ 1,013,127	\$ 2,800	\$ 29,009	\$ 165,264

We used actual budgeted amounts for Grants & Contracts and GOF/DOF categories. For the other two categories we used the FY2016 Summary of Revenue and Expense report to calculate starting figures with FY2017 benefit load rate for both years. We've included the SAF funding for the Intellectual House for FY2017 in Self-Sustaining Funds and assume we will have the same plus hourly increases for next year. The Other category contains indirect costs and student stipends. We are assuming a 4% merit salary increase for FY18.

Updated Carryover Usage Plan - Administrative Units

Please use this template to provide an update on the carryover usage plan you submitted last year.

INSTRUCTIONS: Please do not change the numbers under "Previous Plan" (Columns C-F). Instead, please provide updated numbers under "Updated Plan" (Columns H-K). If you have new line items, please add rows, as needed. For any updates, please provide a brief description of the change (Column L). See the Word template for notes regarding HR/Payroll cost allocations.

For additional guidance, please see the example posted at the FY18 Budget Development webpage: <http://opb.washington.edu/fy18-unit-budget-development>

Unit:	PREVIOUS PLAN (Do Not Update)				Carryover into FY16: \$ 1,291,867	UPDATED PLAN (Please Complete)	Est. Carryover into FY17: \$ 1,338,616 *			
Office of Minority Affairs & Diversity	Committed Year(s)	# of Years	Annual \$ Amount	Totals		Committed Year(s)	# of Years	Annual \$ Amount	Totals	Explanation of Changes/Updates
Usage Categories and Descriptions										
Unit's Reserve (10% of permanent ABB budget)										
	FY17	1	\$ 755,728	\$ 755,728		FY18	1	\$ 786,207	\$ 786,207	
	Total Unit's Reserve:			\$ 755,728		Total Unit's Reserve:			\$ 786,207	
Central Commitments						<i>e.g. FY17- FY19</i>	<i>e.g. 3</i>			
				\$ -					\$ -	
<i>Add more lines as needed</i>				\$ -					\$ -	
	Total Central Commitments:			\$ -		Total Central Commitments:			\$ -	
"Spending Plan" Permanent Costs & Other Projects						<i>e.g. FY17- FY19</i>	<i>e.g. 3</i>			
A. Perm expenditures funded with temp funds										
Graduation ceremonies for individual cultural groups	ongoing	2	\$ 9,000	\$ 18,000		ongoing	2	\$ 9,000	\$ 18,000	
Student Advisory Board	ongoing	2	\$ 5,000	\$ 10,000		ongoing	2	\$ 5,000	\$ 10,000	
OMA&D staff--professional development	ongoing	2	\$ 15,000	\$ 30,000		ongoing	2	\$ 25,000	\$ 50,000	
Routine computer upgrades	ongoing	2	\$ 10,000	\$ 20,000		ongoing	2	\$ 10,000	\$ 20,000	
Powwow (institutional commitment toward facility rental cost)	ongoing	2	\$ 30,000	\$ 60,000		ongoing	2	\$ 30,000	\$ 60,000	
Staff diversity/Affinity groups	ongoing	2	\$ 6,000	\$ 12,000		ongoing	2	\$ 6,000	\$ 12,000	
Community advisory boards	ongoing	2	\$ 7,500	\$ 15,000		ongoing	2	\$ 7,500	\$ 15,000	
				\$ -					\$ -	
B. Possible multi-year commitments										
NSF LSAMP institutional match	FY16-19	4	\$ 99,762	\$ 399,048		FY17-19	3	\$ 117,456	\$ 352,368	
ECC & wəłəbʔaltx™ facilities reserve	ongoing	3	\$ 30,000	\$ 90,000		ongoing	4	\$ 30,000	\$ 120,000	
The facility reserve is GOF funded and retained year-to-year to serve as a reserve for major building maintenance costs.			\$ -	\$ -				\$ -	\$ -	
C. Immediate, current year use										
				\$ -					\$ -	
<i>Add more lines as needed</i>				\$ -					\$ -	
	Total Permanent Costs & Other Projects:			\$ 654,048		Total Permanent Costs & Other Projects:			\$ 657,368	
PRIOR PLAN TOTAL: \$ 1,409,776						UPDATED PLAN TOTAL: \$ 1,443,575 **				

* As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.

** Because carryover balances are estimated, and many of these priorities transcend multiple years, we do not expect this total to exactly match your unit's carryover total.

Provost Reinvestment Fund Request(s)

Please limit Provost Reinvestment Fund (PRF) requests to temporary support for issues of critical compliance and high institutional priority (such as enhancements to the faculty or student experience) and in consultation with faculty, staff and students. Please also indicate what you are willing to commit as a match for PRF support. Repeat the following fields as needed.

One Sentence Explanation:	<i>OMA&D will celebrate its 50th anniversary in 2018 and we plan to celebrate this important milestone with a series of events and conversations that acknowledges 50 years of equity and diversity work on the UW campus.</i>				
Requested PRF (per year):	\$	40,000			
Number of years needed:		1			
Starting In:		FY18			
Unit Match/Contribution:	<i>Our match includes the time and effort of staff working on the planning and \$20,000 from OMA&D sources to carry-out activities.</i>				
Full Explanation of Request:	<i>OMA&D will celebrate its 50th anniversary as an organization committed to diversity and inclusion in 2018. This is a significant milestone for our university, our organization, and our community. Student protest in the late 1960s compelled by a call for access and support services for diverse students led to the creation of the Office of Minority Affairs. These efforts created an infrastructure of support that included advising activities, instructional services, and cultural spaces for building community. These were the first steps towards diversity becoming institutionalized at the University of Washington. In subsequent years, this struggle created the space for the inclusion of ethnic studies, gender studies, and other academic programs focusing on other aspects of diversity. Today, the legacy of work by students, faculty, staff, and community serve as a constant reminder that we stand on the shoulders of others who came before us and laid the foundation on which we operate today. We request one-time funding to help support the planning and execution of this anniversary.</i>				
Connection To Other Units:	<i>We envision this celebration as a campus-wide effort, where academic and administrative units partner with us to carry-out the activities. The goal is to acknowledge the collective work and commitment to diversity that has been carried out across the campus for 5 decades.</i>				
FTES and Expenditures	<i>In the table below, please outline what the TOTAL funds (requested PRF + unit match) would buy. Please add lines as needed.</i>				
Job Title	FTE	Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
Other Expenditures		Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
<i>Goods and Services</i>	n/a	\$60,000	\$20,000	\$40,000	

Provost Reinvestment Fund Request(s)

Please limit Provost Reinvestment Fund (PRF) requests to temporary support for issues of critical compliance and high institutional priority (such as enhancements to the faculty or student experience) and in consultation with faculty, staff and students. Please also indicate what you are willing to commit as a match for PRF support. Repeat the following fields as needed.

One Sentence Explanation:	<i>In our effort to increase our commitment to data-driven decision making, we want to bring in a consultant to provide an assessment of our assessment and evaluation needs across our entire organization.</i>				
Requested PRF (per year):	\$	30,000			
Number of years needed:		1			
Starting In:		FY18			
Unit Match/Contribution:	<i>Our match will include the time and effort of staff coordinating meetings and other activities associated with the review.</i>				
Full Explanation of Request:	<i>The increasing demand for disaggregated data from different stakeholders around race, ethnicity, and other social identities that impact the work carried out by the organization requires a thorough analysis of our capacity and emerging evaluation and assessment needs. We also want to have consistent reporting on learning outcomes, impact of efforts, and retention and graduation data across all of OMA&D units. While we have internal capacity to do this work, we need an external perspective to help inform this work that is consistent with institutional and national trends. To accomplish this, we request funding to hire a consultant and carry-out an assessment of current practices.</i>				
Connection To Other Units:	<i>This work aligns well with current efforts to track student success (i.e., IPASS, Retention and Graduation Task Force) and to increase data-driven decision making. This emphasis has synergy with the TAP initiative as we think strategically about the added value that diversity work brings to the institution. We also strongly believe that this assessment will help us to clarify the portfolio of work that should be centralized as a resource for other campus units. And finally, it is important to acknowledge that this work is different from our institutional research efforts as we work to standardize internal program assessments across all units.</i>				
FTES and Expenditures	<i>In the table below, please outline what the TOTAL funds (requested PRF + unit match) would buy. Please add lines as needed.</i>				
Job Title	FTE	Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
Other Expenditures		Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
<i>Contractual Services</i>	n/a	\$20,000		\$20,000	
<i>Other</i>		\$10,000		\$10,000	

Provost Reinvestment Fund Request(s)

Please limit Provost Reinvestment Fund (PRF) requests to temporary support for issues of critical compliance and high institutional priority (such as enhancements to the faculty or student experience) and in consultation with faculty, staff and students. Please also indicate what you are willing to commit as a match for PRF support. Repeat the following fields as needed.

One Sentence Explanation:	<i>Strategic planning and visioning to prepare the organization for the future to meet the challenges of a changing higher education landscape as it relates to diversity, equity, and inclusion.</i>				
Requested PRF (per year):	\$	20,000			
Number of years needed:		1			
Starting In:		FY18			
Unit Match/Contribution:	<i>We will match \$10,000 from OMA&D sources.</i>				
Full Explanation of Request:	<i>The changing demography of our state and nation, the emerging focus on intersectionality, and the dynamic nature of diversity, equity, and diversity work in a turbulent social and political landscape requires a more nimble yet responsible approach to the work. In order to prepare for these challenges, we need to take stock of where we are, evaluate what are the emerging trends and needs, and begin to project into the future what the work will look like in 10-20 years. This requires us to work with an external consultant to help us develop a plan of action for moving forward. As such, we request funding to bring in a consultant to help us work through these issues.</i>				
Connection To Other Units:	<i>OMA&D will continue to be a resource to the campus community in all diversity related work. In this respect, the visioning and planning we carry-out will add value to the entire campus community.</i>				
FTES and Expenditures	<i>In the table below, please outline what the TOTAL funds (requested PRF + unit match) would buy. Please add lines as needed.</i>				
Job Title	FTE	Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
Other Expenditures		Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
<i>Contractual Services</i>	n/a	\$15,000	\$5,000	\$10,000	
<i>Other</i>		\$15,000	\$5,000	\$10,000	

Provost Reinvestment Fund Request(s)

Please limit Provost Reinvestment Fund (PRF) requests to temporary support for issues of critical compliance and high institutional priority (such as enhancements to the faculty or student experience) and in consultation with faculty, staff and students. Please also indicate what you are willing to commit as a match for PRF support. Repeat the following fields as needed.

One Sentence Explanation:	<i>Increase capacity for the role of Chief Diversity Officer to enhance diversity & inclusion across our three campuses.</i>				
Requested PRF (per year):	\$	50,000			
Number of years needed:		2			
Starting In:		FY17			
Unit Match/Contribution:	<i>No match available for this request.</i>				
Full Explanation of Request:	<i>We would like to request funds for short-term projects that help advance and amplify diversity and inclusion work taking place across the campus. Examples of such projects may include: hiring consultants to help us develop more effective ways for communicating the successes of diversity and equity works across our campuses; the creation of a diversity and inclusion dashboard to provide comparisons across colleges and schools.</i>				
Connection To Other Units:	<i>The CDO will continue be a resource to the campus community in all diversity related work. In this respect, capacity building in the area of communication and the creation of a dashboard will add value to the entire campus community.</i>				
FTES and Expenditures	<i>In the table below, please outline what the TOTAL funds (requested PRF + unit match) would buy. Please add lines as needed.</i>				
Job Title	FTE	Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
Other Expenditures		Total Yearly Cost	Amt covered by unit	Amt covered by PRF	
<i>Contractual Services</i>	n/a	<i>\$40,000</i>		<i>\$40,000</i>	
<i>Other</i>		<i>\$10,000</i>		<i>\$10,000</i>	