



UNIVERSITY of WASHINGTON

FY2027 Operating Budget Development Narrative Prompts

OPERATING BUDGET PROPOSAL NARRATIVE PROMPTS DUE MONDAY 2/23/2026

Section 1

- 1) Please select your unit or campus.

Evans School of Public Policy and Governance CCH100019

Section 2: Programmatic & Academic Vitality Narrative

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

- 2) In bullet format, please list your operating budget priorities for the upcoming period and describe how your campus/unit is aligning available resources with strategic programmatic goals and university initiatives such as the Diversity Blueprint, Population Health, etc. (Where possible, you are encouraged to leverage published materials already created) *Word Limit: 500*

-> Required, after answering go to Next Section, Question #3

Evans School budget priorities & strategic alignment with University priorities:

- *Stabilize graduate enrollment while preserving program quality*
Given the volatile external environment for public affairs, the School is projecting modest graduate growth and intentional stabilization in the outyears. The faculty have continued to make curricular enhancements that allow us to better align with market demands without compromising quality.
- *Expand undergraduate education intentionally*
In our first year the undergraduate Public Service and Policy major has exceeded our initial enrollment projections, providing a suggestion that there will be sustained student demand. Moderate out-year growth projections position the School to broaden educational access and strengthen our long-term financial resilience. We also continue to invest in non-credit programs that support next generation civic identity formation for all UW students aligned with the goals in UW's Diversity blueprint.
- *Align faculty hiring with instructional demand and institutional priorities.*
The School is proposing two faculty hires annually across the forecast period to address anticipated retirements. We will be making these hires across roles, including tenure-track, teaching track and professors of practice, to ensure instructional capacity grows in step with undergraduate course offerings.
- *Advance Civic Health as a signature academic priority.*
Dean Sandfort is a tri-campus leader in the Civic Health Initiative, responsible for elevating and integrating the work across the three campuses. Our faculty have contributed to the Core Team and benefited from the Initiative's small grant programs. This work involves student-facing programs, research activities, and efforts to enhance the public impact of research. Dean Sandfort also has capitalized on the Evans School's national reputation and is catalyzing other R1 universities into a network focused upon faculty capacity building and storytelling about how public universities' research supports state and local leaders.
- *Maintain structural balance as part of financial stewardship.*
The School's budget strategy prioritizes maintaining a balanced operating position without reliance on reserves, supported by cost-containment strategies (particularly within non-labor expenditures) while protecting core academic investments. Tuition projections were developed in close alignment with the University's ABB methodology, increasing confidence in forecast reliability while preparing the School for the anticipated transition to Incentive-Based Budgeting (IBB).



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- *Enhance revenue diversification to strengthen institutional resilience.*
Evans continues to balance our revenue streams: tuition (core), gifts/service agreements (non-core), and sponsored programs. This diversified model reduces reliance on any single funding source. Yet we also often feel like we are not adequately supported by institutionalized tracking practices that default to standards used in federal grants. We have made progress on developing internal tools for tracking research and non-credit educational activities, irrespective of how the university tracks the revenue source. We stand poised to be a resource to the University if it would be helpful as part of UW's Research Resilience activities. We annually develop an Evans School Annual Action Framework each summer in which we lay out the plans for actions and activities, stressing the intent of such a document is to provide a bridge between our capabilities and aspiration. This academic year, we are developing a new blueprint for our own equity & inclusion agenda because we are reaching the end of the current plans span (2021-2026); we continue to publish an annual report, documenting our successes and challenges.

Section 5: Summary of Required Consultation with Faculty, Staff and Students

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

-- If specific questions are not applicable to your unit/campus, simply indicate n/a --

Consultation with your elected faculty councils, student councils and unit/campus staff, regarding your unit's/campus's budget proposal materials, including your proposed FY27 operating budget, narrative responses, tuition rate recommendations and fee-based rate recommendations are 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 FY27 operating budget development review materials provided to Executive Leadership of the UW.

PLAN NOW to ensure that all unit/campus review and consultative processes are completed by the February 23, 2026 due date.

- 14) 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

-> *Required for UWS Academic Units, UWB and UWT. Other units enter "n/a." Go to Question #15.*

We had a very productive series of meetings with our Elected Faculty Council and the full faculty to continue to develop tools that provide them a level of understanding of the full financial budget and forecast including faculty funds and the school's overall financial conditions. This was the first year of having a complete financial management team, both an Assistant Dean of Finance and Administration and Finance Director, so there were several opportunities to work together. Faculty Council: December 2, 2025 & February 5, 2026 Full faculty: February 11, 2026

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

-> *Required for UWS Academic Units, UWB and UWT. Other units enter "n/a." Go to Question #16.*

Associate Professor, Karin Martin (Elected Faculty Council chair), kdmartin@uw.edu Incoming chair, Associate Professor, Sharon Kioko (skioko@uw.edu) Members: Assistant Professor, Cory Struthers (cstruth@uw.edu); Associate Teaching Professor, Erica Barnhart (enm@uw.edu); Professor Craig Thomas (thomasc@uw.edu)



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- 16) Please indicate the date that STUDENT leadership within your unit/campus was consulted and provided the opportunity to offer input as part of this budget planning exercise.

-> Required for UWS Academic Units, UWB and UWT. Other units enter "n/a." Go to Question #16.

This year, we are pleased to note that because of our focused engagement last year, the student government has changed its structure. Rather than a free-standing 'budget committee, the elected representatives of the Evans Student Organization (ESO) are taking the lead on meetings with us and surveying students. Overall, the ESO were very engaged in learning more and appreciated getting an understanding of our strategy and transparency. We met with them for consultation on January 28, 2026, are looking forward to the results of their survey, and will continue to work with them as we continue to hone our operational budget related to student services in the spring quarter.

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

-> Required for UWS Academic Units, UWB and UWT. Other units enter "n/a." Go to Question #17.

Emillio Castaneda, 2nd year MPA student, ecasta96@uw.edu

- 18) Please discuss how you involved your campus or unit faculty EFC, how you consulted with students, and how you engaged with staff in the budget development process.

In response to student feedback, the Assistant Dean is planning a series of full student-body discussions to provide a high-level overview of the School's budgeting process, including budget timelines, major expenditure categories, and the scope of school-level budget decisions. We see this process as an important way to support students' professional development in the areas of the financial management of public organizations. This will work in tandem with the ESO annual budget survey for additional student feedback.

- 19) Since submission of your tuition and/or fee-based rate recommendations on January 30, 2026, has your unit/campus received any additional feedback from students? If so, please summarize here.

-> Required for all units/campuses. Go to Question #19.

No