

February 11, 2009

Paul Jenny
Office of Planning & Budgeting
Box 359445

Dear Paul,

This letter is in response to the letter from President Emmert and Provost Wise on 1/22/09, requesting business plans on how FY2010 budget cuts will be implemented in the President's Office.

Gary Quarfoth, Phyllis Wise, Mary Melanson and I met on 2/2/09, and discussed our budget cut plans, our 2007-09 Biennium Close plans, and the endowment and gift numbers displayed as being under the President in the reports we received attached to your email of 1/23/09.

As we explained in our meeting with Gary, Phyllis, Mary and me, we have one position in the Board of Regent's budget that is 20% under-utilized and we intend to cut it. The value we will cut, with benefits, is \$16,834 per year. In order to preserve the ability of the President's Office to provide necessary services, the remainder of our budget cut will come from operations. Over the past year, we have worked hard to analyze our budgets and reduce costs in all units under the President. Under his directive, we have scaled down many of the costs for events held at Hill-Crest, and on campus, and we will totally eliminate some, such as Visiting Committee Day and other events. Concurrently, we will continue to reduce or eliminate discretionary fund expenditures as aggressively as we can.

Listed below are the amounts and categories for our FY2010 projected cuts of 8%, 10% and 12%.

<u>FY2010 President's Office Budget Cut Scenarios</u>	<u>8%</u>	<u>10%</u>	<u>12%</u>
Salaries, 20% pos 01-4300 + benefits	\$ 16,834	\$ 16,834	\$ 16,834
Operations reductions, various budgets	<u>160,437</u>	<u>204,755</u>	<u>249,072</u>
Totals	\$ 177,271	\$ 221,589	\$ 265,906

If you have questions or need additional information from us please feel free to contact Mary Melanson, or me.

Sincerely,

Carol Niccolls
Special Counsel to the President

c: Mark Emmert
Mary Melanson

Proposed Budget Reductions for FY2010
Summary – Attorney General

	At 8%	At 10%	At 12%
Amount	<ul style="list-style-type: none"> \$50,365 	<ul style="list-style-type: none"> \$62,956 	<ul style="list-style-type: none"> \$75,547
Approach / Strategy for Business Plan	<ul style="list-style-type: none"> Salaries of attorneys are paid by the state’s Attorney General’s Office. Most of the cuts are in UW budget, which covers support staff and most of general office resources. 		
Impacts (Education, Research, Service)	<ul style="list-style-type: none"> Additional burden on legal secretaries and attorneys 		
Impacts to other Units	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Diminished quality of legal education for law clerks from law schools in Washington and around the country 	<ul style="list-style-type: none"> Diminished quality of legal education for law clerks from law schools in Washington and around the country
Vacancies / Layoffs	<ul style="list-style-type: none"> Eliminate 1 staff FTE 	<ul style="list-style-type: none"> Additional elimination of student assistants and staff positions 	<ul style="list-style-type: none"> Additional elimination of student assistants and staff positions
Carryover usage	<ul style="list-style-type: none"> No carryover 		
Bridge Requests	<ul style="list-style-type: none"> Not discussed 		
New Initiatives	<ul style="list-style-type: none"> Not discussed 		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> 		

Proposed Budget Reductions for FY2010
Summary – Office of Planning and Budgeting

	At 12%
Amount	<ul style="list-style-type: none"> • \$382,734
Approach / Strategy for Business Plan	<ul style="list-style-type: none"> • Accomplish a 12% total reduction for FY2010 while remaining strongly committed to pursuing new initiatives developed since the arrival of Vice Provost Paul Jenny in July 2008.
Impacts (Education, Research, Service)	<ul style="list-style-type: none"> • Not addressed (administrative unit).
Impacts to other Units	<ul style="list-style-type: none"> • Negative impacts expected in the forms of delayed implementation plans, reduced levels of service response, and diminished ability to respond to ad hoc requests from other units.
Vacancies / Layoffs	<ul style="list-style-type: none"> • Unit will forfeit 3 of 5 vacant permanent positions. • Two remaining vacant positions will provide leadership some level of budget flexibility in the event that conditions worsen, so unit will not need to initiate any staff layoffs in the near future.
Carryover usage	<ul style="list-style-type: none"> • Carry over funds will be used if necessary to supplement staffing through temporary or consulting services, to address a very limited set of new/emerging needs, and to support additional staff development in targeted areas.
Bridge Requests	<ul style="list-style-type: none"> • No anticipated need.
New Initiatives	<ul style="list-style-type: none"> • Investigate and facilitate implementation of a “New Budget Model” to better support UW’s resource allocation process, • Undertake efforts to significantly increase budget process transparency and accountability, • Continue to staff and support the investigation of replacement administrative and financial systems, • Take a lead role in filling the increasingly visible physical “Campus Planning” void, • Continue to find ways to reduce the complexity and enhance effectiveness of internal processes.
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> • What process improvements (mentioned in narrative) can be used to mitigate negative impacts mentioned above?

**Proposed Budget Reductions for FY2010
Summary – Office of Minority Affairs**

	At 8%	At 10%	At 12%
Amount	\$389,343	\$486,679	\$584,015
Context / Approach	Differential / strategic approach, aimed at preserving core areas of pre-college recruitment & retention and counseling services while concentrating cuts in central OMA administration. <ul style="list-style-type: none"> • Administration: Operations, community relations / fund raising, Diversity Council, Tribal outreach. (31% of base v. 57% of total cut) • Pre-College Recruitment: Identifies high performing students / prepares them for admission to the university. (15% of base v. 10% of total cut) • Retention & Counseling: Improve experience/ retention of under-represented undergrads. (54% of base v. 33% of total cut) 		
Impacts (Education, Research, Service)	<i>Reductions in above services, with specifics offered below (severity of risk increases with depth of cut):</i> <ul style="list-style-type: none"> • Possibly lower recruitment & retention levels of diverse faculty and staff. Example: Fewer summer transition participants → Fewer entering EOP students. • Cuts to administration → Lower levels of fund raising, grant seeking, and community relations. • Possible impacts to progress in shortening student time to graduation. • Reduced career and graduate school planning services. • Reduced tutorial services in summer. 		
Impacts to other Units	<ul style="list-style-type: none"> • Reduced recruitment & retention. • Reduced diversity training/advice. 	Proportionately greater impact.	Proportionately greater impact.
Vacancies / Layoffs (<i>Note: Layoffs / vacancies not distinguished in narrative</i>)	2.3 FTE Staff	3.35 FTE Staff	4.25 FTE Staff
Carryover usage	Used to fund events, initiatives, operations for collaborative programs and OMA/D Advisory Board operations.		
Bridge Requests	Not addressed.		
New Initiatives	<ul style="list-style-type: none"> • Continuation of temporary funding for Enhanced Advising beyond 2010 (Previous amount: \$125K / Year) • OMA/ Student Life request for \$2,600,000 for Admissions/Recruitment support (Goal: earlier admission decisions and recruitment of a diverse student body) 		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> • How reductions to areas of grant-seeking, fund raising, recruitment / retention could affect future flow of non-state funds. • Bulk of OMA funding from federal grants with restricted uses. 		

Proposed Budget Reductions for FY2010
Summary – University Libraries

	At 8%	At 10%	At 12%
Amount	<ul style="list-style-type: none"> • \$2,457,962 	<ul style="list-style-type: none"> • \$3,072,452 	<ul style="list-style-type: none"> • \$3,686,943
Approach / Strategy for Business Plan	<ul style="list-style-type: none"> • Evolving service model predicated on documented faculty and student priorities • Fewer more consolidated library locations and delivery of information services and resources “any time any place” • Consolidation of administrative services and efficiencies in processing and operational workflow • Adjust services, resources and initiatives to reflect changes in other academic and University programs • Limited ability to raise additional revenues (88% of the Libraries annual expenditures are from GOF/DOF funds) 		
Impacts (Education, Research, Service)	<p>SERVICES</p> <ul style="list-style-type: none"> • Close 3 branch libraries • Reduce teaching, research, and clinical care programs • Reduce systems support and non-essential web development • Suspend new services such as Open Journal Systems and Open Conferences Systems, and a planned expansion of GIS support. • Reduce level of description provided for library materials making items harder to find • Operations budget cut by 10% <p>COLLECTIONS</p> <ul style="list-style-type: none"> • Cancel/lose access to nearly 1,600 journals • Cancel 23 subject and interdisciplinary article indexes • 4400 fewer books purchased • Eliminate all print copies of journals received electronically. • Reduce preservation and binding by 25% 	<p>SERVICES [In addition to 8% list]</p> <ul style="list-style-type: none"> • Close 2 more branch libraries (5 libraries cumulative) • Close remaining small branch libraries on weekends and at 5pm weekdays • Further reduce teaching, research and clinical care programs • Further reduce level of description provided for library materials; cease retrospective cataloging • Reduce organizational memberships <p>COLLECTIONS</p> <ul style="list-style-type: none"> • Cancel/lose access to more than 2000 journals (cumulative) • Cancel 26 subject and article indexes (cumulative) • 4900 fewer books purchased (cumulative) • Reduce preservation binding and microfilming by 50% 	<p>SERVICES [In addition to 8% and 10% lists]</p> <ul style="list-style-type: none"> • Eliminate overnight hours in the Odegaard Undergraduate Library • Close some larger libraries on weekends and at 5pm weekdays • Slow build-out of local digital library collections, reducing visibility of UW scholarship • Contribute less to the shared databases that libraries around the world rely upon for cataloging • Reduce leadership in the global library community <p>COLLECTIONS</p> <ul style="list-style-type: none"> • Cancel/lose access to more than 2200 journals (cumulative) • Cancel 29 subject and article indexes (cumulative) • 5,500 fewer books purchased (cumulative) • Suspend preservation binding and microfilming operation

Proposed Budget Reductions for FY2010
Summary – University Libraries

Impacts to other Units	<ul style="list-style-type: none"> • Negative impact on the competitiveness of the UW in procuring sponsored research funds, educational outcomes, clinical care, and recruitment and retention of students, faculty, staff, and fellows • Closed branch libraries will displace 100,000 UW student visits to other libraries and campus spaces 	<p style="text-align: center;">IN ADDITION TO 8% LIST</p> <ul style="list-style-type: none"> • Closed libraries and reduced hours will displace another 150,000 UW student visits (250,000 total) to other libraries and campus spaces • Graduate students dependent on print resources and library workspace most adversely affected • Community users who visit the Libraries primarily nights and weekends will have access to a smaller number of libraries 	<p style="text-align: center;">IN ADDITION TO 8% AND 10% LISTS</p> <ul style="list-style-type: none"> • Closed libraries and reduced hours will displace another 250,000 student visits (500,000 total); no other campus space available for the 1000 students who use Odegaard overnight • Community users who visit the Libraries primarily nights and weekends will have access to just a few libraries
Vacancies / Layoffs	<ul style="list-style-type: none"> • Eliminate 17.5 vacant positions, in addition to 3 positions to be eliminated in 1.5% FY09 rescission • Hire 30 fewer student assistants 	<ul style="list-style-type: none"> • Additional layoff of 6-8 positions; cumulative total of 26.5 to 28.5 FTEs • Further reduce student hiring 	<ul style="list-style-type: none"> • Additional layoff of 6-8 positions; cumulative total of 32.5 to 34.5 FTEs • Further reduce student hiring
Carryover usage	<ul style="list-style-type: none"> • Approximately half of the carryover is for library materials ordered but not yet received; balance of carryover are to fund ongoing operations commitments and temporary equipment expenditures 		
Bridge Requests	<ul style="list-style-type: none"> • \$275,000 in one-time transition funding for branch and unit consolidations at 8% reduction; and additional \$120,000 in one-time transition funding for branch and unit consolidations at 10% reduction 		
New Initiatives	<ul style="list-style-type: none"> • Participation in the Global Research Alliance for Digital Data (GRADD); require a financial investment of \$100,000 for a full-time senior level position and a grad assistant in the Libraries 		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> • Reduce student access to information, study and collaborative space, and academic services • No student work space available overnight if Odegaard eliminates those hours • Libraries ability to move more fully to an “anytime, anyplace” model delayed • Damage to competitiveness of the UW in procuring sponsored research funds, educational outcomes, clinical care, and recruitment and retention of students, faculty, staff, and fellows • Need to know in a timely manner changes in University programs so that Libraries can adjust levels of support • Library materials costs predicted to increase by 6.2%. Would require \$758,000 to maintain current purchasing power. With rescission, will experience 7.7% cumulative cut *before* undertaking 8/10/12% budget reductions in library materials (e.g., journals, books, databases, media) 		

Proposed Budget Reductions for FY2010
Finance and Facilities

	At 8%	At 10%	At 12%
Amount	3,981,086	4,976,357	5,971,629
Approach / Strategy for Business Plan	Finance and Facilities (F2) will be making selective cuts through consolidating and standardizing service delivery. F2 strategy targets budget cuts in areas in which focused process improvements can be done to streamline work processes and reduce time and labor costs.		
Impacts (Education, Research, Service)	<p>Proposed budget cuts will impact service delivery to customers, and the quality of ongoing programs and national initiatives. We are concerned about increased safety and security risks for our students and for our faculty/staff/students based on reduced presence and services in the buildings after regular business hours. The gains in environmental stewardship and sustainability may diminish, likely resulting in lower national rankings. Reduced campus upkeep through longer cycle-times may influence student/parent perceptions of our now-beautiful grounds and buildings. Increased delegations of authority through increased electronic transactions introduce potential compliance and auditing issues. A decrease in funding for Research Accounting and Analysis (RAA) will further erode our ability to be responsive to the needs of the research community and to comply with mandatory sponsor and federal government requirements and guidelines for financial information and reporting, in addition to reducing the ability to respond to any federal stimulus money.</p> <p>Cuts in the Maintenance and Operations areas of Facilities Services have the potential to impact the academic and research communities. Utility reliability and equipment functionality—key components in conducting laboratory and computing research and education—can be compromised by unplanned system and plant outages. Reducing services translates to reduced preventive maintenance on existing systems (HVAC, electrical, domestic water, etc.), which directly increases failure/malfunction risk. Many researchers purchase and install equipment that is heavily reliant on central utilities, resulting in potential system problems. Current work plans allow for 80 percent of staff time to be spent on repairs, and 20 percent on preventive and scheduled maintenance. The industry standard is 60 percent on repair and 40 percent on scheduled maintenance. If the cuts are implemented, this situation will deteriorate further, jeopardizing campus operations, and particularly, risking researchers’ funded work. The proposed cut also impacts the timeliness of facility and utility documentation (drawings), which is crucial to decisions about tying in research and teaching equipment to campus systems.</p> <p>Select student populations may be impacted in their ability to navigate grounds and buildings, if the mobility guide and campus-access maps are not updated in a timely manner. Students requiring in person assistance from Student Fiscal Services may experience service delays which in turn may harm their ability to register, receive transcripts, or resolve issues.</p>		
Impacts to other Units	<p>Response times for services—transportation, custodial services, maintenance work orders, financial services inquiries, etc.—will be longer, with fewer resources available to assign to routine, daily customer interface.</p> <p>Research is a \$1 billion revenue source for the University. As research funding has grown, the Research Accounting and Analysis function been challenged to keep up with the ever-increasing workload of setting up, invoicing, reporting, and closing out individual budgets for each grant: a 176% increase in work since 1990 with only 1% increase in FTE.</p>		

Proposed Budget Reductions for FY2010 Finance and Facilities

Impacts to other Units, continued	<p>A 10% cut in FY10 will negatively impact work backlog. In addition, volumes are expected to increase even further with the recently announced stimulus package and large increases in volume projected for two major funding agencies (National Institutes of Health and National Science Foundation). Delayed response times will result in all areas: budget set up, reporting, invoicing, and budget and contract closeouts.</p> <p>The reduction of service capacity in Facilities Services will reduce design review activities and services to the Capital Projects Office (CPO), which are a required element of most project approvals. Many of these projects directly benefit faculty (classroom buildings), researchers (labs), students and staff and delay project schedules. Less time will be available to identify and evaluate candidate energy conservation projects—which can have an indirect impact on productivity across campus, as utilities cost avoidance accounts for about \$8M each year. Ability to provide in-house technical analysis for engineering issues in support of Facilities Services Maintenance and Operations will be reduced, which can result in construction deficiencies, unplanned repairs, malfunctioning equipment/systems, and additional cost.</p>		
Vacancies / Layoffs	To be determined	To be determined	To be determined
Carryover usage	Carry over funds are declining significantly from previous years, projected usage is to support strategic initiatives (many UW-wide initiatives), provide desktop computer support, and cover high-priority shortfalls and operations shortages due to budget cuts, primarily in Financial Management and Facilities Services.		
Bridge Requests	<ul style="list-style-type: none"> • UCIRO - \$88,000 to cover expected increase in volume due to budget reductions campus wide. • RAA – to be determined – due to anticipated increase in research funding of \$200M from stimulus package. 		
New Initiatives	<p>F2 has requested funds for the following programs:</p> <ul style="list-style-type: none"> • Grant and Contract Accounting- \$930,000 – replace funding cuts and address increases in workload. • Environmental Stewardship & Sustainability Office, and creating and implementing Climate Action Plan- \$400,000 – replace funding cuts and support. • Trademarks and Licensing - \$300,000 – replace funding cuts and fully fund program to continue compliance work. • Internal Audit - \$250,000 – replace funding cuts and continue plan to adequately staff audit program. • \$2M in capital funds for Facilities Training Center. 		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> • Impact on administrative staff workload across campus by F2's delayed response times to inquiries and problems. • GCA's ability to comply with mandatory sponsor and federal government requirements. Unprecedented increases expected in NIH, NSF and other research funding will further erode our ability to be responsive to the research community, including impacts on Payroll and Purchasing workload. • Reductions in upkeep of campus buildings and grounds, possibly resulting in higher repair and replacement costs given delayed maintenance. • Increased electronic transactions provide streamlined service, but may introduce compliance and auditing issues. • Inability to create and support required Climate Action Plan and improve environmental stewardship activities will result in progress and diminish the UW reputation in this area. • Customer awareness of/acceptance of impacts to standardized and centralized services and fewer options 		

Proposed Budget Reductions for FY2010
Summary – Human Resources

	At 8%	At 10%	At 12%
Amount	\$670,223	\$837,779	\$1,005,334
Approach	Differential, with emphasis on compliance / risk-prevention functions.		
Impacts (Education, Research, Service)	<p><i>Risk of increased:</i></p> <ul style="list-style-type: none"> • Liability/contract violations → fines/penalties • Need for conflict resolution (grievances / mediations / arbitrations) • Audit requests • Appeals regarding retirement eligibility 		
Impacts to other Units	<p>Note: HR Service scope campus-wide (three campuses & two hospitals).</p> <p><i>Decreased service levels / advice to units in areas of:</i></p> <ul style="list-style-type: none"> • Reorganizations & layoffs • Issues such as claims of discrimination or harassment • Interpretation of policies & regulatory requirements • Best practices - workplace safety <p>Decreased / delayed disability accommodations.</p>		
Vacancies / Layoffs (<i>Note: Layoffs / vacancies not distinguished in narrative</i>)	8.5 FTE Staff	10.1 FTE Staff	12.6 FTE Staff
Carryover usage	Not addressed		
Bridge Requests	Not addressed		
New Initiatives	No new funding requested in document		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> • Fines / litigation costs: potential impact to funding for operations and initiatives. • Impact of hiring freeze v. layoffs on demand for HR services: net increase or decrease in overall demand & ability to repurpose existing staff for changing service needs. • Impact of stalled strategic initiatives. • Role of antiquated systems / manual processes in impact of cuts. • Pre-cut staffing levels, UWHR v. comparable institutions. 		

Proposed Budget Reductions for FY2010
Summary Office of Information Management

	At 8%	At 10%	At 12%
Amount	\$1,328,453	\$1,660,566	\$1,992,679
Approach / Strategy for Business Plan	Maintain momentum and progress on Roadmap priorities (Financial Systems Needs Assessment, Kualu Student, and vital information management initiatives). Balanced approach, eliminating vacancies before considering other reductions, preserving part of the \$3M FY09 allocation for Roadmap priorities (see attached letter).		
Impacts (Education, Research, Service)	Progressively higher impacts on services and strategic projects, delaying timelines, reducing scope, and decreasing project management and other support. Impact on OIM's community and partnership development efforts to build relationships across IT units and help leverage expertise with the elimination of a planned position in this area.		
Impacts to other Units	Significant impact on business efficiency projects such as e-Travel and converting payroll to laser printing. Impact on information management Initiatives translates into reduced scope and delayed timelines in this area.		
Vacancies / Layoffs	11 positions	12.5 positions	16 positions
Carryover usage	N/A		
Bridge Requests	N/A		
New Initiatives	N/A		
Questions / Concerns / Topics for Discussion			

Proposed Budget Reductions for FY2010 Summary – UW Technology

GOF/DOF

	At 8%	At 10%	At 12%
Amount	• 2,048,193	• 2,560,241	• 3,072,289
Approach / Strategy for Business Plan	<p>Compensation</p> <ul style="list-style-type: none"> No vacant positions, all were eliminated with May 2008 staff reductions <p>Revenue Enhancements</p> <ul style="list-style-type: none"> Improved contracting with strategic partners Pursuing alternative sources of funding for UWTV <p>Cost Avoidance</p> <ul style="list-style-type: none"> Reduce administrative expenditures for central and departmental campus units Reduce service – no off hours & weekend (24x7) monitoring and support for campus networks and computer systems <p>Restructuring</p> <ul style="list-style-type: none"> Replace support for media resources, including video production and broadcast, by seeking new sources of funding for these activities Reduce support for teaching, learning, & productivity tools <p>Other</p> <ul style="list-style-type: none"> UW Technology is unable to take further cuts to Mainframe, Campus Network, Data Centers, Managed Servers, Internet Commodity, & Gigapop. All other reductions would result in FTE costs shifting to the Recharge Center 		
Impacts (Education, Research, Service)	<ul style="list-style-type: none"> Reduced support for video capabilities in, production & broadcast for all areas of campus. 	<ul style="list-style-type: none"> After hours support of the networks impacting research along with the loss of wireless 	<ul style="list-style-type: none"> Reduced support for teaching, learning, & productivity Tools
Layoffs	• TBD	• TBD	• TBD
Carryover usage	• Not applicable		
Bridge Requests	<p>Bridge funding equal to 1 year budget reduction to enable us to transition to a new service and funding model. Working Group II is engaged in a campus-wide initiative to identify a sustainable funding model along with the proper service level and services for UW Technology moving forward. In the interim, we are making the request that one year of bridge funding from the state budget cuts be considered for UW Technology. This reduction in state funds would then be considered in the development of the future recharge models for UW Technology.</p>		
New Initiatives	<ul style="list-style-type: none"> Campus data center energy efficiencies, reduction in printing costs for campus, lower cost data management and storage alternatives, strategic partnerships with cloud computing vendors around email and other services 		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> UW Technology has already taken a workforce reduction of 23.5%, in the past year, further reductions in the state and recharge center could total 37% of workforce. With many critical areas understaffed, a one-time bridge request is made to maintain service levels while the campus determines the optimal funding and support models. 		

Proposed Budget Reductions for FY2010
Summary – UW Technology

Self Sustaining/Recharge Centers

	At 8%	At 10%	At 12%
Estimated Loss of Revenue/No Rate Incr	<ul style="list-style-type: none"> • 3,496,794 	<ul style="list-style-type: none"> • 4,098,743 	<ul style="list-style-type: none"> • 4,700,691
Add'l Reductions Shifted from GOF/DOF	<ul style="list-style-type: none"> • 697,343 	<ul style="list-style-type: none"> • 1,209,391 	<ul style="list-style-type: none"> • 1,382,439
Approach / Strategy for Business Plan	<p>Compensation</p> <ul style="list-style-type: none"> • No vacant positions, all were eliminated with May 2008 staff reductions <p>Revenue Enhancements</p> <ul style="list-style-type: none"> • Cell Phone Administrative Fee/Lease for Cell Towers <p>Cost Avoidance</p> <ul style="list-style-type: none"> • Elimination of wireless network enhancements and maintenance • Reduce support levels in telecommunications • Reduce support levels in network and telecommunication installations • Reduce customer support in other self-sustaining areas including support for web and “cloud” computing <p>Restructuring</p> <ul style="list-style-type: none"> • Replace subsidy for media resources, including video production and broadcast, by seeking new sources of funding for these activities 		
Impacts (Education, Research, Service)	<ul style="list-style-type: none"> • Delayed requests for telecom installations & upgrade 	<ul style="list-style-type: none"> • Customer support – networks maintenance 	<ul style="list-style-type: none"> • Severely impacted levels of service in web and “cloud” computing
Layoffs	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • TBD
Carryover usage	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Bridge Requests	<p>Working Group II is engaged in a campus-wide initiative to identify a sustainable funding model along with the proper service level and services for UW Technology moving forward. If these decisions determine a need to reduce services, then campus will need time to transition. We are working with each of the Action Teams to determine the appropriate level of support, service and funding as quickly as possible while still gathering the necessary campus input from stakeholders. In the meantime we are continuing to control costs, however the recharge centers might accrue a deficit depending on campus demand for services and how quickly we can transition to the new service model.</p>		
New Initiatives	<ul style="list-style-type: none"> • Streamlining customer service work flow and provisioning 		
Questions / Concerns / Topics for Discussion	<p>Reductions in our self sustaining revenue will require deep cuts and will have substantial impact on our service levels including longer wait times on phone and network installations, longer response times to outages, and elimination of all consulting support for faculty. It should be noted that there has not been a rate increase in our telecom rate for over 3 years, the rate that is used to fund not only desk phones but also the data network.</p>		

Proposed Budget Reductions for FY2010 Summary – Student Life

	At 8%	At 10%	At 12%
Amount	2,668,213	3,335,267	4,002,320
Context / Approach	<p>Reductions will be made strategically, with the exception of the Disability Resources admin/operations budget, which is currently underfunded (does not include centrally funded accommodations). To fulfill the Provost’s Vision/Values statement, Student Life intends to ensure access & diversity, campus safety and the well-being of our students. Most protected are core units Admissions, Registration, Financial Aid, Safety (UWPD), Student Health & Well-Being. Remaining units will incur higher reductions. Vacant positions and operations cuts will have precedence over layoffs which will be done only if unavoidable.</p>		
Impacts (Education, Research, Service)	<ul style="list-style-type: none"> • Eliminate some HS recruiting programs. • Scholarship processing delays. • Registrar processing delays • Loss of .5 FTE Psychologist → longer waits for consultations. • Eliminate Special Services dept. & shift functions to other units. • Reduction in police coverage. 	<p>All impacts at 8%, plus:</p> <ul style="list-style-type: none"> • End out-of-state recruiting. • Reduced registrar services. • Financial Aid processing delays. • Loss of 1.0 FTE Psychologist → longer waits for consultations. • Career center services whittled down to only job listing and employer relations. 	<p>Same as at 10%, but with greater overall impact.</p>
Impacts to other Units	•	•	•
Vacancies / Layoffs	13.5 Vacant plus 8.5 FTE	16.5 Vacant plus 11.5 FTE	18 Vacant plus 16.5 FTE
Carryover usage	Used for known, unfunded expenses in upcoming biennium including Q Center, Sexual Assault and Relationship Violence Info Service (SARIS), Student Ambassadors, elimination of fees at Counseling Center, drug and alcohol programming, etc.		
Bridge Requests	Not discussed.		
New Initiatives	No new funding requested in document.		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> • Cessation of recruitment could affect out-of-state enrollments; this is our most lucrative tuition source • Student services will be reduced creating delays in processing aid, scholarships, and delivering funds to students • Career center would be severely curtailed and may be restructured – will this reduce student confidence that they will find work after graduation? • Several mailings would be eliminated – how much will key communication be compromised? • Commencement and convocation will be reduced – will this reduce our visibility/attraction to prospective students? • Reduced student union hours, event services, maintenance & facility improvements – overall deterioration of student experience? • Ability to address student concerns will be impacted – how would we respond to a possible tragedy? 		

Proposed Budget Reductions for FY2010
Summary – External Affairs

	At 8%	At 10%	At 12%
Amount	<ul style="list-style-type: none"> • \$380,781 	<ul style="list-style-type: none"> • \$475,976 	<ul style="list-style-type: none"> • \$571,171
Approach / Strategy for Business Plan	<ul style="list-style-type: none"> • External Affairs is responsible for influencing public policy and opinion and strengthening the University’s reputation and perceptions people hold of it. Deep budget reductions will negatively impact the ability to be the “face and voice” of the University with the public, media, other institutions, governments and the business community. 		
Impacts (Education, Research, Service)	<ul style="list-style-type: none"> • Major events sponsored by UW and enjoyed by the public will be sharply curtailed. Specifically for the College of the Environment marketing funding is eliminated. • Funds to pay for the growing public records workload are eliminated. This is a statutorily mandated function; there is no way to cut back on the work. • Future salary funds for vacant positions are reduced. 	<ul style="list-style-type: none"> • Elimination of personal service contract for communications services would mean less media presence for UW. • Further cuts to marketing will negatively impact the reputation building initiative. Positive perceptions of the UW could suffer as a result. 	<ul style="list-style-type: none"> • Elimination of a position in an already undersized news and information organization would mean further reduced media attention for the UW and a decrease in public perception about the stature of UW. • Delaying the UW’s ability to develop a powerful and effective web presence will adversely impact public perception further, especially during a time when hard copy publications are also being eliminated.
Impacts to other Units	<ul style="list-style-type: none"> • All units would be negatively impacted if UW is forced to cut back on events, media presence and curtail efforts to build a strong and positive public perception and further reputation building. 		
Vacancies / Layoffs	<ul style="list-style-type: none"> • 1 vacant staff position • 1.5 layoff and reduction 	<ul style="list-style-type: none"> • Possible elimination of another staff position in lieu of the above. 	<ul style="list-style-type: none"> • Additional 1 staff position layoff
Carryover usage	<ul style="list-style-type: none"> • Use some carryover funds to delay implementation of any one of the above reductions, especially where permanent job loss is the anticipated impact. Some funds would continue to be used to pay for memberships and sponsorships with local organizations such as the Seattle Chamber of Commerce. Some funds would be used to pay for building maintenance projects affecting employee health and safety if no other funds are made available. 		
Bridge Requests	<ul style="list-style-type: none"> • none 		
New Initiatives	<ul style="list-style-type: none"> • Deferred as a result of cuts 		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> • 		

Proposed Budget Reductions for FY2010 Summary – University Advancement

	At 8%	At 10%	At 12%
Amount	<ul style="list-style-type: none"> • \$400,230 	<ul style="list-style-type: none"> • \$500,288 	<ul style="list-style-type: none"> • \$600,345
Context / Approach	<p>Narrative addresses how they will implement the budget reductions for all GOF, DOF and CEF funding sources. GOF/DOF budget reductions will be realized through the transfer of staff salaries and benefits to non-state funded budgets.</p> <p>Continue to foster the culture of philanthropy and build momentum gained by the Campaign.</p>		
Impacts (Education, Research, Service)	<ul style="list-style-type: none"> • Impact fund raising efforts throughout the University • Impact activities and services provided by Advancement • Capital project to remodel the Tower S Building to be the “front door” to the University will be delayed • Operational items like marketing & branding efforts, professional development, travel and training will be scaled back or deferred 		
Impacts to other Units	<ul style="list-style-type: none"> • Annual giving efforts to school/colleges units and programs will be scaled back • UW wide events will be postponed or canceled • Implementation of the International program will be deferred 		
Vacancies / Layoffs	<ul style="list-style-type: none"> • Vacancies 8% • Layoffs 8% • Reduced Hours 7% 		
Carryover usage	Not discussed		
Bridge Requests	Not discussed		
New Initiatives	No new funding requested in document		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> • 		

Proposed Budget Reductions for FY2010
Summary – Office of Research

	At 8%	At 10%	At 12%
Amount	\$775,200	\$969,000	\$1,162,800
Approach	Request bridge funding to maintain current staffing levels while efficiencies are being implemented. This bridge funding would mitigate / prevent impacts discussed here.		
Impacts (Education, Research, Service)	<ul style="list-style-type: none"> • Inability to sufficiently support research broadly, resulting in decreased revenue impacting operating revenues, staff numbers and support to grad students • ↓ Training & Consultation for staff and campus: Lower quality proposals submitted/decrease in proposals awarded • ↓ Systems support: Impact on training, testing & analysis of systems vital to support the administration and submissions of proposals, and critical for integration with federal systems such as grants.gov. 	<p><i>In addition to 8% impacts, add:</i></p> <ul style="list-style-type: none"> • As layoffs occur or vacancies remain unfilled, existing staff may take on lower level tasks or a wider range of responsibilities leading to: • ↓ Oversight - compliance • ↓ Advice on emerging e-tech • ↓ Production support for systems • ↓ in the number of proposals reviewed • Possibility of missed proposal submission deadlines • Increase in backlogs of IRB reviews, Award processing, and other operational processing 	<p><i>In addition to 8% & 10% impacts, add:</i></p> <ul style="list-style-type: none"> • Slower IRB reviews resulting in slower program startup times, including clinical trials • Backlog of proposal processing and increased likelihood of missed deadlines • Award processing backlog increased to several months which leads to delayed project startup and loss of funding continuity for payroll and other expenses • Less research \$ awarded to UW and therefore, a substantial decrease in research revenue impacting ability to attract/support excellent faculty and students • Inability to streamline & automate processes & build metrics/ reporting tools
	<p><i>Risks:</i> Non-compliance, longer review times, fewer funded proposals, impacts to quality of info systems, decreased revenue to the UW.</p>	<p><i>Risks:</i> Fines & penalties, diminished funding potential, lack of reporting / metrics, lowered system access / security, possible missed proposal deadlines.</p>	<p><i>Risks:</i> Growing backlogs → missed deadlines for grant proposals and compliance deliverables.</p>
Impacts to other Units	Decreased compliance oversight Lost funding opportunities (direct & indirect funding) / Lost revenue to UW overall Funding delays → Financial cost to bridge salaries / time cost to process additional salary transfers		
Vacancies / Layoffs (<i>Fac v. staff & vacancies v. layoffs not shown; OR mostly staff</i>)	7.1 TOTAL FTE <i>(Note: No FTE reductions if bridge funding request is granted)</i>	8.88 TOTAL FTE <i>(Note: No FTE reductions if bridge funding request is granted)</i>	10.66 TOTAL FTE <i>(Note: No FTE reductions if bridge funding request is granted)</i>
Carryover usage	SAGE project rollout, HSD operations.		
Bridge Requests	Request to maintain current staffing levels to minimize risks associated with increased work load and regulatory requirements.		
New Initiatives	No requests for new initiative funding.		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> • Impact of greater reliance on OR as Schools & Colleges offload more grant administration to OR and increasingly seek grant funding as an alternative to other sources of funding. • Unprecedented reporting requirements for Stimulus funding resulting in increasing workload • Compliance risk prevention v. response: comparison of costs, resource usage. • Specialized knowledge / training investment – OR staff. 		

Proposed Budget Reductions for FY2010
Summary – Technology Transfer

	At 8%	At 10%	At 12%
Amount	<ul style="list-style-type: none"> • \$57,808 	<ul style="list-style-type: none"> • \$72,261 	<ul style="list-style-type: none"> • \$86,713
Approach / Strategy for Business Plan	<ul style="list-style-type: none"> • Portion of budget reductions will be realized through the transfer of staff salaries and benefits to a non-state funded budget 		
Impacts (Education, Research, Service)	<ul style="list-style-type: none"> • Not Applicable 		
Impacts to other Units	<ul style="list-style-type: none"> • Not Applicable 		
Vacancies / Layoffs	<ul style="list-style-type: none"> • vacant 1.0 staff • reduce funding of staff line 		
Carryover usage	<ul style="list-style-type: none"> • To temporarily fund a portion of patent expenses or student hourly employees 		
Bridge Requests	<ul style="list-style-type: none"> • Not Applicable 		
New Initiatives	<ul style="list-style-type: none"> • No new funding requested in document 		
Questions / Concerns / Topics for Discussion	<ul style="list-style-type: none"> • Carry over cannot be used for any portion of the FY2010 budget reduction 		