

1 Western Washington University

2 Campus-Level Supplemental Process
3 for Changing the 2009-11 Budget

4 Prepared by University Planning and Budgeting

5 **12-15-08 FINAL**

6 ***Introduction***

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8 *The following document provides a proposed process for making changes to a previously*
9 *adopted campus budget. We have sought advice and improvements from all members of*
10 *the campus community including governance organizations and their appropriate*
11 *standing committees. Additionally, review and discussion of the December 4, 2008, draft*
12 *of this document was provided by Western’s Trustees, at the Board’s December 11, 2008,*
13 *meeting, and by the President’s Cabinet at its December 15, 2008, meeting.*

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15 **Process for Developing Campus Biennial Budget Request – Under Development**

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17 As a university, we have under development and will be proposing an open, “bottom up,”
18 strategically driven, and transparent process for routinely developing biennial budgets.
19 This is a 12 to 18 month process when done correctly. We intend to have such a process
20 in place soon.

21
22 **Campus Supplemental Process for Changing a Previously Adopted Campus Budget**

23
24 Currently, we have a more immediate need. The budget for the 2009-11 biennium has
25 already been through WWU’s biennial budget process, approved by the Trustees, and
26 then sent on to Olympia last September. What we face now is the need to adjust our
27 budgeting and planning in the light of sudden and significant changes in circumstances.
28 We need a one-time-only process that will meet our immediate challenges and needs,
29 doing so on an accelerated basis. A draft campus-level *supplemental* budget process
30 follows:

- 31
32 1. Within Vice Presidential areas, Vice Presidents are already working with their
33 constituent units, establishing processes appropriate to their areas of responsibility
34 and setting a range of budget reduction targets. The VPs have been working with
35 their constituent units since mid-August 2008, when the Governor announced
36 efficiency reductions for all of state government. These areas are further
37 organized, for purposes of planning, into a total of 16 Planning Units (see
38 Appendix A for list of Planning Units and their leaders).
39
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41 2. Within these Planning Units, leaders will provide unit opportunities for “bottom
42 up” participation in transparent exploration of possibilities for budget savings,

1 revenue increases, and different ways of meeting responsibilities – e.g., job
2 responsibilities, organizational structures, opportunities to eliminate duplicative
3 functions, degree requirements, minimum course sizes and course scheduling, and
4 so on. The goal, here, is to engage the full thought and creative thinking of faculty
5 members, and the exempt and classified staff – and, as appropriate, students,
6 institutional partners, and those we serve in the broader community.
7

- 8 3. Recognizing the significant differences among Planning Units, no specific
9 “bottom up” process will be specified. Rather, Planning Unit Leaders, working
10 with their colleagues, will follow processes appropriate to the organization and
11 culture of the unit.
12
- 13 4. Under current conditions of uncertainty, Vice Presidents are considering a wide
14 variety of budget reduction scenarios. Once the Governor’s proposed budget is
15 known, those facts will be used by the President, in consultation with the Vice
16 Presidents, to set preliminary budget reduction targets by Vice Presidential areas,
17 including conservative assumptions about possible tuition increases.
18
- 19 5. With preliminary targets set, the Vice Presidents will consider across-the-board
20 reductions that will eventually be adjusted strategically. Vice Presidents will set
21 preliminary budget reduction targets for the Planning Units within their areas of
22 responsibility. While reduction targets have been set for one-time reductions in
23 the current fiscal year, for the new biennium, reduction targets will be set for
24 permanent reductions and will be set by fiscal year.
25
- 26 6. Following “bottom up” and consultative processes, Planning Units will prepare
27 proposals for budget reductions, focused upon year one of the biennium (2009-
28 10). Planning Units may propose a blend of one-time funding from fund
29 balances and permanent reductions in 2009-10 to assure the time needed to allow
30 for considered decision making about permanent changes. Reductions must be
31 fully realized through permanent base budget reductions effective with the
32 beginning of FY 2010-11.
33
- 34 7. In early spring, Planning Unit budget proposals for 2009-10 will be available to
35 the campus through the web and will be presented through budget hearings.
36
- 37 8. All budget hearings are open. A critical function of the hearing process is to allow
38 all possibly affected units and campus leaders to fully understand and offer
39 comment on proposals coming from other units. Members of the hearing panel
40 are listed below:
 - 41 • Planning Unit Leaders, including the President, Vice Presidents, Deans,
42 and others as listed in Appendix A;
 - 43 • University Planning and Budgeting Executive Director;
 - 44 • Faculty Senate President or designee;
 - 45 • University Planning Council Chair or designee;
 - 46 • Professional Staff Organization President or designee;

- 1 • Associated Students President or designee;
- 2 • A classified staff representative; and
- 3 • Others as may be subsequently determined to be appropriate by the
- 4 hearing panel.
- 5
- 6 9. The Planning Unit presentations will be posted to the web for public comment
- 7 and will include:
- 8
- 9 a. Description of Planning Unit principles and planning assumptions (beyond
- 10 those stated at the university level) as well as the unit's longer-term vision.
- 11
- 12 b. Description of the bottom up, transparent process used by the Planning
- 13 Unit to develop their proposal.
- 14
- 15 c. For each proposed budget reduction:
- 16 i. Budget impact
- 17 ii. Consequences
- 18 iii. Relationship to university-level and unit-level guiding principles,
- 19 planning assumptions, and SCOT analyses
- 20 iv. Relationship to longer-term vision for the Planning Unit.
- 21 v. Some sense of priority: i.e., if not all proposed reductions are
- 22 needed, in what order would the unit take them off the list.
- 23
- 24 d. Proposals may also include opportunities for new investment in the
- 25 Planning Unit (addressing the same for factors noted in "c" above for
- 26 proposed budget reductions).
- 27
- 28 e. University Planning and Budgeting will provide each Planning Unit with a
- 29 list of community suggestions for cost savings measures as posted recently
- 30 to the community forum; suggestions should be considered and discussed
- 31 as part of Planning Unit presentations.
- 32
- 33 10. Drawing upon the proposals of the Planning Units presented at the budget
- 34 hearings, and upon public advice and comment from the web-posting of these
- 35 proposals, the Vice Presidents and college deans, supported by the University
- 36 Planning and Budgeting Executive Director, will work collegially to draft and
- 37 recommend a proposed budget for the university. They will present this budget
- 38 recommendation on the web and in open forums, and with campus governance
- 39 groups, for advice and comment. After thorough consideration of all advice,
- 40 working with the President, they will then finalize a budget proposal for
- 41 consideration by the Trustees.
- 42

43 The on-campus process must conclude prior to the end of the academic year 2008-09 to
44 ensure opportunities for broad involvement. Beyond that necessity, specific timelines
45 must be left fluid at this stage to allow response to new information or decisions from
46 Olympia, including legislative actions.

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Appendix A

Supplemental Budget Process
Planning Units and Area Leaders

Academic Affairs

- 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, College of 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

Student Affairs & Academic Support Services

- 12) Vice President

President’s Office and Institutional Accounts

- 13) President

University Relations

- 14) Vice President

University Advancement

- 15) Vice President

Business and Financial Affairs

- 16) Vice President

Important Note: During open budget hearings, representatives will be available from the reporting units within Vice Presidential areas to present information or to answer questions, as deemed fitting or necessary.