TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of:
Brent Carbajal, Provost and Vice President, Academic Affairs
Richard Van Den Hul, Vice President, Business and Financial Affairs
Brian Burton, Associate Vice President, Academic Affairs

DATE: December 14, 2018

SUBJECT: Institutional Resource Modeling Update

PURPOSE: Discussion Item

Purpose of Submittal:

The purpose of this submittal is to provide the Board of Trustees with an update on Western’s Institutional Resource Modeling process, initiated this fall with the constitution and charge of the President’s Advisory Committee on Institutional Resource Modeling (PARIRM). PACIRM co-chairs Richard Van Den Hul, Vice President, Business and Financial Affairs, and Brian Burton, Associate Vice President, Academic Affairs, will provide an overview of the committee’s charge, process, and milestones for progress and completion. The PACIRM charge, membership roster, timeline, process flow chart, and communications plan are attached for reference, and are available at https://provost.wwu.edu/resource-modeling.

Background:

At the start of Western’s strategic planning process in the fall of 2016, the University recognized the need for a complementary resource planning process, to ensure the strategic plan is connected to a realistic sense of the additional funding it will take to advance goals and objectives. The purpose of a resource plan is to quantify, at a high level, the additional funding required to advance these aspirations. This “prosperity gap” is itself divided into two parts: (a) the difference above current funding levels required to adequately support existing services into the future, and (b) the additional funding required to advance the institution’s aspirations and priorities set forth in the strategic plan. Since the future financial and operational environment is expected to be dynamic, institutional resource modeling is not necessarily focused on developing accurate forecasts. Having a general sense of what these amounts might be—even if quite large—will helpfully orient Western’s efforts and expectations as to how, where, and when we may be able to generate these revenues.

Defining the prosperity gaps related to each of the Strategic Plan’s aspirational metrics will require the specific expertise of professionals in academic affairs, business affairs and enrollment and student support services to generate the resource models. In addition, the broad perspective and insights of Western’s faculty, staff, administrators, and students will be needed to guide the process and to review the assumptions and models for relevancy and consistency with the strategic plan. To that end, the President charged an advisory committee to guide a resource modeling exercise to estimate the prosperity gap associated with achieving key strategic plan objectives.

The deliverable from the work of the Committee is a set of resource scenarios. Unlike a strategic plan or a budget model, there is no specific outcome that needs to be approved or adopted at the end of the modeling process. The scenarios inform the University and its administration on important
revenue generating strategies (for example, enrollment mix, shaping legislative requests, fundraising), while providing the challenge of thinking creatively to expand revenue base to advance the goals and priorities. The exercise does not contemplate changes to our current budget biennial processes nor does it assume exemption from them.

The role of the Committee is advisory in nature and it will complete its work and deliver its final report to the President, preferably by April 15, but no later than May 15, 2019. The final work will be presented to the Board of Trustees for acceptance at its regularly scheduled meeting after completion but no later the Board’s regular June 2019 meeting.
# President’s Advisory Committee on Institutional Resource Modeling
## 2018-19

<table>
<thead>
<tr>
<th>Name</th>
<th>Department and Representation</th>
<th>Phone</th>
<th>MS</th>
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</thead>
<tbody>
<tr>
<td>Richard Van Den Hul</td>
<td>Co-Chair / Vice President, Business and Financial Affairs</td>
<td>3407</td>
<td>9044</td>
</tr>
<tr>
<td>Brian Burton</td>
<td>Co-Chair / Associate Vice President, Academic Affairs</td>
<td>3389</td>
<td>9033</td>
</tr>
<tr>
<td>Leo Bodensteiner</td>
<td>Professor, Department of Environmental Sciences</td>
<td>7375</td>
<td>9181</td>
</tr>
<tr>
<td>Clara Capron</td>
<td>Assistant Vice President, Enrollment &amp; Student Services</td>
<td>2422</td>
<td>9017</td>
</tr>
<tr>
<td>Heather Christianson</td>
<td>Program Support Supervisor, Registrar’s Office</td>
<td>2079</td>
<td>9008</td>
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<tr>
<td>Chris Miller</td>
<td>Director, Enterprise Infrastructure Services</td>
<td>4479</td>
<td>1450</td>
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<tr>
<td>Natasha Hessami</td>
<td>AS Vice President for Governmental Affairs</td>
<td>3736</td>
<td>9106</td>
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<tr>
<td>Ricardo Lopez</td>
<td>Associate Professor, History Department</td>
<td>2939</td>
<td>9061</td>
</tr>
<tr>
<td>Jeff Newcomer</td>
<td>Chair, Department of Engineering and Design</td>
<td>7239</td>
<td>9086</td>
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<tr>
<td>Milka Solomon</td>
<td>AS President</td>
<td>3265</td>
<td>9106</td>
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<tr>
<td>Kit Spicer</td>
<td>Dean, College of Fine and Performing Arts</td>
<td>7782</td>
<td>9109</td>
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<tr>
<td>Molly Vogel</td>
<td>Director, Administration and Finance, Extended Education</td>
<td>6745</td>
<td>9102</td>
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<tr>
<td>Sheila Webb</td>
<td>Professor, Journalism Department</td>
<td>6245</td>
<td>9161</td>
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<tr>
<td>Nicholas Wonder</td>
<td>Associate Professor, Department of Finance and Marketing</td>
<td>2444</td>
<td>9073</td>
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<tr>
<td>Ryan Wyckoff</td>
<td>Equipment Technician 3, Facilities Management</td>
<td>3198</td>
<td>9121</td>
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<td><strong>EX OFFICIO</strong></td>
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<tr>
<td>Nancy Phillips</td>
<td>Assistant to the Vice President, Business and Financial Affairs / Administrative Support</td>
<td>3407</td>
<td>9044</td>
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Updated 11/20/2018
Background

At the start of Western’s strategic planning process in the fall of 2016, the University recognized the need for a complementary resource planning process, to ensure our strategic plan is connected to a realistic sense of the additional funding it will take to advance our goals and objectives. The purpose of a resource plan is not to determine funding levels for particular programs or areas of the University, but to quantify, at a high level, the additional funding required to advance these aspirations. This “prosperity gap” is itself divided into two parts: (a) the difference above current funding levels required to adequately support existing services into the future, and (b) the additional funding required to advance the institution’s aspirations and priorities set forth in the strategic plan. Since the future financial and operational environment is expected to be dynamic, institutional resource modeling is not necessarily focused on developing accurate forecasts. Having a general sense of what these amounts might be—even if quite large—will helpfully orient Western’s efforts and expectations as to how, where, and when we may be able to generate these revenues.

If the 2018-2025 Strategic Plan defines Western’s goals and aspirations for the next seven years—e.g., increasing the six-year graduation rate for students of color 10-15%—the institutional resource modeling process aims to define the resources that will most likely be required to accomplish them.

Charge

Defining the prosperity gaps related to each of the Strategic Plan’s aspirational metrics will require the specific expertise of professionals in academic affairs, business affairs and enrollment and student support services to generate the resource models. In addition, the broad perspective and insights of Western’s faculty, staff, administrators, and students will be needed to guide the process and to review the assumptions and models for relevancy and consistency with the strategic plan. To that end, the President charges an advisory committee to guide a resource modeling exercise to estimate the prosperity gap associated with achieving key strategic plan objectives.

The outcome from this activity is a scenario or a small set of scenarios that identify the general types and relative sizes of expected expenditures. The envisioned time horizon is the next three biennia, through 2025. The scenarios are based on assumptions that are consistent with Strategic Plan 2018-25 and the Overall Metrics approved by the Board of Trustees. These include Western’s role in advancing the Washington Student Achievement Council goals of significantly increasing adults with post-
secondary education, meeting current and emerging areas of need in the state (employment trends, geographic needs, student demographic shifts, etc.), and ensuring delivery of high-quality education.

The intent is to keep the work focused on a manageable number of objectives and to develop the scenarios quickly. At the same time, we want to make sure that the work of the Committee is informed by input from University’s different governance groups. The key objectives, planning assumptions, and the resulting scenarios will be shared broadly with the university community during the development stage, including relevant planning groups, such as the UPRC. We will be seeking input from the university community to ensure that relevant factors are considered in the modeling process. The process will also engage closely with the Board of Trustees regarding critical assumptions about the future operations of the university and the resulting resource scenarios.

The deliverable from the work of the Committee is a set of resource scenarios. Unlike a strategic plan or a budget model, there is no specific outcome that needs to be approved or adopted at the end of the modeling process. The scenarios inform the University and its administration on important revenue generating strategies (for example, enrollment mix, shaping legislative requests, fundraising), while likely providing the challenge of thinking creatively to expand our revenue base to advance the goals and priorities we aspire to achieve. The exercise does not contemplate changes to our current budget biennial processes nor does it assume exemption from them.

The role of the Committee is advisory in nature and it will complete its work and deliver its final report to the President, preferably by April 15, but no later than May 15, 2019. The final work will be presented to the Board of Trustees for acceptance at its regularly scheduled meeting after completion but no later the Board’s regular June 2019 meeting.

**Membership:**

Membership will consist of individuals from each of the representative constituencies (faculty, professional staff, classified staff, and students), selected by the President from 4-8 nominations received from each group. The President will add representatives from relevant administrative groups and will appoint the Committee chair (or co-chairs).

Staffing will be provided and the Committee will be assisted and guided in its efforts by a professional consultant with expertise in conducting institutional resource modeling exercises.

The Committee shall be dissolved upon completion of its charge, no later than the end of the regular 2018-19 academic year.
<table>
<thead>
<tr>
<th>Process Step</th>
<th>Week Accomplished</th>
<th>Target Date</th>
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<tbody>
<tr>
<td>First meeting of working groups</td>
<td>Dec 3-7</td>
<td>3-Dec</td>
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<tr>
<td>Reports from Working Groups on drivers and assumptions</td>
<td>Dec 31-Jan 4</td>
<td>4-Jan</td>
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<tr>
<td>AC Meeting to go over drivers and assumptions</td>
<td>Jan 7-11</td>
<td>9-Jan</td>
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<tr>
<td>Drivers and assumptions out for feedback</td>
<td>Jan 7-11</td>
<td>11-Jan</td>
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<tr>
<td>Feedback received on drivers and assumptions</td>
<td>Jan 14-18</td>
<td>18-Jan</td>
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<tr>
<td>AC Meeting to go over drivers and assumptions feedback</td>
<td>Jan 21-25</td>
<td>23-Jan</td>
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<tr>
<td>Feedback to Working Groups on drivers and assumptions</td>
<td>Jan 21-25</td>
<td>25-Jan</td>
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<tr>
<td>Trustees meeting report</td>
<td>Feb 7-8</td>
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<tr>
<td>Reports from Working Groups on gaps</td>
<td>Feb 11-15</td>
<td>15-Feb</td>
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<tr>
<td>AC Meeting to go over gaps</td>
<td>Feb 18-22</td>
<td>20-Feb</td>
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<tr>
<td>Gaps out for feedback</td>
<td>Feb 18-22</td>
<td>22-Feb</td>
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<tr>
<td>Town Halls</td>
<td>Feb 25-Mar 1</td>
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<tr>
<td>Feedback received on gaps</td>
<td>Feb 25-Mar 1</td>
<td>1-Mar</td>
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<tr>
<td>AC Meeting to go over gaps feedback</td>
<td>Mar 4-8</td>
<td>7-Mar</td>
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<tr>
<td>Feedback to Working Groups on gaps</td>
<td>Mar 4-8</td>
<td>8-Mar</td>
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<tr>
<td>Final reports from working groups on gaps and cost</td>
<td>Mar 18-22</td>
<td>22-Mar</td>
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<tr>
<td>Trustees meeting report</td>
<td>Apr 4-5</td>
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<tr>
<td>AC Meeting to approve final model</td>
<td>Apr 8-12</td>
<td>8-Apr</td>
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<tr>
<td>Final product to President</td>
<td>April 15-19</td>
<td>15-Apr</td>
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President’s Advisory Committee on Institutional Resource Modeling (PACIRM)

Communications Channels and Responsibilities:
Ensuring Campus Engagement and Input

The Advisory Committee will communicate with the identified campus groups as follows:

1. **Board of Trustees**
   a. Channels
      i. Regularly scheduled BOT meetings
      ii. Executive Committee Meetings
      iii. President’s Memo/Updates
   b. Responsible Parties
      i. Advisory Committee Co-Chairs

2. **Planning Groups**
   a. Identified Planning Groups
      i. UPRC
      ii. VPs/Deans
   b. Channels
      i. Regularly scheduled UPRC, VPs and Council of Deans meetings, colleges and division meetings
      ii. Memos/Emails
   c. Responsible Parties
      i. UPRC: Jeff Newcomer, Advisory Committee Co-Chairs
      ii. VPs: Co-Chair Rich Van Den Hul
      iii. Council of Deans: Co-Chair Brian Burton
      iv. Deans/VPs share with their colleges/division through regular meetings and channels

3. **Governance Groups – Groups identified by representation on the Advisory Committee**
   a. Channels
      i. Regularly scheduled governance group meetings
      ii. Usual/customary communications each group uses
   b. Responsible Parties
      i. Each PACIRM member is responsible for sharing information from the Advisory Committee to their group, as well as collecting feedback from their group and sharing with the Advisory Committee.

4. **Campus Community at Large**
   a. Channels
      i. Town Halls
      ii. PACIRM Website
      iii. Western Today
      iv. Broad emails as appropriate
   b. Responsible Parties
      i. Advisory Committee Co-Chairs
      ii. Support from Nancy Phillips and University Communications
Flow of Information

**CYCLE A**
- **Advisory Committee**
  - Charge
  - Drivers

**CYCLE B**
- **Advisory Committee**
  - Feedback
  - Update Drivers
  - Develop Gaps

**CYCLE C**
- **Advisory Committee**
  - Feedback
  - Final Report Gaps, etc.

**Final Report**
- Gaps, etc.

**Charge Drivers**
- Campus
- Governance Groups
- Planning Groups
- BOT

**President**
President’s Advisory Committee on Institutional Resource Modeling (PACIRM)

Flow of Information / Timeline

**Cycle A**
- First WG meetings
- WGs develop review / refine first pass drivers and assumptions
- 1 week
- 21 days
- holiday
- WGs draft drivers & assumptions DUE
- 1 week

Dec 3
Dec 7
Jan 4
Jan 9
Jan 11
Jan 18

**Cycle B**
- AC meeting to review campus feedback
- Feedback to WGs on drivers & assumptions
- 1 week
- WGs identify gaps
- 21 days
- WGs provide updated drivers/assumption & draft gaps DUE
- 1 week
- Feb 15
- Feb 20
- Feb 22
- Feb 25
- Mar 1

AC meeting to review WG information
Publish updated drivers/assumptions & draft gaps
Town Hall meetings
Campus feedback on gaps DUE

**Cycle C**
- Date TBD
- AC meeting to review campus feedback
- Feedback to WGs on gaps
- 1 week
- WGs finalize gaps and costs
- 13 days
- Spring Break
- WGs final report DUE
- 12 days
- Trustees Update
- Mar 8
- Mar 22
- Apr 4-5
- Apr 15

Date TBD
AC meeting to finalize model
FINAL model to President

AC = PACIRM
WG = Working Group

Updated 11/21/2018