



UNIVERSITY of WASHINGTON

FY2021 Annual Review Narrative Survey

Unit Name: Office of Planning & Budgeting

Programmatic & Academic Vitality Narratives

- 1) Have you made any changes to your unit's annual budget development process from the response provided last year? If yes, please briefly describe the changes you've made to your unit's annual internal budget development process. If no, please answer with a simple, "no changes." *Word Limit: 500*

No changes.

<OPB inserting FY20 response, below>

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) Have you made any changes to your unit's strategic plan in the past year? If yes, what are 3-5 key elements of your unit's new/revised strategic plan? If no, please comment on the progress you've made in 3-5 key areas of your strategic plan. *Word Limit: 500*

(1) Objective: Streamline, automate, and reduce operational reporting

Key Results:

- a. Worked with Financial Aid office to gather business requirements and definitions for Financial Aid Reporting. IDA took on Financial Aid Reporting. FY20 will continue this project with the Financial Aid database.
- b. ABB modularization – Streamlined and automated the projection and true-up process for ABB.
- c. Fully documented and created standard operating procedures for Purple and Gold Scholarship models.
- d. Improve code and documented procedures for regular reporting.
- e. Institutional overhead process automation implemented and documented.
- f. ABB process and calculations created and stored in new database with automated features
- g. Drafted, vetted, and published a new deficit policy.
- h. Created, published and rolled out a new deficit and enhanced monitoring dashboard for President, Provost, SCPB review.

(2) Objective: Further improve ABB and enhance support of academic unit planning and forecasting

Key Results:

- a. Published improved ABB trends brief, with information about supplement funding levels



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- b. Finished working on automated process with user interface to run ABB tables with less manual Excel manipulation. ABB tables now ready for use in reporting and visualization production. Population of historical data is ongoing.
- c. Reconstructed ABB supplement from FY12-20, published and released results in time for ABB Phase III charge.
- d. Produced preliminary dashboards out to transitional server for feedback.
- e. Finished improvements of the back-end to facilitate further dashboard creation and publication.
- f. Prototyped an ABB Tuition Distribution model and utilized to support internal and campus data requests.
- g. Completed charge for ABB Phase III.
- h. Completed subcommittee work for ABB Phase III, and convened, organized and prepared steering committee for deliberations on subcommittee reports.

- 3) What major obstacles or institutional barriers currently do, or will, hinder execution of your strategic plan? What are you doing to address these challenges? If no changes from your response to either component of this question from last year, please answer "no changes": [Word Limit: 250](#)

OPB's ability to retain its employees, at relatively lower salary levels, given internal and external competition, remains its most challenging obstacle to achieving its goals on behalf of the administration. We continue to work on objectives related to employee satisfaction, cross-training, flexible schedules and positive office culture.

- 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/campus and/or another unit/campus? [Word Limit: 500](#)

No.

- 5) What is your unit doing to effectively use or redeploy resources in a way that benefits your unit/campus and/or other units/campuses? [Word Limit: 500](#)

OPB is a central administrative service unit, reporting directly to the Provost, but existing solely to coordinate, improve, and enable comprehensive planning, financial management, and strategically oriented budgeting at the enterprise, and unit, levels. First, we regularly benchmark our suite of services and staff deployment compared to peers. Last year, we reviewed best practices at peer budget and institutional analysis/IR offices and will continue to do so in the coming year. Our findings led to redeployment of resources within the unit to hire a temporary data scientist (joint hire with Enrollment Management); and assistant director of institutional data and analysis; and a third, but only temporary policy and legislative analyst.

OPB's leadership team continues to review annual goals on a quarterly cadence, engaging all 22 staff in the process of emphasizing certain objectives and key results on a quarterly basis, and then reporting



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out on our progress to the entire staff. We ensure that OPB's annual goal-setting and quarterly goal-tracking processes are actively used to help refine and guide our scope of work.

In addition, we created an intake and prioritization methodology for Business Process Improvements and implemented it with the following:

- a. Fiscal Vitality
- b. Institutional Overhead
- c. Deficit Monitoring (in progress)
- d. ABB Calculations
- e. ABB Allocation Table (in progress)
- f. Academic Personnel Reporting (in progress)
- g. FABS completed cross training in the following areas:
- h. CTDB Management
- i. Org Code/Budget Number Processing
- j. New State Budget Interface Systems
- k. Fixed Cost/Revolving Fund Management
- l. Management Reporting via Budget Model

Finally, we run monthly administrative council and academic administrator meetings, seeking agenda items, asking for feedback, and implementing interventions to pain points for our colleagues wherever possible.

- 6) For UW student facing units, what are you doing to improve the experience and outcomes of students on your campus or in your unit? What could the University do to support your efforts? *Word Limit: 500, Leave blank if N/A*

While OPB is not a "student-facing" organization per se, OPB leadership works with student leaders on budget planning and education. OPB has voting and/or roster status on PACS and SCPB, both of which involve key student leaders and student consultation. OPB takes a lot of pride in on-boarding student leaders to university budget matters, and working with students through the year. In addition, OPB assists student leaders as they prepare Board of Regents items related to student fees.

From an analytical perspective, OPB provides student facing units and campus leaders with reports, analysis, and insight into the student lifecycle (I.e. recruitment, admissions, enrollment, persistence, and graduation) through participation on the Graduation/Retention Taskforce, the UW Data & Analytics team, and the Assessment Working Group.