

Academic Unit Name: Tacoma Campus_____

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:
 - a) Describe what your unit (school, college, or campus) is doing to **pursue excellence within existing resources**;
 - b) Describe what your unit is doing to **streamline activities, and pursue additional efficiencies**; and,
 - c) Provide information regarding your unit’s **projected FTEs and planned expenditures for FY17 and FY18**:
 - i) When reporting FTE, please assume that 1.0 FTE faculty is equivalent to a nine-month appointment, and 1.0 FTE staff is equivalent to a twelve-month appointment. If this is problematic for any reason, you may report FTE in different terms, but please clearly state your assumptions.
 - ii) 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.
 - iii) 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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2. Using the “**Tuition Recommendations**” tab of the Excel workbook, please provide your **tuition rate recommendations for 2017-18 (FY18) and 2018-19 (FY19)**.¹ Please note that units will have an opportunity to revisit their 2018-19 tuition recommendations during the FY19 unit budget process.

As always, **if your recommendation involves creating a new tuition category**, please be sure to identify the original tuition category, the proposed category and suggested tuition rates for FY18 and/or FY19 (depending on the year the new category would begin). If you plan to move only a subset of your programs into a new category, please identify those programs by major name, pathway, level and type.

For each recommended tuition increase, please provide the following information in 500 words or fewer (total):

- Please provide information to justify the increase. This can include information about enrollment plans, peer comparisons, and/or market analyses. Please include information about how the incremental revenue generated will be spent by the school/college/department.
 - MBA—We are reducing the tuition to make it more affordable to our student body and increase the enrollment. The majority of our MBA students do not get meaningful tuition reimbursement from their employers and our high tuition coupled with the growth of online programs is negatively affecting enrollment. The MBA program is (and shall remain) the most expensive graduate program on campus and our goal is to reduce it modestly to make it more competitive.
 - Social Work—Currently, Tacoma’s Social Work Program is the only professional program on the UWT campus at the Tier 1 level and it has been there since the program’s inception. This shift to Tier 2 will still leave this program with lower tuition than the School of Social Work at UW Seattle (Bothell does not have a Social Work Program), and we do not anticipate the change will in any way negatively impact our applications or enrollments.
- Please describe whether you expect any substantial enrollment changes (including a change in the resident/nonresident composition) or any changes in the waivers likely to be awarded to your unit’s students.
 - MBA—It is expected that the program will grow by at least 2.6 FTE which will cover the lost revenue from the decrease and anticipate that in future years it will grow more than this.
 - Social Work—It is not anticipated that this increase will alter enrollment numbers or mix. This is a cohort program model and for the last several years is full and has a wait list.
- Discuss the impact on student debt load.
 - MBA—This will decrease the debt load of the students.
 - Social Work—The total increase in operating fee for this change is \$387 annually, which is a 2.5% increase. It is important to note that we are moving to the current Tier II rate not the potentially increased Tier II rate. While this may marginally increase the debt load of students it is not significant and there are also scholarships available for the highest need.
- Confirm (yes/no) that tuition recommendations were discussed with students.²
 - MBA—The tuition discussion comes up frequently with alumni of the program and new applicants. We have not discussed this particular tuition reduction with the students, but if approved, it will be appreciated.
 - Social Work—An email has been sent to the Social Work program students requesting their comments.

¹ Please note rate recommendations for *fee-based* programs are handled through a separate process than tuition-based programs.

² If the meeting schedules of faculty and student leadership groups present a challenge, please make accommodations to get approval within the necessary timeframe. However, please note that OPB reviews tuition recommendations on a monthly basis. If necessary, you may submit an update to OPB at a later date, after faculty and students have had an opportunity to review.

3. A number of variables (e.g. the outcome of the 2017 legislative session) will heavily influence the availability of funds for FY18 merit increases and unit adjustments. Despite these unknowns, planning for compensation increases has no doubt begun already. **Please describe how your unit plans to deploy existing resources, establish new revenue streams, and/or pursue additional efficiencies to support merit increases and unit adjustments in FY18.** If tuition increases are a critical aspect of your plan, please make sure to contemplate potential new revenue streams or increased efficiencies. *Please respond in 300 words or fewer.*
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We continue to look at efficiency of resources, both operating and facilities. Current use of classrooms and labs is over 80%, well above HECB standards. We are growing programs that can be sustainably funded with tuition funding only. Of course, reductions in tuition levels are a threat to this model. We look to fund all direct instruction costs and to have a contribution to increasing infrastructure through staff and facilities additions as well. Merit increases are included in our budget model for next year. In order to fund these increases, without any tuition rate increases, we will need to allocate some of the increased tuition from enrollment growth to fund the salary inflation. In addition, we normally build in some budget contingency to allow us to absorb negative variances on tuition revenues and unexpected or unplanned expenditures during the year. As we look to FY 2018 without tuition inflation of any kinds, we will have to use our entire contingency buffer.

As a precaution, we are engaged in identifying budget reallocation options that could be implemented if necessary.

4. In-depth conversations about academic personnel needs and policies will occur in other settings throughout the year. However, since such needs and policies are inextricably linked to budgeting, **please provide a high-level overview of your unit's emerging or changing personnel needs.** In your response, please contemplate faculty, including lecturers, and staff. *Please answer in 300 words or fewer.*

At your unit's meeting with the Provost, **please be prepared to discuss** your unit's succession planning activities and adherence to the [instructional responsibility policy](#), the Provost's [guidelines for appointment of full-time and part-time lecturers](#), and faculty compensation policies.

The campus continues to grow in all dimensions. This is placing pressure on strategic increases in faculty. We continue to work to reduce our reliance on part-time lecturers in favor of tenured-track positions and competitively appointed multi-year lecturers. For staff, we have increased needs for staff in facilities and security that are directly related to the increased size, population, and active hours of the campus community. At the same time, we are looking to invest in additional staff to support the student success for our student population. Significant portions of our students are first generation college and / or come from low income families. These students need additional support services to supplement the resources of their families and home communities. Please see our request for State funding for student success.

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 answer in 300 words or fewer.*
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The current assumptions for our future years create an unsustainable financial picture. The expectations of no tuition rate increases, 3-4% annual salary increases (mostly not funded by the State), and no increase in teaching productivity produces forecasts of significant deficits as early as FY 2019. We need to have the UW look to change this mix of expectations to align our cost inflation, revenue inflation and productivity expectation in a sustainable combination.

6. What is your unit doing to promote and engage in **new research and educational collaborations with other UW schools, colleges, and campuses?** *Please answer in 200 words or fewer.*
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Currently, UWT collaborates with other UW campuses through a distributed model of nursing and health care leadership. The current agreement between programs and the state's Nursing Commission clearly articulate areas where shared leadership is utilized as well as areas where independent decisions are most appropriate. Similarly, the UWT Social Work program operates in collaboration with its Seattle counterpart. Specialized accreditation recognizes and formalizes the nature of this collaboration.

Less formalized collaborative arrangements occur among various UWT and UWS programs. Typically these collaborations are designed to increase opportunities for students. For example, the Institute of Technology has developed a connection with Seattle regarding outreach to prospective students. Tacoma contacts students who were not admitted in Seattle and invites them to apply at Tacoma. Similarly, the director of Urban Studies and the dean of the College of Built Environments are working to communicate more shared opportunities for each other's students. Similarly, recent conversation with Seattle's Graduate College focused on partnerships to address UWT graduate student needs, seeking better connectivity for students across campuses, and ways to provide UWS doctoral students with teaching opportunities with our campus.

7. 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 and new estimated carryover totals.³
 - Please provide updated numbers under "Updated Plan" (Column F).
 - If you have new line items, please add rows, as needed.
 - For any major updates, please provide a brief description of the change (Column G).

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.

8. 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 resources you are willing to commit as a match for PRF support.

No PRF Requests.

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.

9. **Please confirm that faculty councils AND student leaders within your unit/campus have been consulted** and given the opportunity to provide input as part of this budget planning exercise.

To confirm this, please do **one** of the following:

- Briefly describe who was consulted and when, and provide points of contact for your faculty council and student leadership.
OR
 - Include signed letters from your faculty council chair and student leadership (a scanned PDF is fine) when you submit the rest of your materials.
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Copies of the draft of this report were shared with the Campus Budget Committee on November 16, 2016. The Campus Budget Committee is comprised of:

Chancellor (Chair of the Committee)

Vice Chancellors (6)

Academic Deans and Directors (7)

Assistant Chancellor for Equity and Inclusion

Director of UWT Library and Associate Dean of University Libraries

Chair of the Faculty Assembly - [Mark Pendas](#)

Vice Chair of the Faculty Assembly - [Lauren Montgomery](#)

Associate Vice Chancellor for Research

Staff Association Representatives (2)

Finance Director of ASUWT (Student) - [Harjot Bajwa](#)

Graduate Student Representative

Associate Vice Chancellor for Finance

Executive Assistant to the Chancellor

The members in bold hold Faculty Status.

Each member was asked to share this report with their constituents and report back with any comments by Friday, when the report was due.

FY17 & FY18 Planned Expenditures - Academic Units

Please use the fields below to provide information for your school, college or campus.

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:						
<p><i>Please describe (in 200 words or fewer) what your unit is doing to pursue excellence within existing resources.</i> UW Tacoma recently completed a comprehensive visioning and strategic planning initiative, <i>Charting our Course</i>. The collaboratively developed plan will guide how the campus will align resources moving forward. A corresponding budget model was developed in conjunction with this new plan. The budget model consists of three distinct, yet interrelated, processes to facilitate budget development. At the core of the process is the Executive Budget Committee (EBC). This group comprised of the Chancellor, VCs, Faculty Assembly Chair, and Budget Director is charged with executing the campus budget. The Campus Budget Committee (CBC), a larger more comprehensive group made up of all major campus constituencies, provides guidance to EBC based on constituency input. A third group, the Strategic Plan Coordinating Committee (SPCC) is charged with recommending specific new initiatives to catalyze progress on specific impact goals. The initiatives recommended by this group, along with new budget requests from each campus unit, as well as a number of proposed budget reductions will be considered by the EBC. The EBC will use the strategic plan along with the priorities and guidance of CBC to prepare the campus budget within the existing resource base for final approval.</p>						
<p><i>Please describe (in 200 words or fewer) what your unit is doing to streamline activities and pursue additional efficiencies.</i></p> <p>The Chancellor asked each VC to work inside their respective unit and across all units to determine where financial and operational efficiencies might be obtained, and where non-essential programs or activities might be reduced or eliminated. Campus leaders will work together to identify approximately \$600K in reductions, which represents approximately 1.5% of the discretionary budget. The targeted amount is based on the need to remediate a structural deficit in future budgets. Reductions will not be across-the-board, and units will be allowed to offer up reductions based on eliminating anticipated vacancies (i.e. through retirements) if appropriate. In addition to efficiencies achieved through budget reductions, the process for requesting resources has been revised. New and replacement faculty lines will be justified based on metrics that demonstrate demand as well data regarding use of current resources. Specifically, units will be asked about the current SCH generation within a program as well as the workload capacity and utilization of existing faculty. When programs identify the evidence for a requested hire, as well as the targets of this investment, the accuracy of these predictions can these be assessed during future budget deliberations.</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)	438.00	\$ 56,600,000	\$ 10,808,000	\$ 660,000	\$ 530,000	\$ 390,000
Self-Sustaining Funds (BT 10, 11)	59.00	\$ 4,490,000	\$ 4,260,000	\$ 360,000	\$ 260,000	\$ 93,000
Grants & Contracts (BT 05)	23.00	\$ 2,420,000	\$ 630,000	\$ 85,000	\$ 80,000	\$ 65,000
Philanthropy, or Gifts & Discretionary (BT 06)	14.00	\$ 1,690,000	\$ 70,000	\$ 380,000	\$ 30,000	\$ 2,195,000
Total	534.00	\$ 65,200,000	\$ 15,768,000	\$ 1,485,000	\$ 900,000	\$ 2,743,000
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)	460.00	\$ 59,400,000	\$ 11,100,000	\$ 660,000	\$ 550,000	\$ 400,000
Self-Sustaining Funds (BT 10, 11)	60.00	\$ 4,680,000	\$ 4,265,000	\$ 370,000	\$ 260,000	\$ 95,000
Grants & Contracts (BT 05)	26.00	\$ 2,530,000	\$ 650,000	\$ 80,000	\$ 85,000	\$ 70,000
Philanthropy, or Gifts & Discretionary (BT 06)	16.00	\$ 1,750,000	\$ 80,000	\$ 400,000	\$ 32,000	\$ 2,250,000
Total	562.00	\$ 68,360,000	\$ 16,095,000	\$ 1,510,000	\$ 927,000	\$ 2,815,000
<p><i>Please describe any assumptions and please explain the "other" category:</i> The assumptions around salary for 4% for Faculty, Librarians and Professional Staff, 3% for Classified Staff and 2% for student/hourly wages. This also includes an increase in benefit rates based on a historical increases. The increase in all other areas is nominal. These assumptions are built on the information from the Provost. Should these increases continue at these rates and there be no increase in tuition, which is 57% of our revenue, Tacoma will not be able to fund the increases without reductions which would significantly impact operations. The items under Other are Scholarship funds paid to students.</p>						

Updated Carryover Usage Plan - Academic 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" (Column D). Instead, please provide updated numbers under "Updated Plan" (Column F). If you have new line items, please add rows, as needed. For any updates, please provide a brief description of the change (Column G). As a reminder, you are not expected or required to have carryover line items for each Expense Category. 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>

	Carryover Balance going into FY16:	Est. Carryover going into FY17:	
Unit: UW Tacoma	\$ 36,133,138	\$ 28,626,654 *	
Expense Categories & Descriptions	Previous Plan DO NOT UPDATE	Updated Plan PLEASE COMPLETE	Explanation of Changes/Updates
General Reserves/Uncertainty			
GOF (Trsf \$5M to DOF)	\$ 1,246,000	\$ 4,680,000	Target Risk/Opportunity Fund
			These funds will be fully utilized in FY18 and FY19
DOF	\$ 12,157,000	\$ 5,100,000	Target One-time Reserve
Education Initiatives			
Strategic Plan Initiatives		\$ 600,000	\$200,000 Permanent and Temporary and \$200,000 committed in FY 16
		\$ 750,000	New Program Initiatives
Equipment			
Facility/Space Investments			
Urban Solutions Center-Capital Projects Office	\$ 11,100,000		
Urban Solutions Center-Furnishings	\$ 600,000	\$ 600,000	Furnishings will be purchased in FY17 not FY16
Tioga Renovations		\$ 3,000,000	Tioga Renovations
		\$ 2,635,000	To be recovered from housing revenue over a period of 20 Years
Court17 Purchase		\$ 450,000	Facility Upgrades and Campus Restructure moves
Faculty Start-Up Expenses			
Professional Development			
Recruitment			
Search funds for new faculty, new VC, and four new Deans/Directors	\$ 600,000		
Search funds for new faculty, new VC, and two new Deans/Directors		\$ 800,000	
Research Initiatives			
Office of Sponsored Projects		\$ 350,000	Cost of Research Office which exceed ICR
Urban Waters, Web & Data Science, Whole Child Initiative		\$ 260,000	Final year of three year commitment
Urban Waters Lab Rental		\$ 350,000	Lease costs not covered by ICR
Student Aid & Waivers			
		\$ 300,000	Funding for Scholarships
Temporary Salaries			
Other (Please be specific)			
Unit Carryovers (Prior Years)	\$ 8,240,000	\$ 3,442,000	
		\$ 3,300,000	Unit Allocations Summer 2015
Benefit Rate Adjustments	\$ 675,000	\$ 300,000	
Tuition Shortfall	\$ 1,500,000	\$ -	We no longer anticipate a tuition shortfall in FY17
		\$ 180,000	UWS Administrative Overhead
		\$ 300,000	Campus funded portion of Merit Increases
		\$ 65,000	Faculty Promotions
		\$ 13,000	Technology Recharge Fee Increases
	\$ -	\$ 540,000	Land Acquisitions
TOTAL	\$ 36,118,000	\$ 28,015,000	**

* 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.