

## UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **202 - Provost's Office - Planning and Budgeting**  
Communication with Stakeholders

- 1) Please briefly describe your unit's annual internal budget development process. *Question Type: Free Text, Word Limit: 500, Required For: All Units*

The Office of Planning & Budgeting (OPB) has an annual GOF and DOF budget of \$2,855,790 (permanent and temporary); 95 percent of its budget is dedicated to staff compensation and a small fraction is used for operations. OPB staff evaluates the permanent and temporary budget every month, ensuring that expenses are reconciled properly, and that a forecast provides information to assist in planning for unforeseen operating costs, or staffing changes. OPB's directors elevate cases for position reviews, hiring needs, and professional development/travel to the Vice Provost, who makes final decisions with regard to the operational budget of the unit. The VP ensures that OPB's resources are deployed fairly across OPB's teams in a manner consistent with the University's needs overall.

- 2) What are 3-5 key elements of your unit's current strategic plan? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

This year, we are focusing on achieving our strategic goals in three primary areas: teamwork; resource planning & forecasting; and, analytical and policy leadership. Many objectives and key results were identified and prioritized by our teams; we chose five to elevate for our report:

1. Streamline and refine Provost approval and decision-making processes through 10 key measures, including implementing the new funding request process and thresholds; instituting our deficit mitigation review and reporting work; and, rolling out and sticking with our fee- and tuition-based approval process improvements.
2. Streamline, automate, and reduce operational reporting for the Provost, President, SCPB and others. Inherent in this work is a desire to provide actionable data and analysis for major work pillars, including deficit work, student and faculty activity, unit operational budget to actuals reporting, and as a basis for forecasting financial plans.
3. Engage and plan for Finance Transformation by devoting significant staff time to all levels of project governance, including sponsor team, program team, technical team, and core team, while participating in deep dive work sessions where our subject matter expertise is required. Additionally, we are dedicated to creating and updating a budget model for forecasting FT costs in order to ground a discussion about resource deployment for the program overall.
4. Improve publically available information on tuition and fees; budget development planning; ABB; and state operations and budget work to increase visibility of these resources, while improving clarity of the work.
5. Execute the FY20 budget development process, including the lengthy and time-consuming state budget process, ending in a new (approved) operating budget contemplating our Provost's annual goals. These include the broad and deep pursuit of academic excellence, particularly with regard to graduate fellowships, the proper balance of aid:tuition revenue; mitigation of risk in research and student support services; and, enhanced compensation funding from the state.

- 3) What major obstacles or institutional barriers currently do, or likely will, hinder execution of your strategic plan? What are you doing to address these challenges? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

While general concerns with regard to bandwidth on our mighty team of 20 are well known, they are not unusual at the University. OPB leadership pays close continuously reconsiders and adjusts our teams' priorities to address immediate needs, while reserving time to build on our resources to answer regular questions with consistency in manual (rather than ad-hoc) ways. We do this work harnessing tools such as UWConnect, Trello, quarterly and monthly goals planning among the leadership team, and through regular standing meetings. However, our most pressing obstacle to achieving our work is



## UNIVERSITY of WASHINGTON

### FY2020 Annual Review Narrative Response for: **202 - Provost's Office - Planning and Budgeting** Communication with Stakeholders

the extent to which OPB staff work as equal contributors alongside colleagues in Finance, Facilities, UWIT, and State Relations for less compensation. While OPB staff (hopefully!) enjoy a cohesive, dynamic, mission-driven working environment, and many are new to their positions, structural discrepancies exist, and we wish to adjust for these during the FY20 cycle.

- 4) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your unit and/or another unit/campus? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

No

- 5) What is your unit doing to effectively use resources in a way that benefits your unit and/or other units/campuses? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Administrative Units*

OPB is proud to exist in support of the academy within our public university context. OPB supports and implements goals set forth by the Board of Regents, President, and Provost, as well as leadership across the University. OPB also works for the public, providing reports, data resources, and support to students, parents, legislators, and the taxpayers of our state. All of our analytical and tactical work on state budget development, analysis, and allocation; financial planning and analysis for the Provost, President and Regents; analysis and reporting on student, faculty and staff, is in service to our public mission to serve our constituencies on and off campus. We use our mighty team of 20 humans to accomplish work in these areas; and, specifically, to ensure that we are creating capacity for sound financial and planning work, while holding units accountable for performance in this domain. In addition, as mentioned previously, OPB's strategic plan consists of objectives that promote efficient use of resources in ways that benefits our unit and others. These objectives include:

- Streamlining and refining Provost approval and decision-making processes;
- Streamlining, automating, and reducing operational reporting for the Provost, President, SCPB and others;
- Improving publically available information;
- Ensure that internal OPB processes are sustainably designed, developed, and improved;
- Leveraging external and industry resources to support/improve analysis; and
- Generally, ensuring that what we're doing is the best use of scarce resources. Each of these objectives has specific key results attached, which OPB will be working to achieve throughout the year.

- 6) What are you doing to improve the experience and outcomes of students in your unit? What could the University do to support your efforts? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UAA, Graduate School*

Not Applicable