



UNIVERSITY of WASHINGTON

FY2024 Operating Budget Development Narrative Prompts

School of Law

Programmatic & Academic Vitality Narratives

- 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*

Through the collaborative efforts of the UW law dean, faculty, and staff, the unit has been sharpening the focus of its strategic priorities. To support these efforts critical investments are planned in the areas of faculty support, academic affairs, public service, student leadership, academic success, and curriculum development. The unit is poised to expand its brand position in critical areas of importance, including but not limited to the Asian Law Center, Native American Law Center, Global Business Law Initiative, Barer Institute for Sustainable International Development, IP Law, Health Law, and the Tech Policy Lab – all of which maximize interdisciplinary opportunities for a broader impact across the university as well as globally.

At UW Law, excellence is one of our defining values. Our cutting-edge curriculum is designed for professional identity formation which leads to every student finding an opportunity that matches their passion to impact justice. It is our intention and commitment to support all law students with 360-degree wrap around support from faculty, staff, alumni, and community partners. The strategic priorities of FY24 include a commitment to expanding the exposure of the law school's work with specific emphasis on its leadership role in the national and global conversation related to law, justice, and policy. This focus is consistent with the unit's mission objective to be the best law school measured by global impact.

Targeted financial investment will ensure excellence in the law student experience and the successful trajectory of all law graduates. Resources are needed to maintain the competitive edge and exceptional reputation of UW Law consistent with recruiting and retaining the best law students and world-class law faculty. Scholarships that bridge the financial barrier of access to the profession, and scholarships that are competitive with peer institutions are needed for UW Law to continue to serve our mission as a public law school. Investment in experiential learning opportunities as well as fellowships are key tools in preparing the next generation of global leaders in the law.

- 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*

In 2015 (updated in 2021) the unit adopted its Strategic Plan for Diversity, Equity, Inclusion, Multiculturalism and Antiracism (Diversity Plan). The unit's Diversity Plan goals¹ are consistent with and complementary to those in the University of Washington's Diversity Blueprint². Each year, the unit sets institutional priorities related to diversity, equity, and inclusion efforts, assesses progress and impact throughout the year, adjusting as necessary and appropriate.

The unit has focused on the following in the 2022-23 academic year:

Cultivating an Accessible, Inclusive, and Equitable Climate

Based on internal feedback and data from faculty, staff, and students, the unit expanded its definition and conception of DEI to include "Belonging" as a central priority (DEIB). The unit adopted the term DEIB to describe



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and encompass its holistic efforts to create an inclusive and accessible culture that recognizes the many diverse and intersecting identities among the unit's population.

The unit's DEIB efforts included:

- a. Evaluating and revising internal structures related to DEIB work.
- b. Creating the Dean's Student Advisory Committee on Diversity, Equity, Inclusion, and Belonging (DSAC-DEIB) in place of the prior Dean's Advisory Committee on Diversity, Equity, and Inclusion (DAC-DEI).
- c. Formalizing staff participation on the standing Faculty Diversity Committee by adding two permanent positions for staff members, to rotate annually.
- d. Redoubling the unit's efforts to create a holistic experience for students by ensuring that all students feel welcome and can take full advantage of the unit's educational offerings. The unit's efforts related to DEIB are designed to encompass diverse and intersecting identities, including disability, gender expression, and race, among others.
- e. In addition to updating the unit's diversity framework and goals, the unit also:
- f. Continued offering regular DEIB trainings for faculty, staff, and students, including a wide range of topics, speakers, and experts.
- g. Continued developing and implementing curricular changes to encourage students to examine the law through a social justice lens, including instituting a new elective requirement for the class of 2025.
- h. Continued the Gates Public Service Law Scholarship; a program which historically has attracted diverse students. See: <https://www.law.uw.edu/careers/gates/scholarship>
- i. Continued the Gregoire Fellows Program, a program whose goal is increasing diversity in the legal profession. See: <https://www.law.uw.edu/careers/gregoire>
- j. Continued allocating resources and support for the unit's DEIB plan and activities: retaining Dean for Diversity, Equity, and Inclusion-William Covington; budgeting approximately \$50,000 per year with supplements for special trainings.
- k. Continued the annual BIPOC student, staff, and faculty retreat prior to start of the 2022-23 school year.
- l. Creating and implementing pre-orientation programming for students on topics related to academic success.



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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 (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*

The tuition increases in each category are necessary to cover salary increases for faculty, staff, librarian and student employees (COL and Merit) as well as necessary hires for faculty and staff. The need exists to increase faculty and staff to support for academic affairs, academic success, curriculum support, and job placement of law students and reduce concerns of staff overload and improve effectiveness.

- 2) Explain whether and how each proposed change will affect peer comparisons and/or whether a market analysis was conducted. *Word Limit: 500*

The recommended tuition increases are competitive with peer institutions within the unit's category. UW Law would remain one of the most cost-effective public law schools among its peer institutions. We believe this data is reliable as the data comes to us from data collected from the ABA (American Bar Association). As noted in the past, the only limitation to this data is the inconsistency in how schools report their tuition and fees and the data does not tell us detailed information about discount rates. We have done a review of national and regional schools to try and gage market averages. From what we are seeing and hearing we are consistent in our increase proposal. We see possible increases ranging from 0-7% at other schools. Further, most of our fee-based programs are well under the average tuition rates of our national and peer competitors.

- 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*

As a professional school we do not track "low-income" students in the same manner as the undergraduate programs. The information we receive from FAFSA only demonstrates financial need based on the student's individual need and does not include parental information. The majority of our students have some financial need when they start law school. There was an increase to debt load from 2020 to 2021 but that was after a decrease from 2019 of \$3000. The overall debt load was \$114,464 in 2022, and we expect only a very small increase if any with continued work on scholarship fundraising. With increasing tuition, we attribute this slight increase in debt load to the continuation of the tuition waiver program, the small but steady increase in our overall scholarship funds, and the recent ability to deploy additional MacDonald scholarship fund. Reviewing the debt load for the Pacific Northwest schools, UW law students still have the lowest debt load upon graduation. Schools that offer more competitive scholarships are likely to receive greater university, state, or donor support. We remain committed to our fundraising efforts to lessen our average debt load, making law school more accessible.



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- 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*

We do not expect changes in enrollment due to changes in tuition nor do we expect the composition of resident and non-resident enrollment to change. The school continues to be intentional about our recommended increases, keeping the dollar amount increases equitable between residents and non-residents, so not to disrupt our target composition of enrollment. Finally, the school has greatly benefited from the use of tuition waivers. Tuition waivers have proven critical in helping us enroll the quantity and quality of students we desire, especially students from underrepresented backgrounds. The waivers together with our awards of merit aid help us to compete with peer schools with far greater scholarship funds. While we are pleased that we are reducing our reliance on tuition waivers, if they were discontinued, we do not have alternative scholarship funds to offset this loss. This change would certainly impact the composition and quality of students we can admit.

- 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*

Tuition increases are a necessary part of maintaining fiscal health by offsetting increasing costs such as merit and other university mandated costs. If the proposed tuition increases were not approved and implemented, we would need to reduce or eliminate staff positions that are currently open. These increases are critical for covering the required merit increases as well as the University negotiated collective bargaining agreements.

- 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*

Our goal is to ensure the revenue required for a high-quality, high impact, affordable legal education for our students while also minimizing their debt load. As the leading public law school in the Northwest, we want to provide lawyers for every constituency. This includes ensuring access for students from underserved communities and students seeking careers in public interest. Our proposed increase is only slightly higher than last year. By keeping tuition rates as affordable as possible we will remain competitive with our peer schools and safeguard our ability to honor commitments to improving diversity, equity, and inclusion. For JD, LLM and PhD we plan to continue to increase our tuition the same percent to keep up with salary increase, inflation and to add needed FTE to the School. Each year we will review our potential increase to those of our market and peer schools to make sure that we remain competitive.

- 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*



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- 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?



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Communication with Faculty & Student Stakeholders

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

-- 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

[Met with Faculty council of school on 3/16/2023 to review budget and tuition changes.](#)

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

[Lisa Manheim manheim@uw.edu](mailto:manheim@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.

[We will be meeting with student leadership April 4, 2023 to discuss budget planning with the Student Leadership](#)

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

President - Elizabeth Lee: eyl15@uw.edu

Executive Vice President - Olivia Mott: omm3@uw.edu

Treasurer - Nicki Cullen: ncullen3@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.

[Our SBA represents all students at the School of Law and we will meet and discuss tuition recommendations with them on April 4, 2023.](#)