Purpose of Submittal:
A presentation will be provided to the Board on the following, which will provide the framework for approval of the 2022-2023 Academic Year Tuition Rates and Mandatory Fees, 2022-2023 Mandatory Student Fees, and 2022-2023 Self-Sustaining Academic Year Tuition.

• FY2023-2025 Decision Package Development
• University Budget Planning Process
• Operating Budget Framework
Operating Budget Framework

Board of Trustees
June 10, 2022
Guiding Principles and Assumptions

Below the surface challenges

- Transformation vs Addition
- Data informed decision-making
- Transparency vs Advocacy
- Assessment & planning engrained in campus culture—part of everyday work
- Simple, clear communications
- Priorities focused by the Strategic Plan
- Progress measured against the Strategic Plan
FY23 Budget Plan

- Supplemental State Budget
- Prior Commitments
- Internal Funding for Strategic Budgeting Proposals
- Compensation Increases
- Addressing the Deficit
FY23 Annual Recurring Funding from State

- Student Support: $1.26 million
- Master's in Nursing: $461k
- RN to BSN in Nursing: $433k
- Cyber Range Poulsbo: $769k
- Compensation Support: $767k in addition to the state's prior share of compensation increases, moving towards the state funding a greater proportion of the cost of compensation increases
- Legal Services: reflected in both the AG and WWU budgets (1.8 FTE)
- Everett compensation increases: $33k
- Hazing Prevention: $66k to implement new bill
- Accessory Dwelling Unit Review: $30k
Converting to recurring funding from FY22-23

Included as one-time in last year’s budget process with plan to convert to recurring funding in FY23, and other prior commitments

- CBE Equity, Inclusion and Diversity
- ITS Staffing
- Institute for Global Engagement
- First-Year Expansion
- WCE Program Assistant
- Risk and Compliance Analyst
- Centralized Marketing for Undergraduate Programs/Webtech
- Internal Audit
- Board of Trustees staff support
- Replenish Benefits Fund
- Western on the Peninsulas tuition support
Internal Reallocations

One-time (Nonrecurring)
- Multicultural Student Services
- Mental Health First Aid Training
- Accommodations Counselor
- Software licenses
- Comprehensive Master Plan
- Seed funding for Critical Disability Studies Institute
- Outback Farm ADA Access
- PAC Concert Hall and Organ
- Grandstand Replacement
- PAC Acoustic Improvements for Practice Rooms

Recurring
- Social Justice and Equity Committee
- Center for Education, Equity and Diversity
- Assistant Athletics Trainer
- Web Accessibility and Compliance
- Compass to Campus base swap*


Alternative Funding

Self-Sustaining Tuition

For programs projecting to cover expenses through net new tuition revenue

• MS in Digital Marketing
• 4+1 Program in Materials Science

Focused Fundraising and Other Support

• Graduate program support
• Student support
• Mental health support
• Child Development Center
Addressing the Budget Deficit

Targeting a balanced budget by FY25 through budget reductions

• Comprehensive approach: Academic Affairs gap + university-level deficit = single shared target

• Budget reductions of 3.25% to largest divisions (Business and Financial Affairs, Academic Affairs, and Enrollment and Student Services)
Implementation

Pending BoT approval of FY23 State Operating Budget

- Each VP will work with their division to apply the reduction (not defaulting to across-the-board)
- Ongoing reporting and management tools to ensure alignment: informed decision making
- Focus on transformation, not addition
- Monitor and adjust based on new information (enrollment changes, new revenues, etc.)
Includes tuition rate increases of 2.4% for resident undergraduate students and 3.5% for all other student types in FY23, and 2.8% ATB tuition rate increases thereafter.
University Budget Planning Process

Board of Trustees
June 10, 2022
Why Strategic Budgeting?

- To align our budget with our strategic priorities
- To improve student learning and success
- To strategically invest in our institutional assets
- To ensure we are using resources efficiently and effectively
- To implement evidence-based budgeting linked to assessment
**Budget Process**

1. Define Priority Focus Areas and Criteria
2. Strategic Budgeting Proposals in focus areas
3. Initial review against criteria

4. Which remaining needs are so critical we will fund them through reallocation?
5. Where are there opportunities for alternative funding?
6. Where is there synergy among strong proposals, to form state Decision Packages?
Priority Areas

- Inclusive Student Success
- Graduate Programs
- Infrastructure, Safety, & Regulatory Compliance
- Prior requests partially funded
- Other

Priority Program and Service Areas

Structural and Legacy Funding Needs
Evaluation Criteria

- Impact to ADEI
- Collaboration & engagement
- Link between resource requested & outcomes
- Sustainability

Western’s Strategic Themes
Outcomes of Spring 2022 Planning

97 budget proposals were submitted in the focus areas of addressing core infrastructure needs, creating and supporting graduate programs, inclusive student success, and others.

For the state budget submission, selected proposals were combined into 3 packages, totaling about $20 million.

Alternative funding and internal reallocations were also identified, moving over 40 proposals forward across all funding types.
Establishing a University-Wide Budget Committee
University Budget Committee Purpose

• Advising the President on matters related to the University operating budget

• Broadening the perspectives informing and advising our budget processes and outcomes

• Complimenting the work of other entities engaged in budget matters, including the Faculty Senate’s University Planning and Resources Council and the Deans' Council
University Budget Committee Charge

• Contribute an independent point of view to central university budgeting
• Guide development of comprehensive budget and financial health reporting
• Inform the strategic budgeting process
• Ensure follow-up on recommendations from university-wide advisory groups, such as the Structural Equity Team, on making these processes more equitable and inclusive
• Review special topics annually
FY23-25 Decision Package Development

Board of Trustees
June 10, 2022
Decision Package Development

- **February**: Strategic Budgeting Proposals in Priority Focus Areas
- **March/April**: Identified Proposal Clusters with Coherent Themes
- **June/July**: Merging individual proposals into Decision Packages
- **August**: Board Approval of Operating Budget Request
- **September**: Submittal to State
2023-2025 Operating Budget Requests

Package 1
Environment and STEM: Graduate Programs and Support

Package 2
Student Recovery and Retention: Inclusive Student Success

Package 3
Core Infrastructure Needs: Safety, IT, and Facility Infrastructure

Maintenance Level Requests
Compensation Increases and Operations and Maintenance for New Buildings

Potential Advocacy
Communication Sciences and Disorders, Deaf Studies, Human Services, Neuroscience, and Critical Disability Studies Institute
Package 1: Environment and STEM

Graduate programs and supporting infrastructure

- Masters in Urban and Environmental Planning
- Healthy Environments and Coastal Communities
- Clean Energy and Climate Solutions
- Masters in Recreational Management and Leadership
- Electrical and Computer Engineering
- Computer Science
- Graduate Assistant Support
- Graduate Program Marketing
Package 2: Student Recovery and Retention

Inclusive student success

- Multicultural Student Services
- Advising and Student Outreach Services
- Accommodations Counselors
- First Year Students Equity in STEM
- First Year Math
- Writing Instruction
- First Year Academic Program Innovation
Package 3: Core Infrastructure Needs

Safety, IT and facility infrastructure

- IT Network Infrastructure
- Software licenses (Zoom, Panopto, MS Premier)
- Inflationary Increases
- Mental Health First Aid Training
- Safety and Emergency Preparedness
- Versaterm Records Management
- Video Security
Potential advocacy

Proposals not included in formal request to state, but held in readiness to respond to legislative interest in funding certain areas

- Audiology and Speech Language Pathology
- Deaf Studies
- Human Services
- Neuroscience
- Critical Disability Studies Institute