

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."

The School of Social Work budget development process during fiscal year 2020 for FY21 planning has not deviated from our overall planning process of inclusion with faculty, staff, and student representative bodies (faculty council, staff council, and student advisory council) and broader populations outlined from our FY2020 document.

The School is deeply committed and is in the midst of delivering the following approaches:

- Ongoing financial/budget education for faculty, staff and especially students ("Budget 101")
- Systematic inclusion of faculty, staff, and students in the annual budget process
- Consistent access to expertise - Assistant Dean's "open door" policy with respect to budget questions
- Alignment with the Provost's budgeting cycle process

For the FY2021 budget process, the School is in the midst of taking a deeper dive that is in alignment with our current strategic plan with emphasis on equity and impact in science, education, innovation, and capitalizing on our strategic relationships federally, philanthropically, and within the State of Washington. The School aims to achieve sustainable academic business planning that:

- Relieves pressure on tuition increases as revenue source;
- Expands existing and generating new revenue streams that align with our aspirational aims and values;
- Provides thoughtful dialogue and deliberation among and between faculty, staff, and student bodies to align strategy with the needs of the community and towards long term solvency.

Both the launch of other strategic initiatives that align with our strategic goals along with conversations with faculty about the future of hiring faculty to meet emerging 21st century needs delayed our start of budget to late fall/early winter quarter, but we are taking the same deliberative care we always do to have a transparent process.

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.

The School of Social Work has not made any changes to our strategic plan from the 2019 roll out. Our strategic plan emphasizes effective, culturally dignifying, and sustainable solutions that are rooted in the profession's social justice mission and intimately linked to our commitment of equity and impact. Our strategic, aspirational goals include:

- Creation of a culture of equity and inclusion at the School of Social Work;
- Impact Science: strengthening the capacity of our faculty and doctoral students to engage in collaborative impact science by expanding opportunities for community engaged, collaborative, transdisciplinary research that are real-world, scalable, sustainable, and scientifically and culturally appropriate;
- Impact Education: co-creation and transformation of our curricula by providing our students with cutting-edge knowledge, skills, and mentored experiences within diverse settings that allow our students to take on new roles and leadership positions within the field;

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- Inclusive Innovation: Identification of new funding streams and opportunities to fuel and accelerate innovation to impact pipelines;
- Social Compacts: expansion and exploration of current partnerships with the State of Washington

Over the past year the School has taken proactive steps to move ahead on our goals. Most notably the School has implemented the following directions:

- Creation of equity culture:
 - Appointment of the Assistant Dean for Diversity, Equity, and Inclusion. Dr. Kalei Kanuha who previously served as our Assistant Dean of Field Education took on the role early Fall 2019 and actively is working with faculty, staff, and student bodies and organizations to implement our DEI plan developed over the past two years.
- Impact Science:
 - Creation of the Office for Faculty Excellence and Research (OFFER) in Fall 2019. Senior SSW faculty Dr. David Takeuchi and Dr. Rona Levy along with Senior Scientific Advisor Dr. Pat Arean from the School of Medicine collaborate to provide an interwoven, comprehensive plan of support and mentorship for all ranks of faculty and doctoral students to invigorate the School's research endeavor. OFFER's goals are to advance scholarship; promote the School's research and innovation centers both within the UW and broadly on a national platform; and ignite research productivity through promotion of strategic relationships with federal, non-federal and foundation funders.
- Impact Education:
 - Launch of a successful summer Institute on Teaching and Learning. Our faculty and doctoral students gathered over late summer for a two day deep dive into culturally appropriate, pedagogically progressive best practices of teaching and learning for a new generation of students that foundationally is based in social justice and equity.
 - Continuation of intensive student orientations by cohorts that focus on core social justice curriculum so students are prepared for successful program matriculation.
- Social Compacts:
 - Acceleration of statewide relationships around technology. The Center for Social Sector Analytics and Technologies and the Department of Children, Youth, and Families (DCYF) have embarked on near and long term collaborations to unleash the power of technology in promoting 21st century solutions for the child welfare system that not only leverage technologies created by the University of Washington but sustained by DCYF for statewide impact.

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":

The formation and early implementation of our aspirational aims has been met with much enthusiasm; yet, it is early and transformation will require broad foundational education of different aspects of our goals to the community to garner the largest impact while allowing capacity to grow and manage the School's resources responsibly. To tackle this, the School has begun to structure a thorough and deliberative process that aligns with our social justice mission involving our faculty, staff, and student governance councils. This will take time and use of competing administrative

resources availed to our faculty, staff, and students; however, it is imperative to follow through on our aspirational aims. We will leverage our resources of time and funding to create capacity for the process to be implemented.

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?*

The pursuit of achieving our aspirational goals requires having a solid academic business plan that will support strategic activities and the revenues that will result from them. From the launch of OFFER to maturing relationships with our social compact partners and the introduction of a new pilot MSW degree for summer 2020, we anticipate both additions of faculty and staff to support these programmatic changes. The faculty hires (2 FTE) would support increases in enrollments for instruction while staff hires (1.5 - 2 FTE) would support student services that cater to the whole student from field education to educational and mental health counseling that students desire. The addition of these expenditures are intimately linked to the growth of revenues to cover them sustainably.

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?*

The School of Social Work is particularly mindful of redeploying resources in an effective, strategic manner that both allows the academic business of the day to continue while reconfiguring resources that will help grow revenues for sustainability. The launch of OFFER is a very recent example. Combinations of vacancies and efficiencies from technology allowed the School to move funds to support 1.5 FTE for OFFER. The leadership team has decided to invest the funds in a sundry of consulting roles from proposal reviews to mining grant prospects with current staff and faculty both to capitalize on current talents while giving staff the ability to develop professionally. In addition OFFER will partner with the Office of Advancement to grow foundation grant writing capacities to support mission centric activities. All new launches will be measured for effectiveness with rigorous metrics to ensure that the investment will grow resources and create the impact sought after in our aspirational aims.

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?*

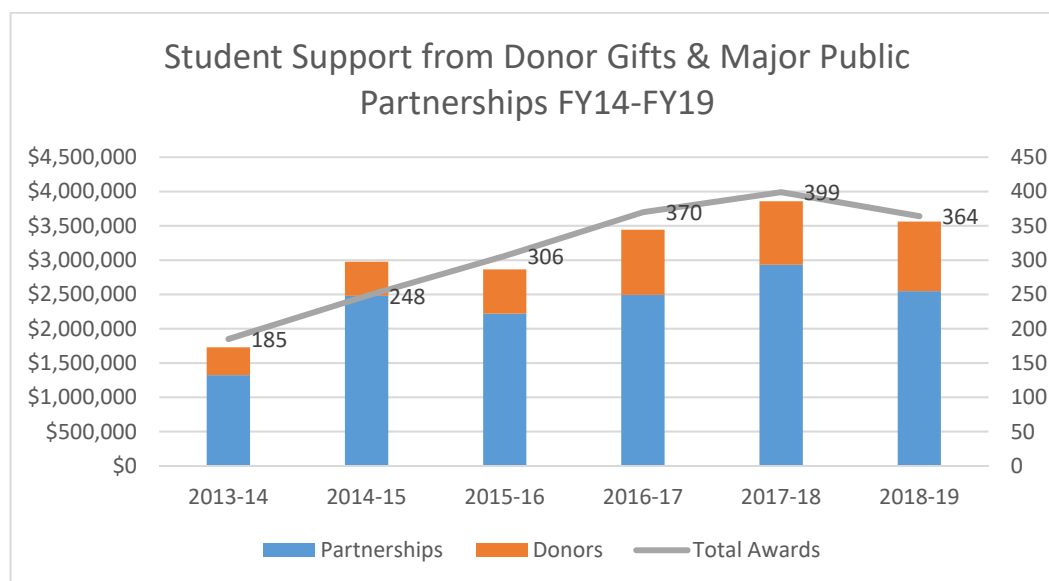
At the School of Social Work we believe and value co-creation of our curriculum with our students and instill an “activist student learner” culture. These values create partnerships that instill a shared sense of ownership in the impact activities the School promotes at SSW, UW, and with the populations & communities we serve. We want students who are well informed, well mentored, and well supported:

- ***Well informed:*** We share information through multiple communication channels. Each academic program office (BASW, MSW, & PhD) has responsibility for continuous communication with the program’s students. We have an active and engaging student blog, new SSW Canvas site, listserv for each program, student activity calendar, student Facebook page, and an MSW program newsletter. Our website delivers information on curricular offerings, student support resources, student meetings, and extracurricular learning opportunities. We host regular cohort meetings for all the students in each of our programs. We have a very active Student Advisory Council that works closely with SSW Administration on School initiatives and dissemination of information. Finally, we solicit regular student feedback through surveys including a mandatory graduation survey.

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- **Well mentored:** We provide focused mentoring to all students through both our academic programs and student services. Our BASW and MSW students have assigned faculty advisors, a designated field faculty advisor, and a field instructor at their field learning site. Academic and career mentorship is also offered through our academic program offices. Our doctoral students receive excellent mentorship from faculty mentors, the PhD program office, and from research practicum and teaching practicum mentors.
- **Well-supported:** We offer exceptional student advising and counseling support systems for our students. Students receive guidance related to registration and program of study plans through our student services office, and both academic & career plan advising is offered through our academic program offices. Each of our academic program offices have dedicated faculty and staff who meet regularly with students of all cohorts. We offer extracurricular sessions for students including sessions on creating a CV, developing interviewing skills, and practicing self-care. We have also expanded our SSW Writing Center services and now have 3 – 50% student tutors.

Finally, we have made student financial support the top priority for the UW capital campaign, garnering significant support both from private donors and significant federal training grants. Over the past six years, we have doubled our student support both in terms of total funds awarded and in the number of awards we distribute. Donor support from gifts has topped over \$1M alone. Overall we give over \$5.45M of scholarships, stipends, and ASE supports to both MSW and PhD students.



One area that we still need UW support in is in the treatment of interdisciplinary learning opportunities. While strides have been made over the past year with the launch of the Health Sciences Education building the assignment of credits and revenues via Activity Based Budgeting still discourages broader collaborative efforts among schools and colleges.

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.*

Based on both recommendations of students, the School's commitment to equity, and the realities of sustainability in merit and structural changes from taxation to Workday, the School recommends the following:

FY21:

MSW incoming/AS year 1 = 3.5% increase both for resident and non-resident

MSW year 2 = 0% increase both for resident and non-resident

We expect to grow our tuition more slowly and revisit as needed since the goal is to provide other funding opportunities for academic sustainability outside of merely increasing tuition; conversations on program growth and other partnerships are in the works to truncate revenue losses as a result of the cohort model.

The incremental tuition revenue will be used in two ways (1) to meet institutional fiscal needs such as merit, Workday charges as well as UW Tech fees and (2) pay for increased student services including the addition of a mental health counselor to staff in admissions and field education. The increases will also cover additional sections of teaching to keep class size down in accordance with our accreditation requirements.

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

The School of Social Work performs annual market analysis to determine both the health and affordability of our program compared to our peers. As a top ranked School of Social Work nationally, the University of Washington currently is in the 52nd percentile for resident tuition and 40th percentile for non-resident tuition for MSWs for comparison schools based on OFM, Top 15 and Global Challenge schools though we are 5th nationally by program. Further, when compared to top 15 Schools of Social Work that are public, the University of Washington is in the 38th percentile for resident and non-resident tuition. For our PhD program we are in the 40th percentile for resident/nonresident status. Given both our commitment to access and affordability continued increases in both our MSW and PhD programs will keep us on par with our peers while allowing the School to meet our financial obligations.

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

The UW Office of Student Financial Aid has determined that out of the 515 MSW students that enrolled in our program during FY19 the following holds true:

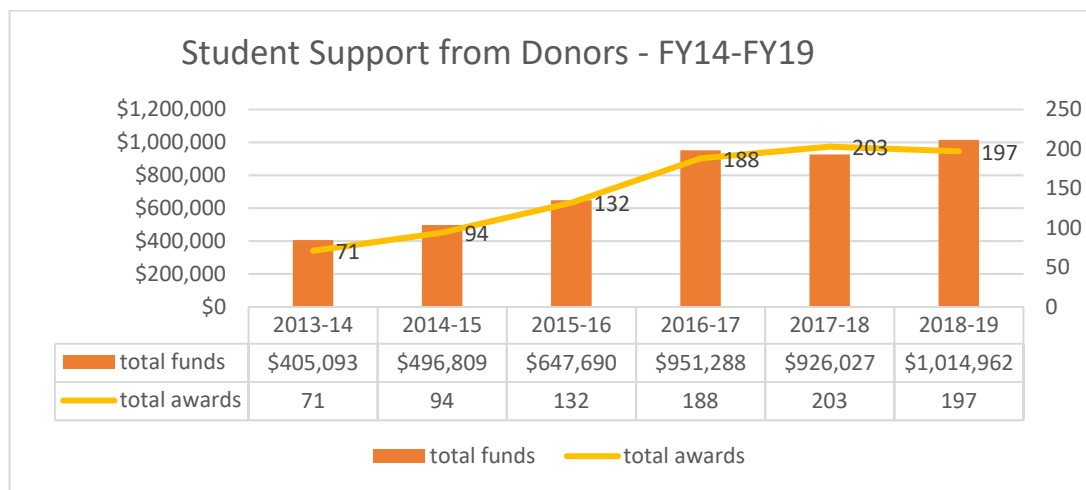
- Over 70% of MSW students were eligible for federal student financial aid
- 442 students or 86% of the total SSW MSW student population received federal aid averaging \$25,645/student annually for combined student aid of \$11.5M to cover tuition, fees, room and board

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Newly hired social workers make on average \$41,000 annually (www.socialworktoday.com). With an industry median salary of \$41,000 any monthly debt is difficult not only to pay off but to keep social workers in the field for longer periods; therefore, affordability is key.

Due to the social justice issues of pay and debt in such an important profession, the School has sought to ameliorate student debt both through low tuition increases and more importantly thru aggressive donor support. As shown in the chart below, the School's support for student scholarships and stipend supports rose dramatically over the course of the past several years:

- Since FY14, the School has more than doubled annual scholarship and stipend support from \$1.7M to \$3.5M or a 105% increase.
- There has been almost a 100% increase in the total number of awards distributed with each student averaging over \$9,600/student among donor and program supported scholarships & stipends annually between FY14-FY19.
- Private philanthropic support experienced the greatest increase since FY14, increasing over 129% from \$500,000 to \$1M annually. This support was made possible in part our success in securing our largest single scholarship gift (\$10 million to establish an endowed fund), and private matching funds from UW (\$5 million).



In 2018-2019, approximately 68% of all MSW SSW students received significant non-loan financial support. (The MSW Evening and Weekend student average award was \$10,656 versus \$9,629 for MSW Day students). For our PhD students over 88% receive close to full gift, research, trainee or teaching opportunities for their entire period of study. The School of Social Work provides guarantees for full support of salary, benefits, and tuition for all 1st-4th year doctoral students. Students beyond their 4th year continue to receive generous support towards degree completion.

During AY 2018-19 student support commitment in scholarships, fellowships and traineeships was nearly \$5.5 million. "In terms of scholarships and funding of MSW graduate students, the School of Social Work is in fact a leader in this realm." (UW Graduate School, 2017)

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.

At this point we do not anticipate any resulting enrollment changes based on our tuition. We are competitive and with stable tuition for the duration of our core population of MSW students, we believe this predictability will better assist students in choosing the UW as their first choice for their MSW degrees.

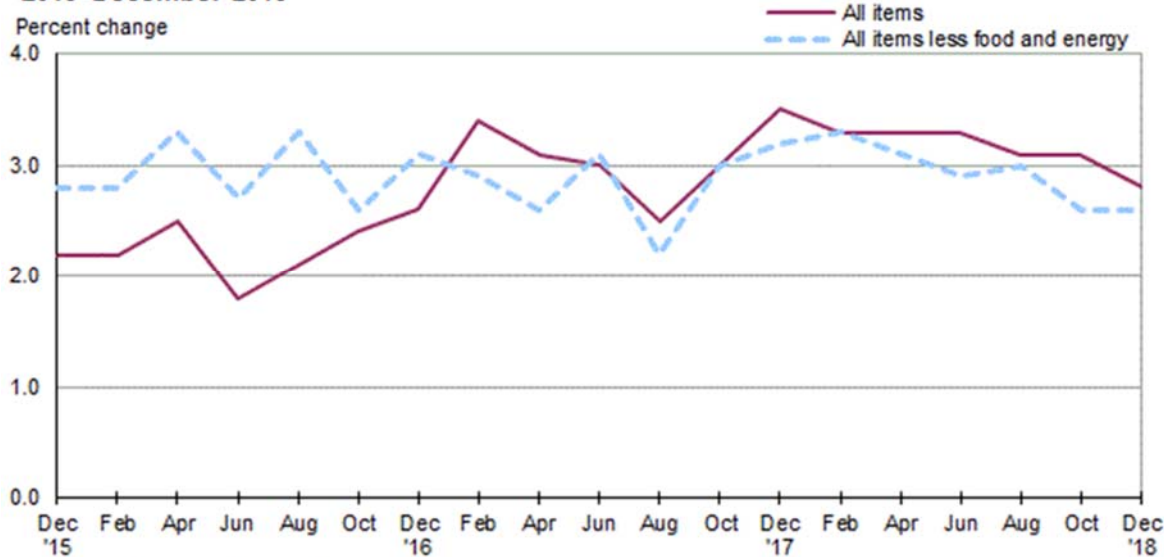
- 5) ***For each proposed change, please explain what would happen if the change were not implemented (e.g. deficit, loss of staff positions, etc.). If a proposed change is part of a plan to eliminate a current deficit, please indicate that.***

In the event we were not allowed to increase tuition, we would immediately go into a deficit situation as we need to raise approximately \$300,000 annually to cover merit. The increases in tuition are not meant to cover a current deficit but to avoid one. In addition, we have a robust fee based program which is 38% of our current MSW student body. Since it is important to treat both our state and fee based student equitably, it would not be feasible to raise fees on 38% of our students only; therefore, we would go into deficit almost immediately. Further, we would not be able to hire any faculty or staff to support our increased enrollments until we were became solvent. With merit and the advent of Workday finance, we need to increase our tuition in part to support our programs.

- 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?)***

As stated above we have planned on 3.5% tuition increases 1 time for each new MSW class. This will provide predictability for our students in planning yet allow the School to maintain solvency. Based on a long history of steady increases the School has not moved from its 52nd percentile and 40th percentile rankings for resident and non-resident for over 4 years. While we price tuition to stay competitive as a top ranked program, the uncontrollable factor is the cost of living in Seattle. Based on the Bureau of Labor Statistics, the Consumer Price Index increased over 3% annually from FY14-current. Our SSW tuition steadily increased at 3%. The change now to an overall average of 1.75% between the 1st and 2nd years will be less than the CPI for Seattle. While tuition, room, and board will still be expensive, the combination of slower growth and continued student support will help with our long term goal of affordability

Chart 1. Over-the-year percent change in CPI-U, Seattle-Tacoma-Bellevue, WA, December 2015–December 2018



Source: U.S. Bureau of Labor Statistics.

Online Survey Component Questions:

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1) *Within the FY2021 Annual Review Online Survey you will indicate which existing tuition categories you are recommending a rate change to and you will upload your completed FY21 Tuition Rate Recommendation Excel template.*

We are recommending a 3.5% rate increase for resident and non-resident rates for the MSW incoming tuition category only. We also recommend a 2% increase for resident and non-resident enrollments for our PhD – Tier 2 program accordingly.

Section 8: 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**

Both faculty and students have been briefed on both our sustainability planning and vitality exercise to date. An initial presentation to all faculty will be given on February 4th. Additional information on vitality planning was given to our SSW faculty council on January 28th for feedback. The sustainability planning will take place with our Staff Council in mid March due to snow closures in January. Finally, Student Advisory Council was briefed about the process generally on January 10, 2020. Due to scheduling issues we wanted to let Student Advisory Council know about the process yet did not want to present detailed information prior to discussions with Faculty Council and our faculty so a more in depth process of engagement with Student Advisory Council will take place late winter quarter/early Spring quarter. More sustainability meetings with faculty, staff, and students will come in February and March 2020 including broad scale education of our budget process and facts via "Budget 101" dialogue.

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

Kevin Haggerty, Professor and head of Faculty Council; email is haggerty@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**

January 10, 2020

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

Akiksha Chatterji, BASW student: email is aki@uw.edu

- 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.***

As part of the School's annual budget process information on proposed increases will be communicated for feedback winter quarter. However, students have been actively engaged in tuition planning since Spring 2018. As part of their town hall, it was asked that the School consider "freezing" tuition by cohort. As a result, modeling has been done and the factor of 3.5% by cohort is both reasonable as an increase while meeting the "freeze" requested. Additional communication of continuing this recommendation will be forthcoming Winter 2020.