



UNIVERSITY of WASHINGTON

FY2024 Operating Budget Development Narrative Prompts

College of Built Environments

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 already created

- 1) Please briefly summarize your unit's/campus's strategic plan and how your FY24 operating budget proposal (as submitted in Workday Adaptive Planning) connects to your campus/unit strategic plan. *Word Limit: 500*

The College of Built Environments collectively developed and adopted a [strategic framework](#) in Spring 2021. The framework proposed that we: build our reputation as a beacon on inter- and intra-disciplinary collaboration; embrace inter- and intra-disciplinary collaboration as a core curricular value that shapes student experiences and professional practice; activate academic and professional partnerships unique to CBE to accelerate collective goals; ensure the most positive, welcoming experiences possible for prospective students, students, and graduate; focus investments primarily towards maximizing positive impacts on our goals; and continue to support less urgent but equally important work on a slower cycle of investment. We organized these efforts by the strategic framework's three pillars of Collaboration and Impact, Bold Thought Leadership, Equitable and Just Practices, with targeted strategies and actions.

We believe that a unit's spending reflects the strategic goals, and our FY24 operating plan reflects these efforts throughout. The FY24 operating plan builds and expands the strategic framework implementation began in August 2021:

- Increased training of faculty and staff on health, mental health, and understanding their role in supporting the student code of conduct
- Potential funding to add a 0.5FTE mental health specialist available to CBE students in coordination with UW Hall Health to address urgent needs for CBE students
- Increased communication and coordination among programs to address students' interest in interdisciplinary work
- Increased internal support for interdisciplinary partnerships among faculty through the Inspire and Covid research restart funding to (re)build research portfolios and seed new opportunities
- Development of the BE curriculum providing educational support to a larger population of UW students, teaching and funding opportunities to BE PhD students, and a wider variety of interdisciplinary courses for existing CBE students
- Space alterations built on the ideas of collaboration, climate solutions, and equitable and just practices addressing the current space planning analysis, where the goals are centered on inclusive engagement, deep collaboration, instructional spaces, welcoming and brave space, promoting health and wellbeing, and anticipating the future.
- Increased research capacity and infrastructure with the goal of increasing ICR, particularly with new Federal funding around climate solutions and built environments and a new cohort of tenure track faculty who are collaborating with tenured faculty. With additional staff and support we are providing training, internal funding, matching funds, and resources to faculty.

Increased support of faculty and staff through the creation of the [CBE LEADS program](#) to offer development opportunities to faculty, unit adjustments and staff salary market adjustments to ensure the retention of high quality faculty and staff in support of our students, re-launched CBE Diversity Council offering faculty, staff, and



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student representation working collaboratively to shift CBE toward a more supportive and inclusive environment.

- 2) Building on the responses your campus/unit submitted during the FY23 annual review cycle ([posted here](#)), how has your unit/campus integrated the themes and goals of [the 2022 – 2026 UW Diversity Blueprint](#) into your campus's/unit's ongoing work to take actions towards access, inclusion, and equity? *Word Limit: 750*

Last year, we included the following goals:

1. Using Provost funding support, we are starting a survey to analyze space utilization, equitable, accessible and welcoming/comfort of students using those spaces. We expect recommendations on the academic workplace of the future will influence UW and beyond.
2. Attracted investment by donors and professional partners, increased URM student recruitment by offering structured research and internship models. This is Applied Research Consortium for graduate students and Aspire for undergraduate students (note: Aspire is a major focus of the new deanship funds)
3. Trainings, ongoing since 2019, including video resources and facilitated discussions on topics such as anti-bias training, DEI practices online, DEI practices in times of crisis, and Supporting Students.
4. Re-launched the CBE Diversity Council, composed of faculty, staff, and students, supported by a consultant hired to assist them with diversity strategic planning.
5. New policy on compensation for students participating in demanding service (such as Diversity Council or the Fabrication Lab Advisory Council) where their lived experience gives them expertise not otherwise available to the college.
6. Planning for lead diversity officer (see PRF proposal from last year)
7. Cohort hire to increase support for diversity hires and promote interdisciplinary collaboration across the college including training on implicit bias and recommended hiring practices provided by Chad Allen for all CBE search committees and faculty
8. Some progress in standardizing hiring and onboarding practices for faculty, staff, and students including providing information regarding UW affinity groups in written onboarding materials.

In early 2023, CBE in partnership with Kieran Timberlake held a series of engagement activities for faculty, staff, and students to provide feedback and input on existing CBE spaces. We intend to use some carryover funds to address some of the identified gaps in FY24 as part of a brave space pilot program.

The Applied Research Consortium and Aspire programs continue to thrive and create opportunities for URM students to learn in partnership with local firms and donors. To supplement these programs, we are using the additional funds of the John and Rosalind Jacobi Family Endowed Deanship to further build out student services within the college, including a new search for a Recruitment and Student Success Specialist and a permanent Director of Student Services.

The CBE Diversity Council engaged a facilitator to help develop the CBE DEI Strategic Plan which is on track to be completed this spring.

While the new written policy on student compensation for participation on committees is still in progress, we have implemented the practice. Students receive \$100-\$200 for participation on college level committees to offset their time and commitment to bettering the experiences of their peers.

The need for a lead diversity officer still exists. While the CBE Diversity Council has done an excellent job of setting the framework for the college to move forward with the new DEI strategic plan, it is clear that the college



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needs the leadership and administrative position to provide consistent efforts. This will likely be a position CBE will fill in FY24.

CBE successfully searched and recruited a cohort of five new faculty members in AY22-23. These five faculty participated in CBE's new onboarding process designed by our HR Administrator in collaboration with the Associate Deans. It included the basics of UW employment as well as a deep dive into the CBE practices and resources available to them. The onboarding process included several lunch time sessions with CBE administration and peers to help welcome them to our community and offer opportunities to make connections. Several of the cohort hires are currently working collaboratively on research projects and proposals with each other and their CBE peers. They also had opportunities to meet other faculty with similar interests across campus.



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Tuition Based Program Rate Recommendations - Narrative Section

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-- If applicable to your unit. If not applicable, simply leave this section blank --

Responses to the questions below are required for each tuition category that your unit/campus recommends adjusting (as submitted to OPB by 2/1/23). **Please note question #7 is required for any programs for which no tuition increase is requested.** 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. *Word Limit: 500*
 - 2) Explain whether and how each proposed change will affect peer comparisons and/or whether a market analysis was conducted. *Word Limit: 500*
 - 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. *Word Limit: 550*
 - 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. *Word Limit: 250*
 - 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. *Word Limit: 250*
 - 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?) *Word Limit: 250*
 - 7) If you are not planning to increase tuition for any program, please respond to the following: Generally, small, inflationary increases (1-2% annually) are preferred over no increase or large increases every few years. Please answer the following questions for each program where no increase is requested. *Word Limit: 250*
 - a) Please explain why this program's rate does not warrant an increase by describing the program's financial position, structure, peer comparisons, or other relevant information.
 - b) What do you currently anticipate annual rate change requests will be for the next two years?
- a) We have two graduate tuition tiers in the College of Built Environments – 1) Masters of Architecture and Real Estate and 2) Masters in Landscape Architecture, Construction Management, and Urban Design & Planning. The tiers were developed well over a decade ago given the circumstances of the programs' peers and structures at that time.



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We are not proposing tuition increases for this year in order to evaluate the tuition tiers as a whole – whether they are set up correctly, what the comparable peer institutions are charging, and the impact it might have on our enrollments. We intend to complete a five-year plan that will be assessed annually moving forward. At this time, our college tuition tiers fall in the upper quartile of peer comparisons and an increase in tuition may impact the enrollments, where we have received fewer applications for the coming academic year. We will likely have smaller, incremental tuition adjustments in future years but for this year, we are not recommending a tuition increase.

- b) As mentioned above, this has yet to be determined but we envision small, gradual increases over some period of time to minimize the impact to students. We do not anticipate large increases over the next two years.



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Communication with Faculty & Student Stakeholders

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-- If applicable to your unit. If not applicable, simply leave this section blank --

Communication of your unit's/campus's annual review materials, including your proposed FY24 operating budget, narrative responses and tuition rate recommendations is an important and necessary component of the UW's budget development process. Your responses to the questions below will be documented and included as part of the FY24 operating budget development review materials provided to Executive Leadership of the UW. **It is expected that all unit/campus review and consultative processes are completed by the March 17, 2023 due date.**

- 1) Please indicate 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

2/23/2023 and 3/1/2023

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

Jeff Hou, jhou@uw.edu

- 3) Please indicate 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.

2/23/2023

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

Brooke Bradford, bradfb@uw.edu
Meghan Emani, kemani@uw.edu
Eve Yixuan Wang, eve924@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.

Dean Renee Cheng and Associate Dean Christopher Campbell met with the Student Council on January 17, 2023 to discuss the planned tuition recommendation that was submitted by February 1. They reviewed the lack of increase and reasoning behind it as well as the planned five year tuition plan that will be developed over the next year. Student representatives also joined a joint session of the elected faculty council and leadership group (2/23/23) to review the budget and were provided with a draft of the narrative for comment and feedback.