

Programmatic & Academic Vitality Narratives

*Text submitted within this section **will** be published to OPB's Annual Budget Development website*

Where possible, you are encouraged to leverage published materials

- 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*

No changes to the School of Nursing's annual budget development process for departments, centers and units.

<OPB inserting FY20 response>

The School of Nursing (UW Campus) continues to use the same internal budget process annually. The Office of Finance and Administration (FA) in the Dean's Office has developed standardized budgeting templates for all departments and units to complete on a fiscal year basis. These templates are updated by FA to include projected benefits, merit rate increases, and any additional across the board changes.

This process typically takes place every March prior to the new fiscal year. Departments and units are to fill out any and all projected expenses for the year. This includes all salaries, benefits and operational expenses. The majority of out expenses typically are wages so we therefore ask the Departments and Units to account for and project out any buyouts from non-State resources. This process provides us with an all-School budgetary picture on what the next fiscal year's future costs will be, along with what the different revenue streams look like. We also will know more about how our State allocations will look based on projected modeling of ICR and ABB revenue from the current fiscal year.

We will have a better grasp on any carry forward funds as it will be Spring Quarter, nearing the end of the fiscal year. Both our Continuum College and Summer Quarter budgets are scheduled to be approved during this time period as well. FA will then calculate all projected revenues and distribute amounts to each Department and Unit. It is at this point that we will have a general idea which Department and/or Unit are over budget. FA will work more closely with these specific units to better understand their overages. They are then required to decrease their budget by any non-approved expense, as the School will provide temporary funding for all approved expenses only. As we move closer to the new fiscal year, we will know more about our State allocations from the Office of Planning and Budgeting to continue to balance our overall budget. FA typically meets with department and unit leaders on a quarterly basis throughout the fiscal year to go over projected budget vs actuals to look for any irregularities and to ensure no unforeseen deficit. If a Department and/or Unit does plan for a loss, FA will work with the department/unit leaders to make mid-year budget adjustments. If the loss cannot be remedied by the mid-year budget adjustment, then with consultation and approval from the Executive Leadership and Dean, the department/unit will end their year with a planned loss and carry this deficit into the next fiscal year. This loss will be balanced by being incorporated into their next year's budget.

- 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 School of Nursing's current strategic plan has not changed greatly from prior years. However, we have made huge progress and advancement with our strategic plan implementation and accomplishments. Our greatest one this year has been work with our "Re-envisioning". The School's re-envisioning efforts involve both organizational and operational changes.



To better frame our answer, we have provided the School's strategy map pictured above. At the highest level, our strategy map continues to focus on "ADVANCING RESEARCH, EDUCATION, AND SERVICES". This is a great tool and footprint to showcase our School's MISSION, VISION, AND VALUES. The developed roadmap is our guide in moving our initiatives forward. It focuses on our short-term goals and measures of success. The overarching goal is to prioritize discovery and knowledge generation in our four research pillars (Health equity; Innovative Interventions; Lifespan health; Symptom Science) to drive the mission and vision of the School of Nursing. Knowledge generation from our research undergirds our knowledge dissemination in preparing scientists and practitioners to improve human health through nursing science.

The focus and aim of our 5 Year Roadmap:

- 1) *Advance and sustain contributions to nursing science in research concentration areas (Health equity; Innovative Interventions; Lifespan Health; Symptom Science) through external, diversified funding streams.*
 - a. Increase research grant proposals to all funding sources by 10% annually
 - b. Increase donor (Advancement sponsored) gifts to support pilot studies by 15%
 - c. External major award dollars (R, P, U, T series and other) increase by 20%
 - d. UW School of Nursing ranks # 1-3 nationally in research funding
 - e. National leadership in research related to priorities
- 2) *Educate and train the next generation of scientists for leadership roles that advance nursing science.*

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- a. PhD students will align with a research pillar and be integrated into a research team and/or research center
- b. Donor (Advancement funded) support fully funded for 50% of PhD students

3) *Teaching*

- a. Provide summer salary to a steadily increasing number of tenured or tenure-qualified faculty
- b. Create a differential faculty workload model

We need to better prepare ourselves to the ever-changing environment and landscape we live in. We want to create a School that is nimble and can act fast when such times as another economic downturn and/or any big changes within the University are upon us. We see this is also a common theme throughout the University. The University continues to be boundless in our growth with students, innovation, and talent pools, but also drive to become more efficient and have smaller, more focused footprint with our business and operations. The School of Nursing sees this change and is also working to adapt to the University's mindset. We most recently realized these great challenges both with the Great Recession and UW HR/P Workday transition. Therefore, we recently underwent a major reorganization effort within our School known as the Re-Envisioning.

The Re-Envisioning has been a multistep process. The first was to reorganize our School from 3 to 2 departments. This effort was approved by the UW Board of Regents, President, and Provost late this summer. As a 2 department School, we have been able to better position ourselves for future success and sustainability through increase in financial stability, achieve savings and efficiencies, reduce barriers to create and catalyze natural research and teaching and service collaborations, and ensure effective mentoring of all faculty and staff.

We are now currently working on the next steps that include 7 initiatives:

- 1) Transparent and Sustainable Financial and Physical Resource Management.
 - 2) Advancing Science Prioritize discovery and knowledge generation to build the School of Nursing's research enterprise within research priority areas, also known as Pillars. Fully capture the value of our centers to spotlight our research, recruit, educate and provide student opportunities and to ensure center sustainability.
 - 3) Governance Establish a process for faculty governance that enables a higher level of engagement of all faculty.
 - 4) Ensure our staff organizational development and talent development aligns with the School's Strategy Map.
 - 5) Teaching and Curriculum including online, simulation scholarship, leadership and new course development.
 - 6) School of Nursing Values and Cultural Alignment
 - 7) Faculty leadership Development
- 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*

The School has continued to work and build on its operational effectiveness through the re-envisioning efforts. However, due to a highly competitive market, it has been difficult to retain and recruit faculty, staff, and students. As the #1 public School of Nursing, our School is regarded highly by both peer institutions and students. Due to the increased labor market and soaring prices in the greater Seattle area, however, our less than competitive salaries and adequate student scholarships have hurt us in the growth and expansion of our programs. In addition, our clinical placement sites are highly competitive with other Nursing Schools around the

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region. Even if the UW SoN were to hire in more employees and increase our student applicant pools, we are limited to the number students we could accept due to clinical placements. It is also very unfortunate we do not have direct access to Academic Health Centers for faculty practice, clinical education, and clinical research. The UW SoN strives to increase research productivity as another source of revenue. However, it has also been challenging to sustain this support with more Full Tenure Professors retiring and not having enough funds to provide 9+2 summer contracts for research to all of our faculty.

To address these issues, we have been very cautious and strategic with our faculty recruitment in the recent year. We have brought in Assistant and Associate Professors who have a high probability for success in both research and teaching. To ensure their success with the UW SoN, we continue to build a solid infrastructure to support these faculty members, providing them mentorship and opportunities to engage and collaborate with other researchers. The UW SoN leadership and Advancement team have also worked hard to establish more professorships, fellowships, and 9+2 month summer contracts to attract/retain faculty and help them pursue their research. We continue to work with our donors, community, and corporations to raise awareness and more funding opportunities for our students. Recently, we partnered with Premera Blue Cross to bring our students into rural communities to work with healthcare professionals. Our hope is to expand our clinical placement through this work. The UW SoN and UW Medicine also recently finalized two separate contracts to incorporate our clinical faculty into the hospital and clinical settings. Through this collaborative effort, our goal is to expand our own clinical faculty track and also build momentum to hopefully expand and prioritize our student placements into the UW Medicine healthcare facilities.

- 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*

Many of the activities related to our strategic initiatives and strategic plan will create changes in our overall revenue and expense model, faculty and staff workloads, and student experience. Our goal is to see an increase in revenue for our School (and the greater University) by bringing in more research grant funding with indirect cost components which will provide for more faculty grant buyouts. The School has conducted a staff capacity study and we continue to work to create a more efficient infrastructure to support our faculty, staff, and students, which will in turn lead to potential reductions in our overall expenses. This new infrastructure may require an increase in faculty and staff workloads with the goal of achieving a balance to maintain or improve on our current level of excellence. We continue to evaluate our curriculum and faculty lecturer workloads to ensure they are paid fair salary but within the School's 10% per credit pay model. In addition, the School continues to practice "position control" where we simply do not rehire a position when a staff member leaves. We have a process to assess the position and determine if work can be reallocated and/or eliminated. Overall, we wish to keep the impact to students minimal. The students should notice an improvement in their learning experience as we strive to provide more top notch teachers and opportunities for student involvement with research. Through this we continue to focus on the University's current mission to provide opportunity to more students and provide more affordable tuition.

- 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*

Through our continued work on the strategic initiatives identified in our re-envisioning process especially Initiative # 1: Transparent and Sustainable Financial and Physical Resource Management, we will develop a sustainable financial model to provide more opportunities for faculty to pursue research opportunities, identify potential strategic programmatic growth opportunities and explore areas we can improve and streamline our business processes across the School removing redundancies and preparing for UWFT. The UW SoN also

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continues to build partnerships and collaborate with other Health Science Schools and both Bothell and Tacoma campuses. We worked towards these efforts through joint faculty hires and joint curriculums. Community partnership and engagement is also very important and benefits our School. Most recently we have partnered with other UW Schools to sponsor community space at the Othello commons.

- 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*

The student experience and the achievement of expected student outcomes was enhanced this year through an intense and thorough self-study process resulting in a successful reaccreditation of the BSN and MSN programs through the Commission on Collegiate Nursing Education (CCNE). The CCNE standards address all aspects of nursing education including the expectation that students will be actively involved in program governance. The efforts reported last year to provide opportunities for students to be more engaged with leadership and decision-making teams through the Shared Leadership Council (SLC) continue this year as well. Students are active participants not only in the SLC but also serve on all curriculum committees and provide valuable input to faculty endeavoring to launch a newly revised BSN curriculum and plan a re-envisioned PhD curriculum.

The self-study process also enabled the faculty to identify teaching-learning activities that provide students with the opportunity to demonstrate their achievement of the expected student outcomes. Efforts to enhance the activities in the renovated Simulation Center have been instrumental in advancing our teaching and the student learning experience. The Simulation Center has tremendous potential to grow in many areas such as simulation enhancement and augmented and virtual reality experiences however there is limited space until the Phase 2 Sim Center Renovation is launched. Support from the university, for this initiative, would be helpful and welcome.

The School also continues to be visionary and strives to be at the forefront of providing our students with the most cutting-edge educational experience. The UW Health Sciences Interprofessional Education Initiative (IPE) has allowed us to integrate teaching and learning across the six schools in the Health Sciences where student from difference practice collaborate and work together. We have also deployed our students to rural areas to engage with communities where healthcare is not readily available. This community involvement has also been valuable in the student learning experience.

Financial concerns and student debts continue to be one of our greatest challenges. The School of Nursing is continuing to work with our Advancement teams and the community to raise awareness and support students through scholarships and grants. The recent funding from Premera to provide support for rural health will provide much needed financial incentives for student and faculty travel to rural clinical sites and stipends for rural preceptors. (AH 12/24/19)

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.

Incremental revenue from the tuition increase will be used to pay for projected 3% merit and benefits increase along with additional infrastructure charges.

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

A study of tuition rates for 22 DNP programs at both public and private institutions was done for the 2017-18 year. It showed the UW's rates overall were slightly higher than the average for public institutions but much lower than the average for private institutions.

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

Since most students borrow to enroll, the fee increase will likely add to their debt loads. No additional financial aid from the School is available, however, the School continues to strategize opportunities for increased scholarship funding for our students.

- 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.

There should be no substantial changes in enrollment, or in the resident/nonresident composition, due to the proposed tuition rates. Nursing students expect to pay for their education and know that a well-paying career awaits them upon graduation. Additional scholarships and more tuition waivers would help to ease the debt burden of students and the school will endeavor to increase the availability of both through advancement and grants.

- 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.

If tuition changes are not implemented there would be a potential planned deficit for the upcoming FY21. We would likely then request in the following year (FY22) a higher tuition increase to balance the previous year's loss. In addition, if this change were not implemented this could cause disparity amongst our state and fee based students. We have worked hard to stabilize and keep both state and fee rates similar as our core curriculum will have both state and fee based students learning together.

- 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?)

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The School's overall tuition rate strategy for the next 3-5 years includes 3-4% increases every year to align with increased costs for salary and benefits for teaching and support resources. This is consistent with national average based on market analysis compared to other institutions offering similar programs. We strongly support the University and the goal to offer affordable tuition and as the #1 public university School of Nursing we want to be roughly mid-point in survey ratings.

Online Survey Component Questions:

- 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. *Response options: Short answer*

We are recommending a 4% increase in the School of Nursing's tuition rate category.

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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

January 23rd, 2020

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

Yoriko Kozuki (ykozuki@uw.edu) and Pamela Kohler (pkohler2@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 22nd, 2020

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

Nicole Bayard (nbayard@uw.edu) and Hannah Jeong (jeongh3@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.

Due to the snow the January Student Leadership Board meeting was canceled. Information was shared at the above meeting with SLB leadership and a schedule of historical and proposed tuition and fee increases was shared with them and their immediate questions addressed. This tuition information will be shared electronically by SLB leadership with the rest of the Board to then pass on to the rest of the affected students. Student questions will be directed to the COO and Director, Finance & Administration. In addition, the Director, Finance & Administration will attend the next SLB meeting to be scheduled for further discussion and questions.