Phase 2 Implementation Team

- Amy Stutesman, Administrator, UW Bothell and Cascadia College Library
- Bill Humphreys, Administrator, Interdisciplinary Arts and Sciences
- Christine Howard, Administrator, Science, Technology, Engineering, and Mathematics
- Christy Grayum, Assistant Registrar, Registrar’s Office
- Jenny Albrecht, Manager, Fiscal and Audit Services
- Marc Myers, Fiscal Specialist Supervisor, Business
- Pamela Lundquist, Registrar, Division of Enrollment Management
- Pierre Mourad, Associate Professor, Science, Technology, Engineering and Mathematics
- Rachel Gilchrist, Academic Advisor, Student Success Center
- Rita Johnson, Administrator, Nursing
- Russell Cannon, Director, Institutional Research, co-chair
- Sara Ali, Director, Academic Transition Program, First Year and Pre-major Program
- Segan Jobe, Senior Director, Institutional Planning and Budget, co-chair
- Toni Hartsfield, Program Manager, Educational Studies
- TBD, Financial Analyst, Advancement

Process Development and Policy Team

- Alka Kurian, Senior Lecturer, Interdisciplinary Arts and Sciences
- Beth Beam, Assistant Vice Chancellor, Organizational Excellence & Human Resources
- Bruce Burgett, Dean, Interdisciplinary Arts and Sciences
- Casey Mann, Past Chair, General Faculty Organization
- Christian Adams, Chair, General Staff Organization
- Cinnamon Hillyard, Associate Dean, Interdisciplinary Arts and Sciences; Interim Director, First Year Programs
- Claire Fraczek, Director, Integrated Learning
- Daniel Jacoby, Professor, Interdisciplinary Arts and Sciences
- Dom Juarez, President, ASUWB
- Ed Buendia, Dean, Educational Studies
- Elaine Scott, Dean, Science, Technology, Engineering, and Mathematics
- Emily Christian, Interim Dean of Student Affairs
- Gowri Shankar, Associate Professor, Business
- Jonathan Cluts, Director, Strategic Initiatives
- Kendra Yoshimoto, Director, Fiscal & Audit Services
- Phil Akers, Vice Chancellor, Advancement and External Relations
- Pierre Mourad, Associate Professor, Science, Technology, Engineering and Mathematics
- Ruth Johnston, Vice Chancellor, Administration and Planning, co-chair
- Sandeep Krishnamurthy, Dean, Business, co-chair
- Sarah Leadley, Director, UW Bothell and Cascadia College Library, and Associate Dean, University Libraries
- Shari Dworkin, Dean, Nursing and Health Studies
- Susan Jeffords, Vice Chancellor, Academic Affairs

Staff support to both working groups:

- Adrian Sinkler, Senior Institutional Analyst, Institutional Research
- Christian Adams, Director of Academic Budgets, Institutional Planning and Budget
- Eleonora White, Program Operations Analyst, Institutional Planning and Budget
- Russell Cannon, Director, Institutional Research
- Segar Jobe, Senior Director, Institutional Planning and Budget
- Steve Walline, Planning Analyst, Institutional Planning and Budget

Dear Colleagues:

Thank you for your support and engagement in our Budget Recalibration work. I am writing you to ask for your help with Phase 2 implementation of the Budget Recalibration Initiative, beginning this month. To make the new model work, we must collaborate closely to achieve financial stability during the three-year phase in, and for long-term sustainability. We will work within our 5,300 on campus FTE cap, and achieve the targets for faculty/student ratios and faculty composition.
As you read in the recent email to the campus community, we are phasing in a modified Responsibility Center Management (RCM) budget model. The goals of the modified RCM model are to create transparency into our institutional budget, fund mandatory costs centrally, create buckets for institutional needs and investments, and move decisions and resulting revenues and expenses to Schools (the "responsibility centers"), and to Units, in order to manage with more local accountability and within budgets.

To support Phase 2 of the budget model implementation through FY18, I am asking you to participate in the Phase 2 Implementation Team (P2I) or the Process Development and Policy (PDP) Team (names listed above). The P2I team will be co-led by Segan Jobe, Senior Director of Institutional Planning & Budget, and Russell Cannon, Director of Institutional Research, and will meet biweekly. P2I will work to create school/unit budgets and reports, develop data definitions and align metrics, develop tools to forecast future budgets, and develop skills necessary to understand the financial and operational issues that apply at the local and institutional level. The PDP team will be co-led by me and an Academic Dean (yet to be named), and will meet monthly to address policy issues, collaboration values, oversee processes and make recommendations for work to the Implementation Team.

I expect the two teams to plan a phased roll-out of the budget model over three years (this assignment is one year), coordinate their work, communicate with their Schools/Units and continue to ensure that the model is feasible and that all units—academic and administrative—are engaged, prepared and successful to operate under our modified RCM budget model. Implementation goals are determined and outlined as follows, and will change as needed when we learn more as the model evolves:

- Full year dedicated to the design and development of the model, relevant processes, School and Unit budgets and review processes, governance structure and policies, allowing for emerging data and process issues to be addressed and the model adjusted as needed
- Establish collaboration values and other practices necessary for Bothell to be sustainable as a whole and in Schools/Units
- Identify and provide training and expertise to build skills, both generally and specifically internal to Schools/Units
- Establish appropriate uses and affinity of metrics that support institutional priorities
- Align with Delaware Study work/targets, develop metrics and how faculty hiring plans align with sustainable budgets
- Begin multi-year planning and budgeting in schools and in units, including cost analysis and forecasting
- Increase familiarity with RCM within Schools/Units and across the institution
- Develop plan to evaluate model effectiveness

Finally, the Vision, Goals and Principles outlined below also need to be at the center of the implementation phase and I expect you to review and adjust them regularly.

Aspirations
- Each School and Unit will be responsible for managing its costs and living within a balanced budget
- Each School will have control of revenue generation
- The University will maintain an Investment Fund to support transition to the modified RCM model, promote the University’s mission and reward excellence, and fund agreed-to expenses
- Transparency in the budget, allocations, and decision making
• Demonstrated shared governance and participation in the process

Goals
• Provide decision-makers with increased transparency in regards to the University's finances and foster an information-rich discourse on School priorities and budget matters
• Create appropriate incentives that advance the University's Strategic Plan
• Understand and address the differences in the cost of education in each School and as they contribute collectively to achieving the campus-wide mission
• Align responsibility and authority over fiscal matters
• Build capacity and skills to manage this work

Principles
• Transparency and integrity (encompasses communication, clear and agreed-to definitions and metrics, commonly understood processes, timeliness, accuracy and completeness)
• Responsibility commensurate with authority
• Flexible, scalable, translatable (works in Schools/Units of different size)
• Enables forecasting and strategic planning

If you have questions, please contact Segan or myself. We will be reaching out soon to engage you in this work. We will begin work this month. Thank you very much for your help and focus on Bothell's sustainable financial future.

Sincerely,

Ruth A. Johnston
Vice Chancellor, Administration and Planning

Enclosure:

cc' Segan Jobe, Senior Director, Institutional Planning & Budget