

Unit: UW Tacoma

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.**

Our answer is “no” with respect to our strategic plan, but “yes” with respect to our budget process. UW Tacoma just began the fifth and final year implementation of **Charting our Course**, the UWT 2016-2021 Strategic Plan. This plan's impact goals will not change, but the environment in which we endeavor to achieve them will definitely change. First of all, in light of the pandemic and associated difficult financial situation the UW is currently experiencing, which includes our campus, we are working to achieve the goals of that plan within our current funding levels and through continuous reallocation of resources. The reallocation efforts are focused toward helping students persist during the pandemic and increasing attention to equity and inclusion during the crises and in particular, directing our work toward responding to the findings from the recent tri-campus climate survey. We have launched a four-subcommittee effort focusing on each of the major constituency groups surveyed; undergraduate and graduate students, faculty and staff. These groups are charged with proposing strategies to improve conditions in areas of concern that came to light from the survey data.

The early work our campus did in equity and inclusion in response to racial injustice in summer and fall 2020 better equips us to respond to the climate survey implementation plans being formulated. That being said, the climate survey results, both campus-level and unit-level along with information being discovered by our Implementation Teams demonstrate that there is much work remaining. Finally, our strong focus on student success and completion has resulted in significant increases in retention which in turn caused higher numbers of students to progress toward their degree. Thus UW Tacoma has bucked national trends and has experienced enrollment increases each of the past three quarters since the pandemic began.

As far as our budget process is concerned, while we believe we have made significant steps forward with respect to shared input and transparency over the last five years, we know that there is always room for improvement. Therefore this year we are striving to garner even more input from our campus constituencies and provide even more transparency and clarity with respect to our budget processes, both in determining where we can make strategic reductions and where we can make new investments. Also our early work in reallocation helped us respond to the need to return \$1.18M centrally to UW Seattle in September 2020. Budget information sessions have been organized and held using Zoom. The Budget and Planning Website is being overhauled and additional layers of interaction and input with campus constituency groups have been put into place and will be described more completely in subsequent sections.

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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.**

No changes proposed.
- 2) **Explain whether and how each proposed change will affect peer comparisons and/or whether a market analysis was conducted.**
- 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.**
- 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.**
- 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.**
- 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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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.**

Wednesday, December 9, 2020

UW Tacoma faculty leadership has been involved in the process all along the way. Sarah Hampson, Chair of the UW Tacoma Elected Faculty Executive Council is a member of our campus Executive Budget Committee (EBC) that initiates all of the planning, discussion, and decision making around the campus budget process. Both Sarah Hampson and Vice Chair of Faculty Executive Council, Turan Kayaoglu are also members of the Chancellor's Budget Advisory Committee (CBAC). This committee makes recommendations directly to the Chancellor to help guide the work of the EBC mentioned above. The CBAC also includes the President and Director of Finance of ASUWT to ensure student representation as well as the Chair and Treasurer of the Campus Staff Council to add staff input to the process. The EBC has been meeting every other Monday since the beginning of the fall 2020 Quarter and the CBAC met once a month in the fall and will continue monthly meetings until the completion of the FY 22 Budget Process later this spring in June. Each of these three constituency groups then meet separately to deliberate and prepare feedback from a wider constituency base to be provided back to the CBAC during its next meeting. Faculty Councils and/or school-level budget committees were also ask to be involved in the process in ways appropriate for each particular academic unit at the school level

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

Sarah Hampson, Faculty Assembly Chair, hampsons@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.**

Wednesday, December 9, 2020

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

Vincent Da, ASUWT President asuwtp@uw.edu

Drew Dunston, ASUWT Director of Finance asuwtfin@uw.edu

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- 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.**

Vincent Da and Drew Dunston both serve on our student government on campus and they serve and sit on the Chancellor's Budget Advisory Committee. Each meeting the Chancellor gives updates and asks for recommendations based on the impending budget decisions he presents during the meeting and asks each stakeholder what effect the proposed action taken might have on them. This allows students a chance to provide their perspective and to ask detailed questions about the budget with their stakeholder group in mind.