



University Planning and Budgeting

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To: Planning Unit Leaders

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From: *PMG* Paula M. Gilman, Executive Director, University Planning and Budgeting

Date: January 26, 2009

Subject: 2009-11 Budget Instructions for March 18-19, 2009, Budget Presentations

We are a long way from having a budget for 2009-11. The Governor has presented her 2009-11 budget recommendation and the legislature is now responsible for developing a budget that will be enacted into law. We cannot wait until the legislature acts in order to consider possible state operating budget reductions for 2009-11 (tuition and state appropriated funds only) for Western. The attached documents are the next step in putting into place a special budgeting and planning process so that we can make necessary adjustments once we know what the 2009-11 budget will be. We are implementing this new process in the midst of significant and changing state budgetary circumstances – as Bruce indicated in a recent email to you, patience continues to be necessary. Since this is a new process, please give us your feedback as soon as possible and as we move the process along.

Please be prepared to present your 2009-11 budget proposal on March 18th or 19th. As indicated in item #2 below, 2008-09 one-time budget reductions will not be discussed during budget presentations on March 18th and 19th. The enclosed documents are provided to assist you:

- 1) Timeline of Planning Activities for Operating Budget (2008-09 and 2009-11)
- 2) 2008-09 Supplemental Operating Budget – Steps in the Process
- 3) 2009-11 Operating Budget – Steps in the Process
- 4) Budget Instructions: 2009-11 Operating Budget Proposals (including Forms A, B & C)
- 5) Budget Panel Membership List for March 18-19, 2009, Budget Presentations
- 6) March 18-19, 2009, Budget Presentations Schedule
- 7) List of Vice Presidents and Deans who will work with the President to formulate a budget recommendation
- 8) Schedule of Meetings for President, Vice Presidents and Deans to formulate a budget recommendation

For your review and reference, please find the following four documents posted to the University Planning and Budgeting website:

Planning Unit Leaders

January 26, 2009

Page two

- *Principles and Guidelines – Campus Supplemental Budget Reallocations*
- *Campus-Level Supplemental Process for Changing the 2009-11 Budget*
- *Strengths, Challenges, Opportunities and Threats – Surveying the University Landscape for Budget Planning*
- *Campus-level Process for Considering Program Eliminations or Major Program Reductions*

Please call me if you have any questions.

PMG/dc

Enclosures

**WESTERN WASHINGTON UNIVERSITY
2008-09 and 2009-11 Budget Processes**

TIMELINE

			Planning Activities for Operating Budget	
Date	Legislative Dates	WWU Dates	2009-2011	2008-09 Reduction
Jan 2009	90-day Legislative Session Begins on January 12		Send Instructions & Schedule to Planning Units	Earliest possible passage of a 2008-09 Supplemental Budget with 2008-09 Reductions
Feb		Feb 12 President Mid-Year Report to Campus Feb 13 BOT Meeting	Planning Units prepare 2009-11 Budget Proposals, & Planning Unit SCOT analysis	President reviews 2008-09 reduction plans with Vice Presidents
Mar	March 20 State Revenue Estimates	3-21-08 Commencement 3-21 to 3-30-09 Spring Break	March 10 - 2009-11 Budget Proposals due to University Planning & Budgeting to be posted on Web March 18 - 8am - 5pm Budget Presentations March 19 - 8:30 am-12 noon Budget Presentations	UPB works with budget and financial personnel to implement reductions
Apr	Legislation Session Ends ~ April 27	April 3 BOT Meeting	Working with President, VPs and Deans evaluate 2009-11 Budget Proposals April 14 - April 29	Board of Trustees approves adjusted 2008-09 budget at April 3 meeting.
May		WWU-UFWW Negotiations begin on 2009-2011 Faculty Compensation	May 11 - Budget recommendation posted on Web for comment May 22 - Final recommendation posted to Web	
Jun	June - State Revenue Estimates	June 11 & 12 Board of Trustees Meeting	June 4 - Budget recommendations mailed to BOT June 12 - 2010-11 Budget presented to BOT for approval - 2009-11 tuition levels presented to BOT for approval - Board receives 2011-12 draft allocation plan	2008-09 Fiscal Year ends on June 30.
Jul	2009-11 Biennium Begins on July 1, 2009		2009-11 Biennium Begins on July 1, 2009	

Western Washington University

2008-09 Supplemental Operating Budget

STEPS IN THE PROCESS

The 2009 legislative session began on January 12th. It is anticipated that the 2008-09 Supplemental Budget will be enacted very early in session. For all state universities, including WWU, this is likely to result in one-time budget reductions for the current fiscal year.

Western Planning Unit leaders are currently working with the Vice Presidents to identify one-time budget reductions for 2008-09 based on the Governor's 2008-09 budget recommendation released in December. The Governor's budget includes a \$3,322,473 one-time reduction in state appropriations for WWU.

As final reduction amounts are enacted into law by the 2009 Legislature, Vice Presidents will continue to work with colleges, departments and Planning Units.

The President will work with the VPs to review 2008-09 reduction plans as final reduction amounts are enacted into law. The revised 2008-09 operating budget for WWU will be approved by Western's Board of Trustees its April 3, 2009, meeting.

1. Based on the Governor's budget released December 17, 2008, Planning Units are currently working with Vice Presidents to identify one-time reductions for the current fiscal year (\$3.3 million).
2. As final reduction amounts are enacted into law by the 2009 Legislature, Planning Unit reduction amounts will be modified accordingly.
3. The President reviews 2008-09 one-time budget reduction plans with Vice Presidents.
4. University Planning and Budgeting works with budget and accounting personnel to implement reductions.
5. April 3, 2009: A revised 2008-09 operating budget is presented to the Board of Trustees for approval.

Western Washington University

2009-11 Operating Budget

STEPS IN THE PROCESS

The 2009 legislation session began on January 12th. It is anticipated that the House, Senate, and Conference budgets will come out much later in the session – sometime after the March 20th state revenue estimates. In the meantime, Western Planning Unit leaders will prepare 2009-10 and 2010-11 budget proposals. Internal budget presentations at WWU are scheduled for March, and a proposed budget will be formulated for recommendation to Western's Board of Trustees at its June 12 meeting. **The budget recommendation that is formulated for presentation to the Board will be subject to revision as budget decisions are enacted by the legislature and the final 2009-11 budget is signed into law by the Governor.**

1. University Planning and Budgeting (UPB) will send instructions to sixteen (16) Planning Unit Leaders in January (please see Attachment A where the 16 Planning Unit Leaders are identified).
2. Planning Units prepare budget materials.
3. Planning Units submit budget materials to UPB to be posted on the Web for comment (March 10).
4. Planning Units present budgets on March 18th and 19th to WWU's Budget Panel consisting of 22 members (please see Attachment A for a list of Budget Panel Members).
5. Working with the President, the Vice Presidents and Deans, supported by the UPB Executive Director, will formulate budget recommendations for WWU's Board of Trustees (See Attachment C for list of VPs and Deans).

In order to accomplish this, the President, VPs and Deans will meet regularly in April. (Please see Attachment D for schedule of meetings).

6. May 11 – VPs/College Deans' budget recommendation posted on the Web for comment.
7. May 22 – VPs/College Deans' final recommendation posted to the Web for comment.
8. June 4 – President prepares budget recommendation for WWU's Board of Trustees to consider.
9. June 12 – budget recommendation is presented to the Board of Trustees for approval.

WESTERN WASHINGTON UNIVERSITY
BUDGET INSTRUCTIONS
2009-11 BUDGET PROPOSALS

Due Dates:

Submit budget materials to UPB: Tuesday, March 10, 2009
Budget Presentations: Wed, March 18th and Thu, March 19th

All materials should be submitted electronically to University Planning and Budgeting: paula.gilman@wwu, with a copy to debbie.curry@wwu.edu.

Required Submission of Budget Materials to UPB by Planning Units:

All submitted materials will be posted to the University Planning and Budgeting (UPB) website, and will be made available through the community forum for campus comment.

In the formats described below, please provide the following items to UPB:

- A. In an introductory letter to the campus community, please address the following items (to be posted to the Web):
1. A brief description of Planning Unit principles and planning assumptions (beyond those stated at the university level) as well as the unit's longer-term vision.
 2. A brief description of the bottom-up, transparent process used by the Planning Unit to develop its budget proposal.
 3. A response to community suggestions for those cost savings measures relevant to your Planning Unit and deemed possible for 2009-11 or in the future. Please review all cost savings measures posted to the community forum.
- B. As a separate document, please provide to UPB (to be posted to the Web):
4. In the Planning Unit's format, please provide an up-to-date **SCOT Analysis (Strengths, Challenges, Opportunities and Threats)**. Planning Units may wish to use the university-level SCOT analysis, as posted on the UPB website, as a guide.
- C. In the excel spreadsheet attached to this document, please submit the following detailed information (completed forms will be posted to the Web) related to state operating budget allocations only:

State Operating Budget: As a starting point, use the combined tuition and state appropriations as allocated to your Planning Units through the 2008-09 “Green Book” (WWU’s state operating budget publication). Please refer to Summary Chart B, page 26, of the 2008-09 Green Book for your state operating budget profile including revenue by way of appropriated state funds and the net operating fee portion of student tuition. Budget presentations will focus on the State Operating Budget, not on self-sustaining budgets.

Proposed Budget Reductions (State Operating Budget only): (Form A)

- a. Briefly describe each reduction item.
- b. Your Vice President will provide you with a reduction percentage and corresponding state operating budget dollar amount as calculated against your 2008-09 state operating budget, as initially allocated in the 2008-09 Green Book.

Since 2009-10 carry-forward budgets are not yet determined, 2008-09 state operating budget allocations must be used.

- c. Enter state operating budget reduction goal amounts for 2009-10 and 2010-11 on line number 5.
- d. Describe the consequences of each reduction, including the relationship to the Unit’s longer term vision.
- e. Shifting to Another Fund Source: Clearly indicate in the space provided if the state operating budget reduction will be covered by another funding source in your Planning Unit (grant funds, auxiliary funds, service fees, etc.)

e.g., your Planning Unit has shifted (or plans to shift) a course-related activity from state operating funds to fees collected for a specific course. Because of this decision, state operating funds may be contributed toward a budget reduction.

- f. Priority Order: All reductions should be listed in priority order. Namely, those items at the top of the list will be eliminated first for your Planning Unit.

Opportunities (or Necessity) for New Investment (State Operating Budget only) (Form B)

- a. Briefly describe growth agenda priorities (this may include new investments; items previously funded out of non-recurring funding sources; items that must be funded in the new biennium such as utility increases, pension changes, etc. Many of the latter items will be included in the institutional budget).
- b. List request amounts for 2009-10 and 2010-11.
- c. Describe the impact of funding each item.
- d. Priority Order: List all items in priority order. Those items at the top of the list will be give priority consideration.

Reallocation of Existing Resources (State Operating Budget only): (Form C)

- a. Briefly describe planned reallocation of resources for 2009-10 and 2010-11. Note: *2009-10 reallocations should reflect changes from the 2008-09 state operating budget as published.*

e.g., in 2008-09 your Planning Unit introduced a new service or program not reflected in the 2008-09 operating budget by eliminating an existing service or program that is reflected in the 2008-09 operating budget. The change will be ongoing and reflected in the 2009-10 operating budget.

e.g., your Planning Unit plans to reduce funding in 2009-11 to one activity in order to enhance funding in another existing activity; the change may be reflected in the 2009-10 operating budget.

- b. Provide a rationale for such reallocations (“required” is an acceptable rationale).
- c. All reallocations should be listed in priority order. Namely, those items at the top of the list will be enacted first.
- d. It is recognized that some reallocations have already been instituted in departmental reorganizations, restructures, etc. These changes should be listed since this form is primarily intended to demonstrate efficient management of existing resources.

Budget Presentations

March 18th and 19th, 2009

Planning Unit budget proposals for 2009-10 and 2010-11 will be available to the campus through UPB's website and the community forum. Planning Units will present their budget proposals on March 18th and 19th to a Budget Panel (see Attachment A for list of Budget Panel members).

Budget presentations will be open to the campus community. A critical function of the presentation process is to allow all impacted Planning Units and campus leaders to fully understand and offer comment on proposals coming from other units.

As indicated in the attached Presentation Schedule (Attachment B), Planning Units are provided 15 to 60 minutes for presentations on March 18th or 19th.

Due to time constraints, it is suggested that Planning Unit leaders focus on Forms A through C, and that presentations are structured in a format that the Planning Unit leader selects (handouts, PowerPoint, etc.).

Please plan your presentation so that one-half of the available time is dedicated to questions from and discussion with Budget Panel members.

Please let Debbie Curry at UPC (x 3750) know if you intend to present via PowerPoint.

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

PRESIDENT'S OFFICE (SAMPLE REDUCTIONS)

LINE 5 State Operating Budget -- Reduction Goal: \$ 171,323 \$ 232,323 Reduction Goal to be established by Division Vice President

Item #	DESCRIPTION	Reduction Amount		FTE Reduction		Position Type	Position Number	Fund-Org-Program Code	CONSEQUENCES Relationship to Unit's long term vision? University's? Will reduction be covered by other funding sources so that service continues?
		2009-10	2010-11	2009-10	2010-11				
1	Eliminate 1.00 FTE Office Assistant position in President's Office (salary only) -- requires 28% benefit cut, line 7	29,456	29,456	1.000	1.000	Classified	999969	10200-1100-081xxx	Reducing clerical support to the President's office will result in reduced administrative efficiency and productivity.
2	Eliminate a .50 FTE position in President's Office (salary only)-- requires 28% benefit cut, line 7*	28,000	28,000	0.500	0.500	Professional	999970	10200-1100-081xxx	Loss of administrative support resulting in reduced productivity and efficiency.
3	Reduce a 1.00 FTE to a .50 FTE Administrative Assistant position in President's Office (salary only) -- requires 16% benefit cut, line 6	27,105	27,105	0.500	0.500	Professional	999971	10200-1100-081xxx	Loss of administrative support resulting in reduced productivity and efficiency.
4	Reduce Operating Budgets of reporting units	19,182	50,000					14000-1100-081xxx	Reduce travel, supplies, professional services, etc. in all units reporting to the President.
5	Reduce budget for President's Strategic Initiatives Reserve	47,156	77,338					14000-1100-081xxx	President's ability to be responsive to strategic initiatives drastically reduced.
Corresponding Benefits from Pooled Benefits									
6	Benefits corresponding to reducing a full-time position to part-time to be deducted from the pooled benefits budget at 16%**	4,337	4,337						
7	Benefits corresponding to permanently budgeted full-time positions (50% or greater) that are eliminated to be deducted from the pooled benefits budget at 28%**	16,088	16,088						
8	Limited Term Faculty positions are a special case. Please contact Diana Cline xt 4762 for benefit amounts related to LTF.	-	-						
TOTAL		171,323	232,323	2.000	2.000				
Balance (Over)/Under Reduction Goal (Line 5)		(0)	(0)						

*If eliminating a part-time position that is currently below .50 FTE, then a 16% benefits cut is required, line 6.

****Note: Please contact Diana Cline xt 4762 at UPB for instructions on benefits associated with the elimination of temporary positions.**

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FORM B

**OPPORTUNITIES or NECESSITY FOR
NEW INVESTMENT**

Planning Unit:

XYZ PLANNING UNIT

STATE OPERATING BUDGET (State Appropriations & Tuition)

Item #	DESCRIPTION	Amount		New FTE		Position Type	Position Number	Fund-Org-Program Code	IMPACT Relationship to Unit's long term vision? University's?	
		2009-10	2010-11	2009-10	2010-11					
1										
2										
3										
4										
5										
	Corresponding Benefits for all New Positions (to be paid into Pooled Benefits)									
6	Benefits corresponding to adding a part-time positions (less than 50%) at 16%									
7	Benefits corresponding to adding a full-time position (50% or greater) at 29%.									
8	Limited Term Faculty positions are a special case. Please contact Diana Cline xt 4762 for benefit amounts related to LTF.									
	TOTAL	-	-	-	-					

Note: Please include benefit amounts when calculating the cost of new positions as indicated above. If you have questions on this calculation, please call Diana Cline, Associate Budget Director Xt. 4762

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FORM C

REALLOCATION OF EXISTING RESOURCES

Planning Unit:

XYZ PLANNING UNIT

What action has your Planning Unit taken to eliminate an activity or program funded by the 2008-09 state operating budget in order to use those funds to support a priority activity or program?

This list is intended to demonstrate how Planning Unit base budgets are efficiently managed.

Item #	DESCRIPTION	Amount		FTE		Position Type	RATIONALE
		2009-10	2010-11	2009-10	2010-11		
1	2008-09 salary differential from retired administrator helps support operating budget increases	10,000	10,000			professional	Administrator retired and a replacement was hired at a lower salary. The difference was moved to help cover operating budget costs
2	2010-11 salary differential anticipated from retiring administrator to be used to promote existing position and increase its duties		5,000			professional	Anticipate administrator retirement and will use differential to increase duties of other administrator
3	In 2009-10 will eliminate program x and fund program y	65,000	65,000				
4							
5							
TOTAL		75,000	80,000	-	-		

Note: Please consider benefit amounts when transferring resources. If you have questions on this, please call Diana Cline, Associate Budget Director Xt. 4762

Western Washington University

WWU Budget Presentations - March 18-19, 2009

Membership of Budget Panel

PLANNING UNIT LEADERS (all Unit Leaders will make budget presentations)

- 1) Provost/Vice President for Academic Affairs
- 2) Dean, College of Humanities and Social Sciences
- 3) Dean, College of Sciences and Technology
- 4) Dean, Huxley College of the Environment
- 5) Dean, College of Fine and Performing Arts
- 6) Dean, College of Business and Economics
- 7) Dean, Woodring College of Education
- 8) Dean, Fairhaven College of Interdisciplinary Studies
- 9) Dean, Libraries
- 10) Vice Provost, Information and Telecommunications
- 11) Vice Provost, Research; and Dean, Graduate School
- 12) Vice President, Student Affairs & Academic Support Services
- 13) President
- 14) Vice President, University Relations
- 15) Vice President, University Advancement
- 16) Vice President, Business and Financial Affairs

OTHERS (the individuals below are not scheduled to present)

- 17) University Planning and Budgeting Executive Director
- 18) Faculty Senate President or designee
- 19) University Planning Council Chair or designee
- 20) Professional Staff Organization President or designee
- 21) Associated Students President or designee
- 22) Classified Staff Representative

Western Washington University
SCHEDULE OF BUDGET PRESENTATIONS

DAY ONE
Wednesday, March 18, 2009
8 am – 5 pm, Board Room – Old Main

2009-11 Budget Process

Please note, presentations may take less time than noted below resulting in an accelerated schedule for the day.

University Relations

1) Vice President 8:00 am – 8:30 am (30 min)

Academic Affairs

2) Dean, College of Humanities and Social Sciences 8:30 am – 9:00 am (30 min)

3) Dean, College of Sciences and Technology 9:00 am – 9:30 am (30 min)

4) Dean, Huxley College of the Environment 9:30 am – 10:00 am (30 min)

BREAK

10:00 am – 10:15 am

5) Dean, College of Fine and Performing Arts 10:15 am – 10:45 am (30 min)

6) Dean, College of Business and Economics 10:45 am – 11:15 am (30 min)

7) Dean, Libraries 11:15 am – 11:45 am (30 min)

BREAK FOR LUNCH

11:45 am – 12:30 pm

8) Dean, Fairhaven College of Interdisciplinary Studies 12:30 pm – 1:00 pm (30 min)

9) Dean, Woodring College of Education 1:00 pm – 1:30 pm (30 min)

10) Vice Provost, Information and Telecommunications 1:30 pm – 1:45 pm (15 min)

11) Vice Provost, Research; and Dean, Graduate School 1:45 pm – 2:00 pm (15 min)

President's Office and Institutional Accounts

12) President 2:00 pm – 2:15 pm (15 min)

DISCUSSION 2:15 pm – 3:15 pm (60 min)

BREAK

3:15 pm – 3:30 pm

Student Affairs & Academic Support Services

13) Vice President 3:30 pm – 4:30 pm (60 min)

Western Washington University
SCHEDULE OF BUDGET PRESENTATIONS

DAY TWO
Thursday, March 19, 2009
8:30 am – 12 noon, Board Room – Old Main

2009-11 Budget Process

Please note, presentations may take less time than noted below resulting in an accelerated schedule for the day.

Business and Financial Affairs

14) Vice President 8:30 am – 9:30 am (60 min)

University Advancement

15) Vice President 9:30 am – 10:15 am (45 min)

Academic Affairs

16) Provost 10:15 am – 10:45 am (30 min)

BREAK

10:45 am – 11:00 am

DISCUSSION

11:00 am – 12 noon (60 min)

Western Washington University

*Formulating a Budget Recommendation
for Campus Consideration and for Approval by
Western's Board of Trustees*

*Drawing upon the proposals of the Planning Units, public advice and comment from the Web-posting of proposals, **the President, Vice Presidents and Deans, supported by the University Planning and Budgeting Executive Director**, will work collegially to draft and recommend a proposed budget for the university. They will present this budget recommendation on the Web, in open forum, and with campus governance groups, for advice and comment. After thorough consideration of all advice, the President will propose a budget for consideration by the Trustees.*

As indicated in [Attachment D](#), the group below will meet five times to identify and discuss all budget-related issues. A subgroup consisting of the President and Vice Presidents will meet to formulate budget proposals for review by the full group listed below. Please see Attachment D for scheduling.

- 1) President
- 2) Provost/Vice President for Academic Affairs
- 3) Dean, College of Humanities and Social Sciences
- 4) Dean, College of Sciences and Technology
- 5) Dean, Huxley College of the Environment
- 6) Dean, College of Fine and Performing Arts
- 7) Dean, College of Business and Economics
- 8) Dean, Woodring College of Education
- 9) Dean, Fairhaven College of Interdisciplinary Studies
- 10) Dean, Graduate School; Vice Provost, Research
- 11) Dean, Libraries
- 12) Vice President, University Relations
- 13) Vice President, University Advancement
- 14) Vice President, Student Affairs & Academic Support Services
- 15) Vice President, Business and Financial Affairs

WESTERN WASHINGTON UNIVERSITY

SCHEDULE OF MEETINGS

President, Vice Presidents and Deans

Formulating a 2009-11 Budget Recommendation
for Campus Consideration and for Approval by
Western's Board of Trustees

Board Room, Old Main 340

The full group as listed in Attachment C will meet every other day as indicated below in the Board Room, Old Main 340. The President and Vice Presidents, a subgroup of the full group, will meet on intervening meeting days.

Tue	Apr 14	7am – 8am	OM 340 Board Room, Full Group
Wed	Apr 15	7am – 8am	President, VPs only
Thu	Apr 16	7am – 8am	OM 340 Board Room, Full Group
Fri	Apr 17	7am – 8am	President, VPs only
Wed	Apr 22	7am – 8am	OM 340 Board Room, Full Group
Thu	Apr 23	7am – 8am	President, VPs only
Fri	Apr 24	7am – 8am	OM 340 Board Room, Full Group
Mon	Apr 27	7am – 8am	President, VPs only
Tue	Apr 28	7am – 8am	OM 340 Board Room, Full Group
Wed	Apr 29	7am – 8am	President, VPs only