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Administrative Unit Name: **UW Continuum College**

*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](.).*
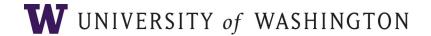
1. In the **"Planned Expenditures" tab of the Excel workbook,** please provide the following information for each functional area of your unit: [1]

   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](.).

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[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.*

UW Continuum College (UWC²) is self-sustaining and will fund planned merit increases through operating revenues.

Our confidence in our ability to fund merit increases stems from risk management inherent to a broad portfolio of programs and a strategy for efficient program growth.

Our program lines inclusive of self-sustaining degree programs, professional certificate offerings, international and English language programs and our large portfolio of contract and specialized programs gives UWC² sufficient portfolio diversity to manage market risk and to opportunistically pursue new or emerging markets.

We will seek additional revenue streams by growing existing programs through creative delivery modalities to reach audiences outside of the Puget Sound Region. We are exploring self-paced, asynchronous programs, stackable course offerings and other innovative pedagogy that leverage existing educational offerings and therefore contain costs while student access grows.

While growing programs, we are mindful of the need to continuously improve learning offering quality. We are reorganizing existing resources and dedicating their work to innovative curriculum design, instructor development and new program assessment models.

This will be discussed in more detail in the TAP reporting section of this narrative, but UWC² is investing in new technologies to automate manual processes to enable program growth without the need to scale FTE proportionately.

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.*

UWC² by virtue of our mission and purpose has always exemplified an efficient administrative support model through our function to centralize program development and program support for the over 80 fee-based degree programs at the University of Washington.
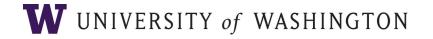
Continuous improvement "TAP" initiatives underway:

- UWC² has reorganized to create a central student advising and coaching function to more efficiently engage students and to improve the quality and consistency of student communications. Student support processes are also being consolidated within this team to efficiently grow programs while demonstrating and improving quality.
- UWC² in partnership with UW-IT is now developing an online registration system to support fee-based degree program students. The system is scheduled for go-live in spring of 2018.
- UWC² is building online program application routing and approval tools to eliminate manual, document-based processes.
- We are in the midst of a project to replace an aging customer relationship management system (CRM) with Salesforce.com and this will bring a myriad of opportunities to automate processes and communications while improving student engagement service levels.
- UWC² is engineering a Payment Card Industry (PCI) compliant payment portal that will ultimately serve as the single payment interface for UWC² degree and non-matriculated program students.

All of the aforementioned initiatives are designed to significantly reduce manual work and allow more efficient growth.

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.*

- UWC² is partnering with UW Marketing and Communications as well as Advancement to build on our successful Boeing partnership to find new ways to link with additional leading Puget Sound corporate partners.
- UWC² collaborates with every school and college to help create and deliver self-sustaining educational programs that may not be possible under a state-funded model.
- UWC² is outsourcing all email management to UW-IT and migrating all users to Microsoft Office 365.
- UWC² is tightly integrating its Educational Outreach System (EOS) student information system with the SDB to leverage the business rules and processes native to the SDB and to eliminate the duplication of SDB system functionality.
- We collaborated closely with the Registrar, UW-IT and the Graduate School to deliver the Enrollment Confirmation System functionality to all fee-based student programs.

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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 <u>without</u> 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**.

UWC² is undergoing a series of projects supported by existing staff or supported by the creation of new units often staffed with existing resources:

- Utilized existing staff for the planning and rollout of the new UW Continuum Collage brand
- Consolidation of student services inclusive of coaching, advising, communications and student support activities such as waitlist management and scheduling. Many existing program operations staff will fold into this group.
- Job openings in international programs have been left vacant and existing staff reorganized to maintain international student support services at current FTE levels.
- Functions such as finance, IT, and registration continue to serve more students while managing staff budget through process consolidation in receivables and payables, outsourcing of fileserver management and outsourcing of email management.
- We assume the rollout of the HR/P system will reduce day-to-day functional tasks and allow the payroll unit reduce its staff budget.
- Created a new position with a specialization in internal communications. We are using the skills of an executive assistant to fulfill the role.

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.*

With the growth of non-traditional learners that fit within our pedagogical model far outpacing the traditional learner audience growth, we are optimistic UWC² is poised for rapid growth.

However, areas requiring additional focus today are:

- Pressure to keep tuition rates static while faculty salary expense is rising.
- International and English program enrollments are declining across North America and we are seeking new international students through new recruitment channels to offset the decline.

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.

   UWC² is a self-sustaining unit and we are not requesting PRF.

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[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

BT = Budget Type   OC = Object Code

NAME OF AREA: UW Continuum College, Org Code 255

UW Continuum College (UWC²) dramatically extends the UW's reach to more than 50,000 learners of all ages each year. These learners include children in Summer Youth, UW in the High School, International English Language Programs, Summer Quarter, Professional and Continuing Education, Conference Services, senior adults in our Osher Lifelong Learning Institute, and more. A number of non-credit programs are managed directly by the unit but most programs are offered in partnership with other UW colleges. UWC² maintains some level of partnership with every college or school on the Seattle campus and also works with Bothell and Tacoma. The central resources allow individual schools and colleges to focus on the academic quality and avoid developing duplicative infrastructures and personnel. UWC² provides opportunity funds and risk management for large and small departments to allow new programs to launch

UWC² programs are self-sustaining and contribute significant overheads to the UW central fund and revenues to departments and schools on campus. Defunding this unit could lead to the loss of significant overheads from non-credit programs and require significant investment for managing fee-based degrees elsewhere on campus. (Note: there is little or no funding coming to UWC² so "defunding" in this case is somewhat misleading.)

FISCAL YEAR 2017						
		Projected Expenditures (in $)				
Fund Source	**FTE**	**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)	19.40	2,384,275				
Self-Sustaining Funds (BT 10, 11)	214.00	59,831,154	12,891,429	2,076,050	675,223	3,737,534
Grants & Contracts (BT 05)	1.00	27,000	2,700	8,000	1,300	
Philanthropy, or Gifts & Discretionary (BT 06)	5.60	102,495	54,919	5,650	750	
Total	**240.00**	**61,960,649**	**12,949,048**	**2,089,700**	**677,273**	**3,737,534**
FISCAL YEAR 2018						
		Planned Expenditures (in $)				
Fund Source	**FTE**	**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)	15.00	1,500,000				
Self-Sustaining Funds (BT 10, 11)	218.40	62,724,401	13,149,257	2,117,571	688,727	3,812,284
Grants & Contracts (BT 05)	1.00	27,000	2,700	8,000	1,300	
Philanthropy, or Gifts & Discretionary (BT 06)	5.60	106,600	35,562	6,000	780	
Total	**240.00**	**63,358,001**	**13,187,519**	**2,131,571**	**690,807**	**3,812,284**

Please describe any assumptions and please explain the "other" category:

Assumption 1: The availability of DOF will continue to decrease for UWC².

Assumption 2: Salary increase 4% in each fiscal year, plus known benefit load.

Assumption 3: 1.8% increase (FY17) and 2% increase (FY18) for goods, services, contractual services, and travel.

Assumption 4: "Other" includes $3MM of 08 (TUITION/FEES PD TO UW), 21 (COST TRANSFERS) as an expense, and $992k in 11 management services).
                    BT 10, 11 includes administrative and programmatic budgets.

Assumption 5: Discretionary fund expenditures will be higher than average for FY 17 due to team activities related to the UWC² brand launch. Expenditures will drop to a normal level in FY 18.

Assumption 6: FTE is a reflection of UWC² staff and 40 9-month full-time extension lecturers, which reflects approximately $20.6MM in salary and benefits. Most extension lecturers are not paid on an FTE and It is unknown how other departments use funds towards FTE.

NAME OF AREA: UW Summer Quarter (UWSQ)

UW has one of the five largest optional-term summer quarter programs in America. UWSQ operates on a centralized fee-based budget model with value-added program management services provided at a low cost to the Provost. These services provided to over 70 UWS departments include marketing, budgeting, policy, course formatting and scheduling, course selection, certificate program and online course development expertise and support, which keep UWSQ optimized by:

• Reducing administrative costs so that courses can run at lower enrollments rates (optional terms have lower enrollment rates than required academic year terms)
• Standardizing how we pay TAs and faculty for compliance purposes outside of the academic year
• Providing the widest breadth of most needed course offerings to maximize student experience and overall revenue

As a result, UW (1) has more undergraduates are able to graduate in four or less years, (2) can attract better graduate students by offer more teaching and T.A. opportunities (3) faculty can supplement their salaries and experiment with innovative new course offerings and (4) students/faculty have more choice and options for achieving their academic and career goals.

If UWSQ administration were decentralized, higher costs would likely result in fewer course offerings, leading to a reversal of the benefits listed above. If other cuts or elimination of UWSQ occurred, the impact would be felt across the UW for the reasons stated above.

FISCAL YEAR 2017						
Fund Source	**FTE**	**Projected Expenditures (in $)**				
		Salaries & Benefits	**Goods & Services**	**Contractual Services**	**Travel**	**Other**
GOF/DOF, excluding carryover (BT 01)						
Self-Sustaining Funds (BT 10, 11)	5.60	16,182,203	485,405	30,785	35,011	1,183,256
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	**5.60**	**16,182,203**	**485,405**	**30,785**	**35,011**	**1,183,256**

FISCAL YEAR 2018						
Fund Source	**FTE**	**Planned Expenditures (in $)**				
		Salaries & Benefits	**Goods & Services**	**Contractual Services**	**Travel**	**Other**
GOF/DOF, excluding carryover (BT 01)						
Self-Sustaining Funds (BT 10, 11)	5.60	16,829,491	494,142	31,339	35,641	1,204,555
Grants & Contracts (BT 05)						
Philanthropy, or Gifts & Discretionary (BT 06)						
Total	**5.60**	**16,829,491**	**494,142**	**31,339**	**35,641**	**1,204,555**

Please describe any assumptions and please explain the "other" category:

Assumption 1: Salary increase 4% in each fiscal year, plus additional for benefits; the pending faculty salary proposal for SQ is not included.

Assumption 2: 2% (FY18) for goods, services, contractual services, and travel.

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: $ 97	UPDATED PLAN (Please Complete)			Est. Carryover into FY17: $ (37,768) *	
Continuum College (Educational Outreach)									
Usage Categories and Descriptions	Committed Year(s)	# of Years	Annual $ Amount	Totals	Committed Year(s)	# of Years	Annual $ Amount	Totals	**Explanation of Changes/Updates**
Unit's Reserve (10% of permanent ABB budget)									
	FY17	1	$ 222,536	$ 222,536	FY18	1	$ 238,428	$ 238,428	
			Total Unit's Reserve:	$ 222,536			Total Unit's Reserve:	$ 238,428	
Central Commitments					*e.g. FY17-FY19*	*e.g. 3*			
				$ -				$ -	
				$ -				$ -	
Add more lines as needed				$ -				$ -	
			Total Central Commitments:	$ -			Total Central Commitments:	$ -	
"Spending Plan" Permanent Costs & Other Projects					*e.g. FY17-FY19*	*e.g. 3*			
A. Perm expenditures funded with temp funds									
				$ -				$ -	
				$ -				$ -	
				$ -				$ -	
B. Possible multi-year commitments									
				$ -				$ -	
				$ -				$ -	
				$ -				$ -	
C. Immediate, current year use									
				$ -				$ -	
				$ -				$ -	
				$ -				$ -	
				$ -				$ -	
				$ -				$ -	
				$ -				$ -	
Add more lines as needed				$ -				$ -	
			Total Permanent Costs & Other Projects:	$ -			Total Permanent Costs & Other Projects:	$ -	
			PRIOR PLAN TOTAL:	**$ 222,536**			**UPDATED PLAN TOTAL:**	**$ 238,428** **	

* 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.