

Subject: UW Bothell Campus Planning Alignment process

Purpose:

The following recommendation outlines a process to support sustainable funding practices across Non-Academic units, effective FY 2020. The goal of this new process is to create a culture shift on campus, toward a focus on planning and assessment to inform strategy, budget and funding alignment.

Process Recommendation:

To meet the identified need, the recommendation is to institute a Campus Planning Alignment process to encourage long term planning and enhance communication and sharing. The process should be conducted yearly, at a unit and divisional levels, and act in conjunction with the Budget Planning process. The Campus Planning Alignment process is strategic in nature, with a long-term view (4 years min.) and have a focus on unit alignment to strategic priorities (divisionally and institutionally) and identification of projects/initiatives that influence operations or stated priorities.

The cycle should conclude with an Institutional Portfolio Review. This review should be a compilation of divisional portfolio submissions, assessable metrics, and high-level budget performance with a sharable and concise output. In addition, an institutional response/statement in regards to the alignment of the Institutional Portfolio to the priorities and mission of the campus will inform subsequent fiscal year planning processes.

The following outlines the high-level process described above, with the Campus Planning Alignment process being the strategic component, in support of and paired with the Budget Planning processes as the operational:



Expected Outcomes:

Strategy Alignment Planning

- Goal alignment meeting and continued discussions (as needed) with Divisional leaders
- Unit submission
 - o Use universal prompts
 - o Narrative based response, forward looking, rolling 4-year (min) period
 - o Includes identification of initiatives/projects affecting operational unit, with estimated impact

- Assessable operational metrics (2 to 3)

Divisional Portfolio Review

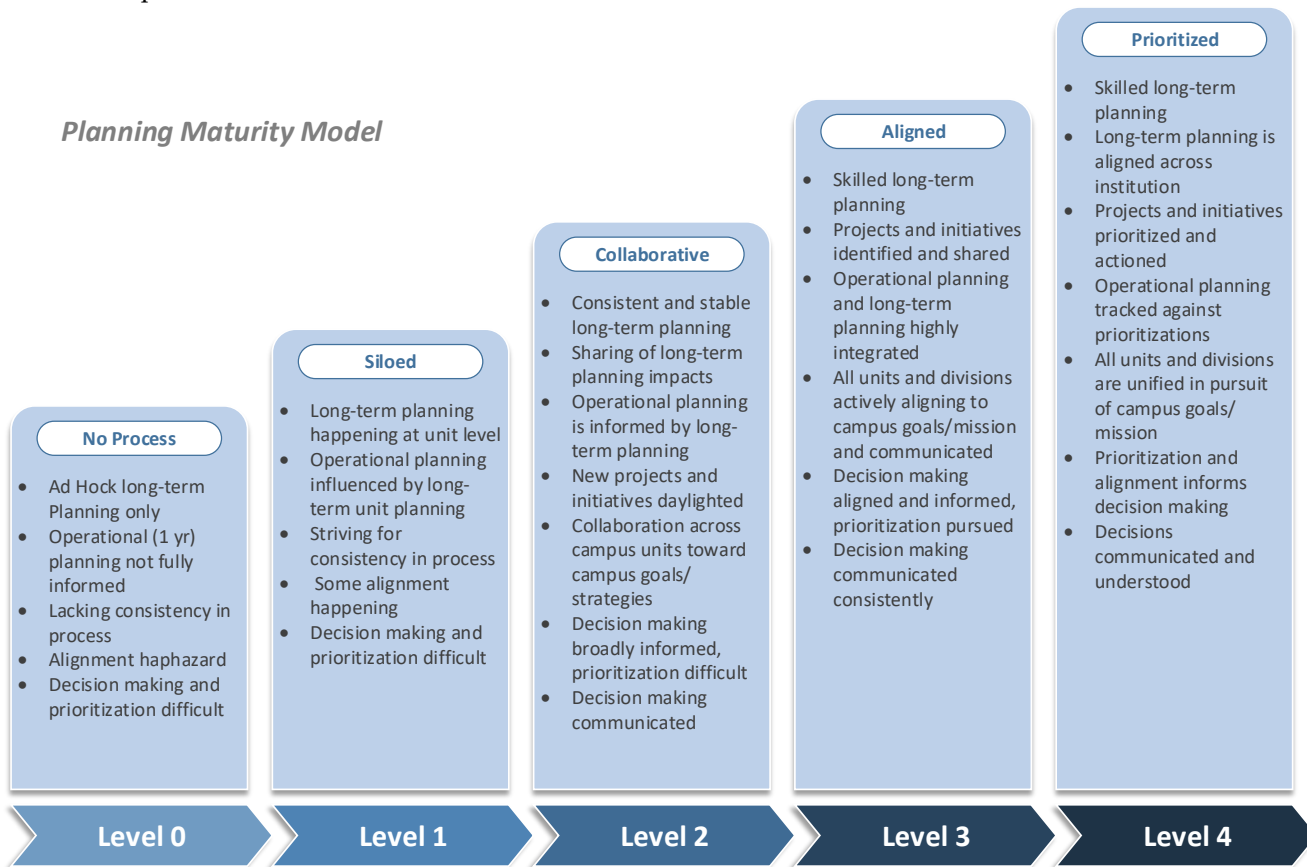
- VC's and Chancellor defined and lead process as fits best for given division
 - Review through lens of prioritization and alignment with institutional goals/mission
 - Discuss/Iterate with unit managers
- Submit Portfolio for Institutional Review
 - Compilation of unit submission, assessable metrics and Budget performance
 - Less operational in nature, more strategic

Institutional Portfolio Review

- Share Portfolio Review outcomes and compiled Portfolio submissions
- Pursue alignment, prioritization, and informed decision-making
- Outcomes of review = basis for subsequent Strategic Cycle alignment, prioritization and goal setting

Maturity Model:

The process outlined above is high-level only. The group acknowledges that a successful future state will take time and development. Ultimate planning maturity will look something like level 4 in the following model. Currently, the institution operates between Level 0 and 1.



Changes to Process:

The Chancellor of UW Bothell retains decision-making authority connected to all matters and areas related to this process/recommendation.

Further Recommendation:

Although out of scope for this group, it is recommended that the Campus Planning Alignment process be applied, as closely as possible, to the Academic units. Non-Academic units are highly influenced by Academic units, thus further information sharing on planning across unit types would add significant value. Level 3 and 4 of the maturity model will only be reached with comprehensive unit/school involvement.

Appendix

Definition of Terms:

- **Fiscal sustainability** – Core services can be successfully executed in a stable multi-year manner within current budget allocation expectations.
- **Strategy Planning** – Planning process with a multi-year perspective (4yr+) to align operational units with Institutional and Divisional priorities, strategies and mission.
- **Portfolio** – (A process/product used to) align projects, programs and operations with strategic objectives, investing resources in the right work to deliver the expected value (PMI, 2019). A portfolio is the output of the Strategy Planning process
- **Operational Planning** –The operational plan maps out the day-to-day tasks/projects required to run a business. Consisting of a 1 to 2-year detailed budget plan, resulting in a budget submission and approval.
- **Division(s)** - As of the drafting of this document, April 2019, there are 5 non-academic divisions within the University of Washington Bothell:
 - Division of Academic Affairs
 - Division of Advancement & External Relations
 - Division of the Chancellor
 - Division of Planning & Administration
 - Central
- **Unit** – An operational management level under a division. Any level of the organization could be thought of as a unit if it is tasked with performing budget planning or submits an individual budget for its operations.

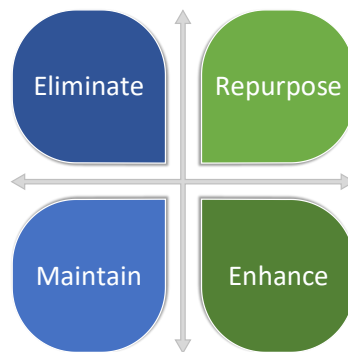
Additional Goals/Outcome examples:

More specific outcome goals of each step of the process when maturity is reached, may look like the following:

Planning Phase

- Create standardization of language and process across all units
- Increase communication and awareness of planning objectives and goals.
- Encourage increased conversations about budget between unit owners and their respective VC
- Align operational plans with the University strategic plan.
- Define core services and/or activities at unit and division levels.
- Identify ways to avoid duplication of service or redundancies.
- Pursue efficiencies in a strategic and un-siloed manner.
- Address funding impacts. What happens if 5% less? 10%? What happens with 5% more? 10%?
- Use a common rubric/structure to identify and prioritize initiatives and activities.

Such as a quadrant structure:



Portfolio Review

- Create a place for horizontal information sharing. Actively avoid silo-ism of a divisional system through increased communication across reporting structures.
- Increase communication and transparency by focusing on a concise, digestible and consistent approach.
- Encourage assessment and evaluation of operations, staffing, etc. in alignment
- Encourage and incentivize using the UW Bothell collaboration values
- Creating a cross campus budget review process that is focused not on judging, but daylighting, transparency, look for reallocation of funds across Univ, unfunded and underfunded mandates
- Shift away from local decisions to understanding connections and interconnectedness of units on campus.
- Focus on planning and assessment to aid in the ability to make strategic decisions.