<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Facilitator(s)</th>
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<tbody>
<tr>
<td>11 a.m.</td>
<td>Welcomes the team; Introductions; Ground Rules</td>
<td>Ruth</td>
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<tr>
<td>11:20 a.m.</td>
<td>Review charter and scope of work</td>
<td>Ruth/Segan</td>
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<tr>
<td>11:45</td>
<td>Expectations and Timeline</td>
<td>Ruth/Segan</td>
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<tr>
<td>Noon</td>
<td>Adjourn</td>
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THE EMOTIONAL JOURNEY OF CREATING ANYTHING GREAT

This is the best idea ever!!
This will be fun
This is harder than I thought
This is going to be a lot of work
This sucks I have no idea what I'm doing
Dark swamp of despair

Belief/Persistence
Family+Humour

Quick, let's call it a day and say we learned something
Ok but it still sucks

Hum...

Wow
Hey!

This is one of the things I am most proud of
Family+Humour

THE EMOTIONAL JOURNEY IS INEVITABLE AND PERHAPS NECESSARY
Suggested Ground Rules

> Begin and end on time
> Work for the good of all of UW Bothell
> No sacred cows, be open to new ideas and ways of doing things
> Share the floor and allow for all voices
> Be honest and respectful
> Listen
> Support the work in/outside meetings
> Ask for clarity when needed
> Come prepared and having completed any agreed to work

> Be positive; change is hard!
> Be results/solutions focused
> Free yourself from distraction (e.g. phone, email)
> If you miss all/some of meetings, be responsible to find out what you missed
> Agree to messages to communicate out at end of meetings
To be Reviewed and Included in Model

- Faculty Composition
- Student / Faculty ratio
- Part time to Full time lecturer conversions
- Strategic Initiatives Funding
- Institutional Reserve
- Compensation for faculty and staff
- Operating Contingency Fund
- Permanent Operational Funding for mandatory fees (leases, debt, etc.)
- New or developing academic programs
- Staff hiring / composition
- Technology upgrades, replacements
- Student Amenities
- Space planning

- Facilities upgrades / Maintenance and Deferred Maintenance
- Classroom/Lab upgrades
- Shared Services
- Governance, decision making roles, fiscal staff responsibilities
- Budget review process
- 3 – 5 year plan

What else?
Key Assumptions

- State Resources for new programs, growth and capital projects will be limited and not sufficient to fund the goals.

- UW Seattle resources to support UW Bothell are limited to campus share of University level funding such as State salary support and Minor works distributions.
  - No expectation that UW Seattle will invest in UWB priorities.

- Pressure continues to keep tuition low: expect 0-2% annual inflation increases.

- Pressure continues to keep salaries high: expect 3-5% annual inflation increases.

- New faculty salary policy will create large salary bumps for those promoted, in addition to merit.
Modeling Assumptions

- Enrollment target: 5300 annualized and state supported
  - To be reached in FY 2018

- Faculty Composition: 60/30/10 (TT/FT/PT)

- Student to Faculty Ratio: 20/1

- Student to Staff Ratio: 17/1 – placeholder, not determined

- Tuition Increase: 2%
  - For FY 2018

- Faculty Salary Increase: 4%

- Professional Staff Salary Increase: 4%

- Yearly O&M Increase: 2%
Budget Recalibration Timeline

**Core Team**
- Segan Jobe
- Christian Adams
- Bill Erdly
- Bill Humphreys
- Soofin Lam
- Amy Stutesman
- Cody Thorne
- Lisa Walker
- Steve Walline

**Winter Quarter**
- Institutional Budget Review
  - Current Environment
  - Project Scope (applicable Budgets)
  - Target Drivers
  - Prioritize needs
- Current Model Review
  - Strengths and Weaknesses
- Alternative Model Review
  - ABB
  - Incremental
  - Zero-Based
  - Responsibility Center
  - Centralized
  - Performance Based

**Spring Quarter**
- Determine best practices/approach
- Vet ideas, see feedback
- Revise approach
- Make Recommendation
  - Target Preferred Model
  - Establish time and requirements for implementation
Next Steps Planning (FY18 and beyond)

- Develop implementation plan
- Develop process to monitor budgets
- Develop plan to evaluate and tweak model
- Develop other budget planning models:
  - Executive Education budget planning
  - New degree/major budget planning
  - Event budget planning
  - Etc.
Discussion
“What is success?” Brainstorm.

- Sustainable
- Flexible
- We are like _______, who is doing it well.
- Achieve modeling assumptions
- Transparent
- Rational
- Strategies aligned with budget allocations
- Constraints acknowledged

- Possibilities/opportunities understood
- Align with campus values
- Identify revenue streams
Messaging for today’s meeting

- Clarity in process and how to proceed
- Collaborative process
- Excited to do this
- A lot of work and opportunity
- Appreciate earnestness of effort and being a part of project
- Don’t know what we don’t know