

Unit: School of Social Work

Section 1: Programmatic & Academic Vitality Narratives

- 1) Have you made any changes to your unit's strategic plan and/or budget process in the past year? If yes, what are 3-5 key elements of your unit's new/revised strategic plan and/or budget process? 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;
- 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 continues to move further ahead on our goals including:

- Creation of equity culture:
 - Events over the past year demonstrate more than ever the profound need to have an equity driven culture. Equity and social justice create the foundation by which our school exists to carry out our tripartite mission. Our Assistant Dean for Diversity, Equity, and Inclusion Dr. Kalei Kanuha mobilized events and community discussions both to support students during this historic time while driving a very successful back to school retreat on tackling racism within our environments. The retreat was virtual; yet, zoom provided a level of intimacy needed to have group discussions on racism which have created the base to continue dialogue and activities to promote equity.
- Impact Science:
 - SSW created 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 collaborated 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. Year over year numbers show a 25% increase in the number of research proposals submitted as a result of these direct efforts.
- Impact Education:



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- Launch of the Leading Lights Speaker Series at SSW. This series of 9 – 1-hour lectures spotlights noted scholars and researchers who are in the forefront of driving systemic social change. The series introduces 1st year MSW students to some of the School's most inspirational faculty, while opening it up to all students, alumni and staff as well as the broader social work community.

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Section 7: Tuition Based Program Rate Recommendations - Narrative Section

- 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 School is recommending a 3.5% tuition increase in its MSW incoming tuition category only. This would apply both to resident and non-resident enrollments. The continuing MSW tuition category will not have any increases at all. This plan was part of a larger process implemented Fall 2019 to great student interest to tackle ever growing student debt in a field where pay is low and loans are higher.

For our Tier 2 tuition category for our PhD program we are recommending a 2% increase for residents and non-residents that is in alignment with the School of Medicine.

Planned increases for tuition support the entire school from the ability to add vital services from increased field faculty that impact students' experiential learning and support in student services to dedicated mental health counseling. Additionally, the increase supports necessary annual faculty, staff, and student employee salary increases required by the University of Washington and needed to maintain a competitive edge with hiring and maintaining the best faculty and staff. Annually, the School must come up with at least \$275,000 to support salary increases. Combinations of tuition increases and other revenue generating activities provide this support.

- 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) Tuition and fee increases have a disproportionate impact on low-income students. Please comment on how each fee change will affect student debt loads, and specifically how the program will offset this impact.**

The costs of education are not inexpensive nor is the cost of living in Seattle. As an industry, newly hired social workers make a low-end starting salary of \$31,750 annually while the [median salary](#) is \$51,740. Monthly debt from loans is difficult not only to pay off but to keep social workers in the field; therefore, affordability is key. Combinations of expenses that are in alignment with prevailing costs of living along with more support for students should help in allowing students to pursue the profession of social work.

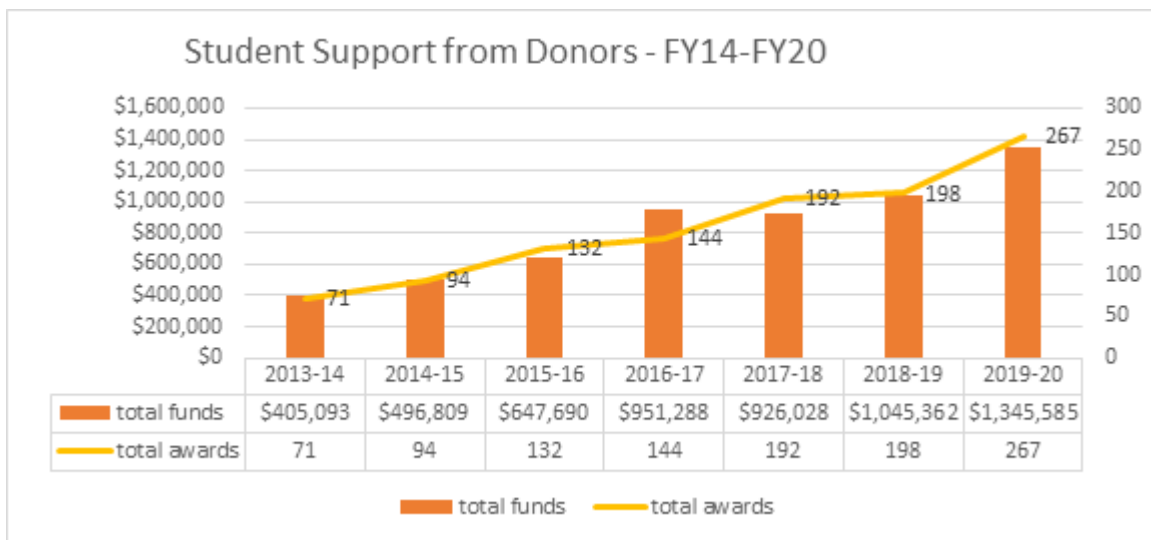
Based on the cost of living in Seattle, while considering the School's needs with sustainability, continuing with 3.5% increases for incoming cohorts only not only creates predictability with tuition, (average of 1.75% annually), it is tied the City of Seattle CPI for annual cost of living:

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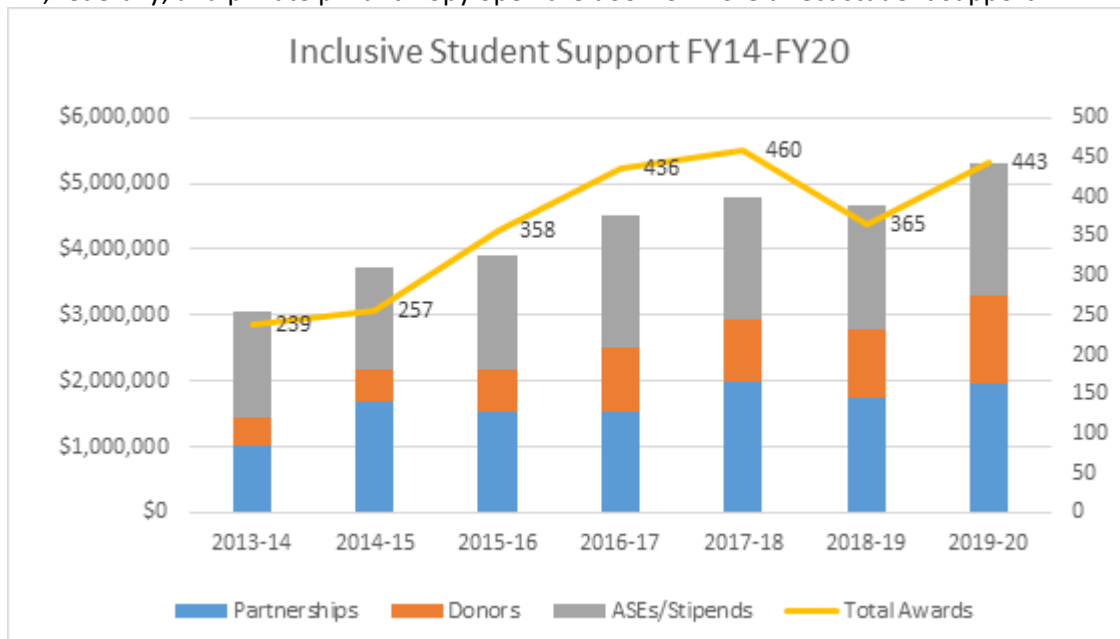
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Due to the social justice issues of salary and indebtedness, the School has sought to ameliorate student debt both through low tuition increases and more importantly thru aggressive donor support. As shown in the chart below, the School's support for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

- There has been almost a 100% increase in the total number of awards distributed with each student averaging over \$9,416/MSW student among donor and program supported scholarships & stipends annually between FY14-FY20.
- Private philanthropic support experienced the greatest increase since FY14, increasing over 129% from \$.4M to \$1.3M 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).



Inclusively our total support of donor gifts, stipends, and ASE appointments to our MSW and PhD students is well over \$5.3M (130% increase from FY14-FY20) and will continue to increase as new partnerships with the State of WA, federally, and private philanthropy open the door for more direct student support.



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Our PhD program is very different than our MSW program of study. Our PhD students receive close to full gift, research, trainee or teaching opportunities for their entire period of study (88% funding for the entirety 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.

Overall SSW provides quite a bit of support for all our student degree programs:

- In FY20 over \$5.3M of scholarships, fellowships and ASE appointments were allocated to student ranks of BASWs, MSWs, and PhDs
- Out of \$5.3M - MSW students received \$3.7M of funding
- MSW students whether resident or non-resident received generous funds towards their education:
 - For FY20, over 395 unique awards were distributed by MSW student classification
 - 236 awards for MSW Day students – over 67% of Day students received funding
 - Residents:
 - 151 awards for MSW residents – 64% of all resident students
 - Average MSW resident award - \$9,017/year
 - Non-Residents:
 - 85 awards for MSW non-residents – 73% of all non-resident students
 - Average MSW non-resident award - \$10,176
 - 159 awards for MSW EDP students – over 76% of all EDP students received funding
 - Average EDP award - \$9,389

Net tuition resulting from student support for recipients:

- Based on the number of awards, average amount of awards and when factoring in average annual tuition & fees, the net tuition for recipients was affected as follows:

	Total yrs	Annual Tuition/Fees	Total Program Tuition/fees	Ave award	Total support	Net tuition
MSW day-Res	2	\$18,789	\$37,578	\$9,017	\$18,033	\$19,545
MSW EDP	3	\$18,816	\$56,448	\$9,390	\$28,169	\$28,279
MSW day-NR	2	\$32,112	\$64,224	\$10,176	\$20,352	\$43,872

While the push for increased support by scholarships, stipends, and other student centric opportunities never ceases, the School will always work diligently to provide as much support to all ranks of students so that they may choose social work as a profession without pause due to debt burden.

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.

Waivers at the School of Social Work have fluctuated over the years. The volume of waivers at SSW averaged about \$440,000 annually over the past 2 fiscal years yet have increase greatly in FY20. Waivers come from a variety of opportunities including ASE and stipend appointments to tuition exemption programs. SSW can only control waivers it assigns via stipends or positions it hires for centrally. Non-SSW waivers are currently beyond our control so while they support students, the ability to predict them is impossible under current circumstances.

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Waivers	2016	2017	2018	2019	2020
SSW	\$124,973	\$120,464	\$197,006	\$255,978	\$353,036
Non-SSW	\$155,183	\$183,688	\$232,224	\$208,351	\$318,629
totals	\$280,156	\$304,151	\$429,230	\$464,329	\$671,665

total increase	\$23,995 8.6%	\$125,079 41.1%	\$35,098 8.2%	\$207,336 44.7%
SSW increase	-\$4,509 -3.6%	\$76,542 63.5%	\$58,972 29.9%	\$97,058 37.9%
non SSW inc	\$28,505 18.4%	\$48,537 26.4%	-\$23,874 -10.3%	\$110,278 52.9%

The uptick has benefited students; yet, questions of how waivers can and should be assigned is one SSW wishes to pursue more thoughtfully at the UW so the waiver can impact student need while allowing SSW some measure of control to maintain solvency as waivers ultimately are forgone revenue that supports the entire school.

- 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 go into a deficit situation within a year or two as we need to raise approximately \$275,000 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 40% 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 40% of our students only. Further, we would not be able to hire any faculty or staff to support our increased enrollments until we became solvent. With merit and the advent of Workday finance, we need to increase our tuition in part to support our programs and provide enhanced supports to students.

- 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 while PhD students have a 2% increase annually. The recommended rates 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 for our MSW program and under the 40th percentile for our PhD program. For a public university that is ranked 3rd in the



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country and 1st worldwide by the Center for University Rankings, the program is right priced for the value and staying close to the 50th percentile is an important goal for the School. When compared with similarly ranked programs, the UW School of Social Work is affordable; however, understanding that tuition historically is high everywhere the goal is to fund raise and provide opportunities to continue to lower net costs for students as demonstrated above.

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Section 8: Communication with Faculty & Student Stakeholders

- 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 1, 2021 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.**

Monday, September 21, 2020

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

Kevin Haggerty – haggerty@uw.edu

Bonnie Duran – bonduran@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 1, 2021 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.**

Monday, November 2, 2020

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

Gina Casillas – boitron@uw.edu

Akiksha Chatterji – akikshachatterji@gmail.com

- 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.**

Faculty, staff, and students have participated in an ad hoc budget advisory group around initial budget cutting exercises; however, more meetings to confirm rates still need to take place over the next month.