



UNIVERSITY of WASHINGTON

FY2021 Annual Review Narrative Survey

Unit Name: University of Washington, Bothell

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*

No Changes

<OPB Inserting FY20 Response Below>

UW Bothell is developing a more disciplined approach to budgeting, evolving as we implement our modified Responsibility Centered Management (RCM) model. We have or are creating a number of tools, many of which can be found on our website:

Budget Information - This includes:

1. Annual budget calendar
2. Budget template for Schools and non-schools
3. Questions to be asked for our budget development process
4. RCM proforma
5. RCM projection tool for Schools

In this past year, we worked with a Process Development and Policy (PDP) group to develop collaboration principles to be used in the decision making of all groups. We also worked with a Phase 2 Implementation (P2I) group to learn how the model works and help administrators with planning tools, developed and reviewed budgets with each School/non-school, created our budget calendar, and recently adopted a revised carryover policy.

Each year we produce a document summarizing the past year's operating budget: FY19 Operating Budget Overview. This year we are holding twice-yearly budget reviews between the Chancellor/Vice Chancellors and School/unit leadership. We are also placing a strong emphasis on monthly budget reconciliations. We hold monthly open budget forums, meet monthly with the Chancellor's Advisory Committee for Students and the General Faculty Organization (GFO) Campus Council on Planning & Budgeting, and regularly attend the Council of Academic Deans.

- 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*

UW Bothell will conclude our 21st Century Strategic Plan (2008-2020) and launch a new Strategic Plan in Winter 2020. The new Strategic Plan will continue to emphasize our mission of providing access to excellence in higher education through innovative and creative curricula, interdisciplinary teaching and research, and a dynamic community of multicultural learning. The three key priorities in the new Strategic Plan will be (a) strengthening our commitment to diversity and equity, (b) enhancing community and campus engagement, and (c) advancing cross-disciplinary teaching and scholarship. These priorities will help advance our core values of providing a transformational education through engaged scholarship that transcends the boundaries of conventional disciplines, in an inclusive culture that celebrates our diversity and respect for different viewpoints.



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- 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 major obstacles to the execution of our strategic plans has been and will continue to be our constrained resource environment. We need more fiscal resources to improve our student experience and to increase our retention rates, especially the retention of students who come from diverse backgrounds. We have faced difficulties in attracting and retaining diverse and outstanding faculty members, particularly URM faculty, given the high living and housing costs in the region. We have been at a competitive disadvantage in offering unit adjustments or extra merit to our faculty, beyond the 2% raises. We also have a higher percentage of part-time faculty FTE than we would prefer to have. To address these challenges, we are trying to reduce costs where possible through optimization of course and section offerings and improvements in faculty utilization. However, without additional financial resources in each of these causes, our optimization efforts can only produce marginal changes.

In addition to the above fiscal issues, we are dealing with space constraints for instructional and student use. It is well known that we have the least square feet per student of any of the higher educational institutions in WA State. This space shortage will mitigate to some extent when our STEM4 building (shared with Cascadia) opens in a couple of years but, till then, we will be short on space for instructional needs.

- 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*

Our new Strategic Plan priorities will need significant investments over the next five years. In keeping with our commitment to enhancing diversity and equity, we will need to support our substantial number of first-gen and URM students with extra staff and fiscal resources as they navigate an unfamiliar educational environment. We also expect to increase in the resources we currently devote to increasing campus and community engagement. To enhance our student experience, Schools will need more resources devoted to student advising and mentoring as well as an increase in the percentage of full-time faculty. We also expect to devote some resources to support cross-disciplinary teaching and scholarship. However, these expenditures will be spread over multiple years and the immediate impact in the next year may not be very large.

- 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*

Between June 2019 and October 2019, we went through an extensive exercise of rebasing our budgeting models to more closely reflect the student activity levels in our Schools. The exercise involved an extensive process of consultation with a wide cross-section of stakeholders and modeling various approaches and metrics. Based on this input, a committee chaired by our VCAA recommended to the Chancellor that we adopt a revised RCM (Responsibility Center Model) approach to determine funding or spending authority allocations to our five Schools.



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The Chancellor approved this proposal and, starting with fiscal FY20, we have moved away from the old, largely incremental budgeting model to a transparent, metrics-based RCM approach wherein School funding is based on student FTE, headcounts and the number of graduating students in each of our Schools. This approach has increased funding to Schools that are experiencing higher student growth rates. In the past six months, the renewed focus on RCM has empowered our School leaders to initiate actions that will help balance income and expenses such as optimizing class sizes, number of sections offered, and faculty utilization. In doing so, our Schools remain strongly focused on our educational mission and our core values.

- 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*

In order to improve the student experience and help them graduate on time, the faculty, staff and students at UW Bothell have recently created close to 50 'degree maps' that outline a sequence of suggested courses, quarter-by-quarter, for each baccalaureate major. This allows students (and, in some cases, their parents) to see the entire arc of the academic career over their time at UWB and compare different majors; it also helps them plan co-curricular activities that will allow them to develop their interests and passions outside the classroom.

UWB adopted EAB's Navigate platform to facilitate a strategic care network that benefits our students, faculty, and staff in Autumn 2018. Students use Navigate to book appointments with academic advisors, career services, financial aid, learning centers, and several other student facing services. Staff in these services can make key notes to support students' academic progress and refer students through the platform to other services. Faculty can submit academic alerts on students of concern which enables a team to provide additional support to struggling students. Better access to data about students significantly enhances the ability to identify critical points in the student experience at UW Bothell and to offer support in a timely manner.

In the last couple of years, UWB has also worked to enhance the role and staffing of our Student Diversity Center; built on the Veterans Life Initiative to help veterans succeed as students; worked to improve on-campus food options; worked on providing healthcare and counseling resources to students; and, worked on supporting student-parents with family-friendly spaces and childcare assistance. All of these efforts have contributed significantly to the learning experience and outcomes for our students but we are cognizant that there is a lot more we can do.

As for what the University could do to support our efforts, UW Bothell would greatly benefit from receiving additional state funds allocations. For historical reasons, UWB has always received less in state support dollars than many of the 'branch' campuses (or Evergreen State College), even though we serve many more students on our campus. Even a small increase in the state support (permanent) funds would allow us to (a) increase the percentage of full-time faculty, (b) provide long-term services and fiscal resources needed to support our diverse and first-gen students, and to (c) offer unit adjustments to faculty to help with faculty retention and morale issues (our faculty have received only one unit adjustment in the last four years).



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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.

We recommend a 3% tuition increase for 'entering' FY21 students in the two Master of Business Administration programs. This tuition increase is needed to meet our expected increases in the costs of instruction and operations. Tuition for 'continuing' FY21 MBA students will be set at the same amount as the tuition for 'entering' FY20 MBA students. (Our MBA students are assured that tuition will not increase during their two years in the program, barring exceptional circumstances).

In the Master of Nursing program, we are recommending retaining the tuition rate at the same amount as last year's entering students for both 'continuing' and 'entering' FY21 students. That is, we do not recommend any increase in the entering rate, due to competitive enrollment pressures.

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

The proposed percentage change in MBA tuition is comparable to the expected tuition increase for undergrad students and students in Grad Tier I & II programs. Our tuition compares favorably to regional and national competitors and we do not expect this marginal change to materially impact our ability to attract students to our graduate programs.

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

The proposed increase in MBA tuition is expected to have only a marginal impact on the 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.

Given the relatively small increase, we do not expect that the increase will result in any substantial changes to enrollment or to the volume of waivers awarded.

- 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 the proposed increase is not implemented, the expected increase in costs for these programs would have to be covered from other tuition sources or a marginal reduction in operations or services.

- 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?)

We expect to have moderate rate increases in tuition in our programs over the next 3-5 years. These rate increases will be comparable to the changes in the undergrad tuition rate. We also expect that our tuition will be slightly below our regional and national peers in the relevant categories.



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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

Tuesday, January 28, 2020

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

Dr. David Socha, Chair, UWB General Faculty Organization.
socha@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

Wednesday, January 22, 2020

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

Ms. Shugla Kakar, President, Associated Students of the University of Washington Bothell.
asuwbprs@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.

Currently enrolled student in the Master of Nursing Program and the Master of Business Administration Program will **not** be affected by FY21 tuition rate increases (since their 'continuing' student tuition is going to held at the same level as their FY20 tuition).