

UNIVERSITY of WASHINGTON
FY2021 Annual Review Narrative Survey

Unit Name: Evans School of Public Policy & Governance

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*

Both the Interim Dean and the Director of Finance and Administration are new in FY20, thus we are operating without continuity in these roles. However, we have followed the same general process as last year. This year we enhanced the consultation process for both student and faculty groups. For both groups, we initiated earlier consultation beginning in autumn quarter, with multiple follow up conversations and meetings in an iterative process to keep all stakeholders well informed.

- 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 Evans School's vision is to become the intellectual leader in our field, and to achieve this we continue to hone our strategic plan each year to take advantage of opportunities and be responsive to evolving context. Below are four key elements of our strategic plan, all of which are predicated on our tightly integrated learning, discovery, and service model, a model that ensures our scholarship is impactful in practice and that Evans graduates make contributions to the solution of complex questions of governance and public policy in the 21st century.

1. Program Excellence and Curriculum Expansion:

- a. In FY20, we expanded our MPA program to include a Global MPA program with five international academic partnerships. We welcomed an inaugural cohort of 5 Global MPA students in the current cycle, targeting 10 students for future years.
 - b. We are expanding and improving our Executive Programs, both for the EMPA degree and our non-degree offerings. In the EMPA, we are working toward hybridization with a mix of online and in-person sessions to expand access and decrease student costs. In the non-degree space, we are expanding programs to provide skills and training to public and nonprofit leaders at all career stages.
 - c. We have successfully expanded the cohort size of the International Program in Public Health Leadership (IPPHL) from 20 to 40 students through a recent Bill and Melinda Gates Foundation multi-year reinvestment.
- 2. Data Science:** We hired an assistant professor (October 2019 start date), and in response to the provost's new initiative are proposing a search in FY21 for another faculty member in data science. We partnered with eSciences to offer two electives via a visiting Evans School lecturer ("Visual Analytics for Policy and Management" and "Computational Thinking for Governance Analytics"). These are in addition to extant electives taught by the new tenure-track hire ("Data Science and Machine Learning" and "GIS for Public Policy").
- 3. Undergraduate:** We have experienced strong demand for our undergraduate courses across campus from both social science majors (who represent approximately 50% of the UG students who take our courses), and a range of other majors. We will share our draft proposal for a minor with the provost and president at

UNIVERSITY of WASHINGTON
FY2021 Annual Review Narrative Survey

Unit Name: Evans School of Public Policy & Governance

the beginning of February and plan to officially submit it before the end of the month. We are simultaneously working closely with the Divisional Dean for Social Sciences within the College of Arts and Sciences to develop transcriptable options to serve social science majors.

4. **Infrastructure Investments:** The Parrington Hall remodel – to provide Evans with a modern, equipped, and healthy learning environment - is on track for September 2020 completion, and no unexpected issues have arisen that threaten this timeline. We successfully completed our capital fundraising goal (\$10M+ from private donors). We worked with City of Seattle Landmarks Board to handle items related to Parrington’s existing historic building status. We are on target to achieve LEED Gold certification. We have exceeded the UW’s benchmark for business equity.

- 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*

1. **Parrington Remodel:** The \$3.8M in additional Parrington Hall project costs and the consequent loan for half of this amount (\$1.9M via internal lending) is one barrier. To cover loan payments, we will reduce student fellowship awards from our discretionary endowment earnings (*a decrease by 32 students each year*). To mitigate the impact on student fellowships and our ability to recruit a world-class cohort of students, we are requesting Provost support to alleviate the debt burden. We have successfully raised public and private funds (totaling 84% of project costs) to ensure a high-quality renovation of this campus jewel.
2. **Admission Challenges:** Over the past two years, we have experienced recruiting challenges due to the political landscape and strong economy – as have our peers. We continue to raise fellowship funds to attract top students, especially to a city with a high cost of living.
3. **Faculty Hires:** Several faculty members are moving at the end of FY20 due to family needs. Therefore, Evans will need to search for new faculty in FY21 to deliver our program.
4. **Undergraduate Program:** The Evans School is moving forward with its application for an UG minor, as well as transcriptable options developed in collaboration with social science departments. We recognize that the UW social science departments have expressed concerns about potential impacts. Yet we note that half of the undergraduate students in our courses do not come from these units: over the past 16 quarters, 747 undergraduates from 78 units have enrolled in our courses.

- 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*

1. **Global MPA:** The Global MPA program has the ability to bring new revenue to the Evans School and enhance the student experience with minimal impact to expenditures and workload. For FY21, we have increased the number of approved global partners to five and have worked out course sequencing options for each: SOAS University of London (new), KDI School of Public Policy & Management (new), Victoria University of Wellington, New Zealand, Hong Kong University of Science and Technology in Hong Kong, and Tsinghua University in Beijing, China. In FY20 we enrolled 5 students, falling slightly short of our goal due to complications with availability of federal loans for international study, as well as delayed timing of marketing

UNIVERSITY of WASHINGTON
FY2021 Annual Review Narrative Survey

Unit Name: Evans School of Public Policy & Governance

by several partners, all of which are now resolved. Additionally, we are exploring the opportunity of expanding the program into India.

2. **Non-degree executive programs:** We are in discussions with a major outside partner who is interested in partnering with us to deliver non-degree executive programs similar to several that we currently offer (Propel, Nonprofit Executive Leadership Institute, Americorps, etc) which target skill-building for executive leadership, decision making, and critical analysis of operations, institutions, and evaluation of programs.
3. **Undergraduate Programs:** Although revenues and expenses for the planned undergraduate minor are not included in the FY21 budget, there is a potential to realize these in the future. We continue to collaborate with individual departmental chairs regarding potential transcriptable options for social science majors to ensure a thoughtful design and approach.
4. **Staff Contraction:** The Evans School has undergone active planning to reduce on-going school expenditures so that we can move away from large annual increases in tuition as the source of revenues to meet rising salary and benefit costs. We have a digital strategy to reduce operating costs, to supplement teaching, and expand to new program offerings eventually. In FY20, the School underwent a staff reorganization in our Digital/IT team (cut one FTE).

- 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*

We have partnered with several units across campus including eScience, College of Education, Law, Urban Design and Planning, Civil and Environmental Engineering, Public Health, Marine and Environmental Affairs, and Environmental and Forest Sciences to offer joint graduate courses. In addition, we host two cross campus certificate programs: Nonprofit Management Certificate Program and International Development Certificate Program. We are also actively pursuing partnerships for undergraduate transcriptable Public Policy program options with social science departments to serve campus demand. Looking forward, we are interested in future engagement around shared services/resources on campus.

- 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*

1. **Diversity and Inclusion:** Attracting and retaining a high-quality and diverse student body requires not only an attractive curriculum and competitive financial aid packages, but also a supportive, welcoming, and inclusive school and campus environment. The Evans School is home to several new and bold diversity and inclusion initiatives - some led by students (syllabus and curriculum reviews) and others that are responsive to students, staff, and faculty who care deeply about equity as a public value. The Evans School is striving to continuously update our curricula to be reflective of contemporary issues, especially in light of the historical and present day interaction between systems and institutions of public administration and the deeply rooted challenges of systemic racism. Additionally, we have joined peer institutions in establishing a Public Affairs Diversity Alliance to encourage a pipeline of underrepresented doctoral students and postdocs to faculty positions. We have also joined the University Leadership Council on Diversity and Inclusion, a clearinghouse for best practices for hiring, campus climate improvement and curriculum development.



UNIVERSITY of WASHINGTON

FY2021 Annual Review Narrative Survey

Unit Name: Evans School of Public Policy & Governance

2. **Data Science Offerings:** We hired one assistant professor and are now offering four courses in data analytics and data science to meet strong student demand. We would appreciate UW support to hire another faculty member in data science – support we will compete for through the provost’s initiative.
3. **Timely Completion of Degrees:** The Evans School has worked hard to assure that MPA students can complete their two-year program on time by instituting a two-year course plan. We have achieved an average time to graduation of 2.1 years for traditional MPAs. For doctoral students there is a strong link between timely completion (5 years) and the opportunity to engage in a mix of teaching assistantships and research assistantships as the basis for funding.
4. **Co-curricular Activities:** We strive to provide our students with co-curricular activities and an environment that bolsters their ability to lead and manage in diverse public and non-profit sector settings.
5. **Financial Aid:** To support competitive financial aid packages for MPA and EMPA students, Evans annually hosts a high profile gala dinner; engages in major gift fundraising; and takes advantage of central administration matching when possible. The School also devotes significant endowment resources to financial aid to attract a high-quality and diverse student body. Currently, approximately 34% of masters students receive support, while the Evans School assures 100% of doctoral students five years of support with TA and RA opportunities. The School is grateful for the Provost’s commitment to increase doctoral student financial support since in public management external research funds are sparse. The University could help us by continuing to provide support for doctoral students which we have applied to diversifying our admitted cohort.
6. **Infrastructure Improvements:** The primary goal of the Parrington Hall renovation is to create the infrastructure that supports 21st century learning. A remodeled Parrington will provide new technology-enhanced active classrooms in addition to other collaborative, community, and team-based learning spaces.

UNIVERSITY of WASHINGTON
FY2021 Annual Review Narrative Survey

Unit Name: Evans School of Public Policy & Governance

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.

Requested increases in tuition are needed to provide resources necessary to support merit increases for faculty and staff.

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

We conduct a market analysis annually. We peg our tuition rates to our 15 top national peers, public and private. Our strategy is to stay at the median or slightly below among our peers. Our proposed tuition rates keep us at the median for our public and private peers and put us slightly above the median among our public peers. We consider our true peers to be other public institutions ranked in the top-10 Public Administration schools (Georgia, Minnesota, Indiana, Texas-Austin, Berkeley and Michigan-Ann Arbor).

Based on feedback from applicants who chose to attend another university, most frequently we lose admitted students to the University of Minnesota-Twin Cities (Humphrey), Indiana University-Bloomington (SPEA), and University of Texas-Austin (LBJ School). Students have cited the following reasons:

- **Minnesota:** their tuition is less expensive (tuition currently 33% less in-state, 26% less out-of-state)
- **Indiana:** tuition & cost of living are both lower (tuition currently 26% less in-state, 46% less out-of-state)
- **Texas-Austin:** good recruitment packages (tuition is 1% less in-state and 16% more out-of-state)

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

We anticipate that a modest change in tuition would not significantly change 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.

We do not plan to change the number of waivers offered (assuming we receive forgiveness for the Parrington loan) but do plan to offer fellowships earlier in the enrollment process which we believe will help yield a higher number of enrolled students. We do not expect any additional declines in enrollment as long as we maintain current levels of financial aid.

- 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.

We eliminated an executive level professional staff position to offset a potential deficit; however, the savings were needed to retain other employees. Without increased tuition, the resources to support a 2% merit increase



UNIVERSITY *of* WASHINGTON

FY2021 Annual Review Narrative Survey

Unit Name: Evans School of Public Policy & Governance

for faculty and staff would come from professional staff salaries, which would require further reducing the number of staff FTE.

- 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?)

In the next fiscal years, we are proposing to consolidate our current framework of two tuition rates (first year and continuing) into one rate which is 3.5% above the current first year rate.

UNIVERSITY of WASHINGTON
FY2021 Annual Review Narrative Survey

Unit Name: Evans School of Public Policy & Governance

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

Wednesday, January 8, 2020

Tuesday, January 21st, 2020

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

Steve Page (Chair, Faculty Council): sbp@uw.edu

- 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

Outline of Process as it stands, not final yet

December 9, 2019: Initial meeting with Evans Student Budget Committee (ESBC)

Wednesday, January 15: ESBC receives draft version budget materials

Wednesday, January 22 and Thursday, January 23: ESBC Student Coffee Hours for Evans Students

Friday, January 24: ESBC receive updated draft narrative and budget at meeting with Dean Alison Cullen and Director of Finance and Administration Jennifer McEwen.

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

Elizabeth Perkins, eperk@uw.edu

UNIVERSITY *of* WASHINGTON
FY2021 Annual Review Narrative Survey

Unit Name: Evans School of Public Policy & Governance

- 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.

Our Interim Dean, Alison Cullen, and Director of Finance & Administration, Jennifer McEwen, met with the Evans Student Budget Committee (ESBC) representatives on December 9th, 2019 and discussed a possible tuition increase. We then provided ESBC with a draft budget and narrative on Wednesday, January 15th, providing ample time for them to review and respond with questions.

ESBC held student coffee hours for feedback from a broader student audience on January 22nd and 23rd. Then Dean Cullen and Jennifer McEwen met for another conversation with ESBC on Friday, January 24th. During the conversation we discovered that our intended tuition split (a cohort model, as requested by students for FY19 tuition) was implemented incorrectly which prompted further research with OPB and conversations with the students prior to provost submission.