



UNIVERSITY of WASHINGTON

FY2024 Operating Budget Development Narrative Prompts

Submission For: Evans School of Public Policy & Governance/Seattle Campus

Section 1: 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*

Since FY22, the Evans School has operated under a [clear mission and vision](#), grounded in shared values of service, equity and courage. Each spring, we develop an [Annual action framework](#) to carry out those aspirations. We then support program directors in creating annual program budgets aligned with these actions. We also create an annual [Equity and Inclusion plan](#) that further directs attention to addressing the historical biases built into the institution (more on this below). In this way, we try to activate our staff and faculty leadership to bring their best ideas to the Evans School and provide the necessary support for implementation and innovation. These intentional management and leadership activities are yielding results.

In particular, we are proud that the Evans School continues to be recognized by our peers as one of the best schools of public policy and governance in the country; for 2023, we ranked 3rd nationally and are recognized as being particularly strong in environmental policy, nonprofit management and governance, and public financial management.

However, like many UW units, the Evans School experienced a significant transition in staff at all levels in the last year; while this has meant a loss of institutional knowledge in some areas, it also created new opportunities to bring in people more deeply committed to our new purpose and mission. We have hired more diverse people who bring new assets, networks, and knowledge to the school. We are launching new programs for executive-level audiences and expanding our undergraduate programs coursework. We are also living into the newest part of our mission, "hosting communities to co-create solutions to pressing societal problems," through the Evans Policy Innovation collaborative (EPIC) that also involves training leaders across campus in community engagement methods.

As our operations have stabilized, we built a new structure that enables more faculty governance of educational programs and developed new processes that will allow us to grow. In particular, we are focused upon expanding access to a wide array of educational programs. This involves making our current graduate courses more accessible through use of hybrid course design and restarting global study through our international educational partners. It involves launching new graduate certificates with employer partners (and designing them in partnership with the grad school and other academic units on campus so they can be 'stackable'). It involves improving administration and advising to reduce barriers to our under-graduate Minor and laying the foundation for proposing a Major. These steps are essential to continuing to respond to a changing educational environment and delivering on our School's purpose of inspiring public policy and democratizing public policy.

- 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*

As we began 2023, we started to consider what foundation we should be establishing for the "Next 60 years" at Evans (we celebrated our 60th anniversary last year). Those reflections formed the foundation of Dean Sandfort's annual "State of the School" address on January 27th and center on digging more deeply into the



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school's value of equity. In our materials, we use intentional language: "We commit to discovering and daylighting disparities, taking anti-racist action, and dismantling systems of oppression." As a historically and predominately white institution, this commitment has us attending to our operational processes and how we inadvertently perpetuate inequitable outcomes.

We developed our own [5-Year Equity & Inclusion Blueprint](#) (2021-2026) that articulates our unique path in this work, articulates our core objectives, and aligns with the areas in the University of Washington's plan. As noted above, we also co-create an annual plan with faculty, staff and students at our fall "Evans Community Connect" that articulates annual tasks in the various topical areas: climate; education; recruitment; retention and promotion; community & government engagement; and research. Each member of the senior leadership team has an area where they are accountable for results and every quarter there is a discussion about it at our regular meetings to help us take stock. The senior leadership team is now starting our long-anticipated development of a management information system, to help provide easier access to systematic information to hone strategy and enable management. We are committed to creating indicators that help us track the progress we desire on our internal equity and inclusion commitments. For us, the Blueprint is not a symbolic document but one that we use to incentivize and track the type of behavior consistent with our shared values of equity, service, and courage.

We also want to build our management capacity around equity and inclusion. Working with an Affiliate Professor, Dean Sandfort is delivering a workshop, "Strategic Management for Equity: Systems, People, Possibilities" for all of the people managers at the school, both staff and faculty roles. This gathering will create more shared language throughout the School about the differences between intent and impact, build awareness of how public bureaucracies (like UW) struggle to support equitable practice, and help identify concrete next steps for continuing to deepen the School's equity practices.



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Section 3: 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*

Requested increases in tuition are needed to provide resources necessary to offset inflation and cost of living adjustments.

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

As was true previously, we conducted a market analysis this year. We historically have pegged our tuition rates to our 15 top national peers, public and private. Our strategy is to stay at the median or slightly below among our peers. Our proposed tuition rates keep us at the median for our public and private peers and put us slightly above the median among our public peers.

On these financial matters, our true peers are other public institutions ranked in the top-10 Public Administration schools (Georgia, Minnesota, Indiana, Texas-Austin, Berkeley and Michigan-Ann Arbor). Based on feedback from applicants who chose to attend another university, most frequently we lose admitted students go to these other public universities. They have a variety of financial dynamics that we try to adjust for:

- **Indiana University at Bloomington:** tuition is higher but they have more scholarships and lower cost of living (UW tuition currently 13% less in-state, 54% less out-of-state);
- **University of Texas at Austin:** tuition is significantly lower (UW tuition is currently 30% higher for in-state, 21% for in-state)
- **University of California at Berkeley:** this school has had to raise its tuition significantly over the last decade and now UW tuition is 70% less for in-state and 27% less for out-of-state. This – as well as the distinctive flavor of the Evans School program allows us to compete effectively with them.

- 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*

Our recommended 4% tuition increase will have a modest impact on student load debt, and we intend to offset this modest impact by continuing to provide non-service fellowships while increasing our paid student appointment opportunities.

- 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:*



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We intend to maintain a similar number of waivers in relation to our class size. We do not expect a decline in enrollment due to tuition increase.

- 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*

We are anticipating a similarly small class size in FY24. This combined with no tuition increase would provide a financial hardship for the school that could result in loss of positions which would diminish the student experience.

- 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 strategy for the next 3-5 years will reflect market factors and peer institution changes, which are hard to predict considering the continuing pandemic, improved career opportunities, and economic recovery in general. We will continue to target tuition at approximately the median of the top 15 peer institutions as has been our long-term positioning.

- 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?



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Section 4: Communication with Faculty & Student Stakeholders

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

- Monday, March 6, 2023

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

Faculty Council Chair, Steve Kosack. skosack@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.

- Friday, October 14th, 2022: Meeting with Dean, Assistant Dean, Finance and Administration and Evans Student Budget Council (ESBC) meet to reflect on FY23 process and discuss changes in FY24 process with UWFT.
- Tuesday, March 7, 2023: Budget conversation, Assistant Dean, Finance and Administration and Evans Student Budget Council (ESBC) meet to discuss shared budget documents and high-level priorities for Evans and ESBC.
- Thursday, March 9, 2023: Assistant Dean, Finance and Administration and Evans Student Budget Council (ESBC) meet to discuss additional questions from ESBC.

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

ESBC Chair, Cathy Landry, clandry1@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.

Assistant Dean of Students met with students to discuss tuition recommendations and Evans Student Budget Council (ESBC) sent a survey to students for feedback. There was appreciation for the tuition rate analysis being done this year and while they'd prefer no tuition increase and feel tuition is high, they understand the impact of inflation, supporting the student experience through the support of faculty and staff salaries and that we are trying to keep increases minimal while we're seeing a number of peers increasing tuition significantly.