



UNIVERSITY of WASHINGTON

FY2024 Operating Budget Development Narrative Prompts

University of Washington Tacoma (UWT)

Section 1: 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 University of Washington Tacoma (UWT) bases its planning within a Strategic Plan that guides the core mission, vision, and values of the campus. The current plan runs from 2022 through 2027. The plan is the cornerstone providing support to all our academic, financial and operational decisions.

Focusing on 5 Strategic Priorities of Students, Communities, Scholarship, Equity and Vitality and 11 goals – the Strategic Plan provides UWT with a framework for growth and sustainable campus planning.

The Executive Budget Committee (EBC) is comprised of the executive leadership team, Faculty Assembly Chair, Staff Association Chair, Associated Students of University of Washington Tacoma (ASUWT) President, and the ASUWT Director of Finance. The EBC advises the chancellor on the allocation of resources, including new initiatives or tops with significant financial impact to the campus and overall budget.

Transparency regarding the budget process includes unit meetings, Campus Updates, campus communications, Faculty/Chancellor listening sessions and Faculty Assembly meetings to name a few.

UWT continues to examine its efforts, and redirects resources in response to actual result and outcome, all while ensuring that the budget proposals consider the long-term obligations and solvency of the campus and ability to maintain its mission, focusing on our strategic priorities.

When making targeted reductions for FY24, UWT has prioritized student and faculty success while reducing spending in non-critical areas.

- 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 November 2021, Chancellor Sheila Edwards Lange charged a committee to engage our campus communities in renewing our strategic plan. The charge specifically called for the plan to say who we are, what we aspire to, what our goals are and how we plan to get there. She called for specific, measurable goals and strategies to ensure our success in achieving a bold vision. Equity and Inclusion is 1 of 5 strategic priorities included in the Strategic Plan.

VISION

The University of Washington Tacoma fosters a thriving and equitable society by education diverse learners and expanding knowledge through partnership and collaboration with all our communities.



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The University of Washington Tacoma (UWT) is home to a diverse student body – 63 percent students of color, 34 percent historically under-served students of color, 54 percent who are the first in their family to go to college. As such, actions towards access, inclusion, and equity are imbedded in every one of goals and strategic priorities.

The campus supported a first year pilot of a Black, Indigenous and People Of Color (BIPOC) faculty mentoring initiative as well as a BIPOC faculty research initiative.

The UWT Center of Equity & Inclusion (CEI) has been busy. Of particular note, this fiscal year, was the hosting of a campus-wide Diversity Equity and Inclusion (DEI) professional development opportunity – *Building Beloved Communities through Mindful Communication*. This workshop was hosted on March 10, 2023 and brought together nearly 300 staff, administrators and faculty to engage across socio-cultural differences – demonstrating that when we focus on building meaningful relationships, we build a solid foundation for beloved communities in and outside the classroom.

Additionally, the Mindful Facilitation Certificate program will start March 24 and conclude May 5, 2023. And, during the remainder of the academic year, CEI will facilitate community building workshops for students (in partnership with Student Affairs) and DEI conversation with three units/schools, in partnership with imbedded Inclusive Excellence Ambassadors affiliated with those units/schools.

Heading into FY24 plans include the development of a DEI Action Plan (Fall 2023) that will be our UWT Roadmap to Inclusive Excellence.



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Section 3: Tuition Based Program Rate Recommendations - Narrative Section

*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 --

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*

We are requesting an increase in the MSBA resident tuition. This tuition increase will be used in part to offset higher market wages for industry experts necessary for our STEM related program. We are requesting an increase in the MSBA non-resident tuition. We have a large component of international students, and this will ensure that the price differential between the two categories stays constant.

We are requesting an increase in the MBA to cover inflation related cost increases associated with staffing, marketing, recruiting, admissions and advising costs for the program.

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

Our MSBA program is still less expensive than nearby competitors. The increase in resident tuition will still maintain a lower tuition.

Our current total MBA program cost (including fees) for residents is significantly below market relative to our regional peers (including other UW campuses) who offer comparable in-person or hybrid part-time MBA programs for working professionals. For resident students, our total program cost including fees averages 82% of the total program costs including fees for our regional peers. Because our program is part-time and targeted to working professionals, we rarely enroll non-resident students and once enrolled, those non-resident students as working professionals, typically move into resident status over the course of their studies. Also, as a part-time program, international students are not eligible for admission.



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- 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*

For resident MSBA tuition, the increase is small, and students are eligible to receive scholarships. For non-residents MSBA tuition, these students are not eligible to receive student loans.

The current tuition increase proposal is for 2.4% and will mean an increase in total tuition costs over the course of resident students' study of \$1160. The current tuition increase proposal is for 2.4% and will mean an increase in total tuition costs over the course of non-resident students' study of \$1688.

Approximately 1/3 of our students are veterans and eligible for tuition waivers. Given that the current course load students typically take per quarter is 8 credits, we introduced several 2-credit course offerings in AY 2021-2022. Complementary to these 2-credit course offerings we have adopted scheduling strategies to ensure such students are able to fully maximize their veteran tuition credits by taking a full load of courses each quarter. This approach also offers all students the opportunity to reduce their overall time to degree, which reduces their overall program tuition costs. Finally, we offer a variety of merit and endowed scholarships for which our students are eligible. We work diligently to assure students are aware of these opportunities and strongly encourage student to apply for them. Given the small size of the MBA program, the availability of diverse scholarships assures broad eligibility among our students for scholarship support.

- 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* No changes expected for the MSBA.

Given the competitive price point for the MBA, which will be maintained even with the tuition waiver, and the lack of few other in-person/hybrid part-time MBA programs being offered in the South Sound, we do not expect the small size of the tuition increase to negatively impact our enrollment. Indeed, part of our strong appeal in the South sound is the access we provide to a UW branded MBA. Within the UW universe, we are an appealing option as our tuition costs average 68% of our UW peer program tuition costs. Given the already broad eligibility of our students for tuition support, namely Milgard and UWT scholarships and veterans tuition waivers, we do not anticipate any impact on the volume of waivers awarded by the Milgard School directly.



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- 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*

For resident MSBA tuition, If the change were not implemented it would be harder to secure the quality of faculty that has made our program so well regarded. The student experience would suffer.

For non-resident MSBA tuition, If the change were not implemented it would be harder to secure the quality of faculty that has made our program so well regarded. The student experience would suffer.

The MBA program is currently extremely lightly staffed at 25% of a staff position for advising and 25% of a staff position for recruiting and admissions. We rely exclusively on shared school resources for updating web and other social media pages. In short, we are currently severely understaffed as regards staff support to address key functions that support our ability to sustain and grow enrollments and support our students once they have entered the program. Any continued erosion of our staffing capacity will negatively impact our ability to effectively recruit and adequately serve students once enrolled.

- 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*

No significant rate changes are expected except periodic inflation adjustments for the MSBA.

In the previous 5 years, our tuition strategy for the MBA program had been to request more substantial increases on a more periodic basis. With the change in statutory authority as regards tuition increases for state-funded, tuition based programs, we cannot assure our ability to cover increased operating costs by pursuing a more intermittent tuition rate strategy.

- 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*

- 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.
- 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

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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.

We have consulted with Faculty leadership throughout the fall quarter of 2022 and into the winter quarter of 2023 through our Executive Budget Committee (EBC) series of meetings.

The Executive Vice Chancellor for Academic Affairs, in conjunction with Deans, worked within schools and with faculty on a school-by-school basis. The Vice Chancellor for Finance & Administration also attended the Executive Council meeting of the UWT Faculty Assembly on 03/17/2023 to discuss the FY24 budget outlook and plans for FY25.

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

Menaka Abraham, M.S.

Chair for Faculty Assembly 2022-23

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- 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 have consulted with Associated Students of University of Washington Tacoma (ASUWT) leadership throughout the fall quarter of 2022 and into the winter quarter of 2023 through our Executive Budget Committee (EBC) series of meetings. The ASUWT President is fully integrated into the EBC forum. There will be several sessions upcoming associated with both strategic academic, and sustainability planning in 2024 where student collaboration efforts will be included.

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

Jai'Shon Berry

ASUWT President

asuwt@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.

This consultation is TBD.