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UNIVERSITY of WASHINGTON
FY2021 Annual Review Narrative Survey

Unit Name: GRADUATE SCHOOL

Programmatic & Academic Vitality Narratives

- 1) Have you made any changes to your unit's annual budget development process from the response provided last year? If yes, please briefly describe the changes you've made to your unit's annual internal budget development process. If no, please answer with a simple, "no changes." *Word Limit: 500*

As we noted last year, the Graduate School implemented an annual budget request process for all of its central service units and for the first time last year. We will be adding our state-funded interdisciplinary units this year. This proved to be a useful exercise for units to consider their operational expenses and strategize priorities at the unit level and as they align to the overall goals of the Graduate School. It also gave us an opportunity to evaluate the need for further process improvement (e.g., around travel). Our experience over the last year shows continuing room for improvement. We will be working with our units over the coming months to discuss this year's budget experience as well as plan for this year's submissions in early spring.

- 2) Have you made any changes to your unit's strategic plan in the past year? If yes, what are 3-5 key elements of your unit's new/revised strategic plan? If no, please comment on the progress you've made in 3-5 key areas of your strategic plan. *Word Limit: 500*

The Graduate School's current strategic plan expires in June 2020. We are using this academic year to develop a new 5-year strategic plan that we will complete in late summer/fall 2020. Our recently created Equity, Inclusion and Diversity Plan, which focuses on the internal workings of the Graduate School, will be embedded in the new overall strategic plan.

- 3) What major obstacles or institutional barriers currently do, or will, hinder execution of your strategic plan? What are you doing to address these challenges? If no changes from your response to either component of this question from last year, please answer "no changes": *Word Limit: 250*

Because the strategic plan is still in development, it is difficult to identify any major obstacles or barriers to its success.

- 4) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your unit/campus and/or another unit/campus? *Word Limit: 500*

It is hard to predict how our new strategic plan will result in material changes in the Graduate School since it is still so early in development. However, we do know that fundraising for graduate education will be a priority. With increased philanthropic support, we will be able to increase the number of students funded through the Graduate School and improve the overall student experience.

- 5) What is your unit doing to effectively use or redeploy resources in a way that benefits your unit/campus and/or other units/campuses? *Word Limit: 500*

As a central facing unit, the Graduate School uses its resources to benefit academic programs and units on all three campuses. Essential operations in this area include:

- **Academic program reviews**

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- Technology services that serve the lifecycle needs of graduate students as well as their academic departments
- Maintaining and providing institutional data as it relates to graduate education
- Focused diversity and inclusion efforts
- New degree and certificate program development
- Graduate student experience and professional development
- Graduate student funding opportunities

With new dean leadership within the last seven months and a new strategic plan on the horizon, we expect that we will refocus our resources on the essential elements of the strategic plan in a timely and thoughtful manner.

- 6) For UW student facing units, what are you doing to improve the experience and outcomes of students on your campus or in your unit? What could the University do to support your efforts? *Word Limit: 500, Leave blank if N/A*

We are committed to improving the graduate student experience throughout all three campuses, not just within the Graduate School. We do this in a number of ways:

- Student programming and professional development through GO-MAP and CORE Programs
- Partnering with other units on campus such as Student Life and the Libraries to bring resources and support to graduate students and coordinate efforts
- Consulting directly with graduate programs to ensure policies related to graduate students are clear, effective, and consistently applied
- Working directly with GPSS leadership
- Developing new programs and resources

With the last point, we'd like to specifically highlight the success of U501. Developed and managed out of the Graduate School, with the support of Academic and Student Affairs, U501 is an online orientation module serving graduate students on-demand and before they get to the university. It is self-paced and always available. It has relieved the need for academic units to include general university orientation information so that they can now focus on specifics related to their programs. U501 was the recipient of the ETS/Council of Graduate Schools 2018 Award for Innovation in Promoting Success in Graduate Education. It continues to undergo development and enhancement in order to further meet the unique needs of new graduate students.

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Tuition Based Program Rate Recommendations - Narrative Section

Responses to the questions below are required for each tuition category that your unit/campus recommends adjusting. If you are recommending changes for multiple tuition categories, please differentiate your responses within each question.

- 1) Please explain why each proposed change is needed and how your unit/campus will use new incremental tuition revenue increases or absorb incremental tuition revenue losses.

The dean of the Graduate School is consulting with deans of the schools and colleges that have PhD programs that fall into Tier 1, 2 and 3 graduate tuition rates regarding any proposed increases. This consultation will be completed through the winter quarter 2020. We expect to see small increases in these rates, similar to what was implemented for the 2019-2020 academic year. The dean will also review proposed increases to tuition rates for units that set their own, specific rates.

- 2) Explain whether and how each proposed change will affect peer comparisons and/or whether a market analysis was conducted.

Graduate Tier 1, 2 and 3 tuition rates continue to be competitive with peers, and we do not expect small increases to affect this dynamic.

- 3) Discuss the impact of each proposed change on student debt load.

Any change would be small, and as much of the tuition for PhD students is covered through waivers/payments by grant budgets, we expect little change on student debt load.

- 4) Describe whether you expect the proposed tuition rate(s) to result in any substantial changes to enrollment (including a change in the resident/nonresident composition) or to the volume of waivers awarded.

N/A

- 5) For each proposed change, please explain what would happen if the change were not implemented (e.g. deficit, loss of staff positions, etc.). If a proposed change is part of a plan to eliminate a current deficit, please indicate that.

N/A

- 6) For each tuition category that you have proposed changing, please discuss your unit/campus's overall tuition rate strategy for the next 3-5 years. In your response, please explain whether and how your long-term strategy connects to "market" rates (e.g. where do you want to be, rate wise, compared to peers?)

It is important that those schools/colleges who set their own tuition rates continue to do so in the way that meets their needs and with knowledge of their student populations. That said, the dean will continue to consult with her peers in the various schools and colleges on an annual basis regarding tuition rates.

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Communication with Faculty & Student Stakeholders

Communication of your unit's annual review materials, including fiscal vitality data, narrative responses and tuition rate recommendations is an important and necessary component of the University of Washington's Annual Review process. Your responses to the questions below will be documented and included as part of the annual review materials provided to Executive Leadership of the UW.

If the meeting schedules of faculty and student leadership groups present a challenge, please make accommodations to get approval within the necessary time frame. If necessary, you may submit an update to OPB at a later date, after faculty and students have had an opportunity to review.

- 1) Please select the date that FACULTY leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise. If, due to scheduling difficulty, you are unable to consult with faculty leadership before the February 3, 2020 submission deadline, please select the date you are scheduled to consult with FACULTY leadership and, immediately after that date, please provide an update to Jed Bradley

N/A

Click or tap to enter a date.

- 2) Please list a point of contact for your FACULTY leadership (name and UW email address)

N/A

- 3) Please select the date that STUDENT leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise. If, due to scheduling difficulty, you are unable to consult with student leadership before the February 3, 2020 submission deadline, please select the date you are scheduled to consult with STUDENT leadership and, immediately after that date, please provide an update to Jed Bradley

The Graduate School sees GPSS as the representative student leadership body. The dean meets regularly with GPSS leadership (president Giuliana Conti) to discuss all issues affecting graduate students, and this includes issues around tuition.

Click or tap to enter a date.

- 4) Please list a point of contact for your STUDENT leadership (name and UW email address)

See above

- 5) Enrolled students affected by tuition rate increases should be consulted on proposed increases before proposals are finalized. Please describe when and how students were consulted and summarize the feedback they provided regarding EACH of your tuition recommendations.

We defer to each individual school/college that sets rates to consult their appropriate student populations. In addition, the dean of the Graduate School is discussing graduate tuition rates in general with GPSS.