



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.
School of Public Health CCH100057

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

The School of Public Health (SPH) continues to operate within a strategic framework that supports our dual commitments to:

- *conducting groundbreaking research that addresses major health challenges in our region and globally, and*
 - *educating visionary public health leaders who partner with communities to advance population health.*
- Although the SPH 2020–2025 Strategic Plan has formally concluded, we continue to use its guiding principles while intentionally pausing the launch of a new planning cycle until the conclusion of President Robert Jones's upcoming UW wide strategic planning initiative. This will allow SPH's next strategic plan to be fully aligned with institutional priorities.*

FY27 Budget Priorities & Alignment of Resources

- 1) *Stabilizing the Research Enterprise*
 - *SPH faculty, students, and staff continue to sustain more than 500 active grants and contracts across the School, with robust community engaged practice partnerships.*
 - *Federal Stop Work Orders (SWOs) have decreased significantly compared to last year; however, the federal research funding landscape remains volatile and has contributed to a substantial decline in indirect cost recovery (ICR) revenue.*
 - *We are actively collaborating with faculty leaders and community partners to anticipate and respond to ongoing research funding pressures, including scenario planning, personnel impact mitigation, and proactive communication.*
 - *Despite revenue challenges, SPH continues targeted investments through Research Initiative Funds from the Office of the Dean, with an emphasis on supporting applications for new anchor Research Center awards, maintaining a strong training grant portfolio, and innovative early stage research.*
- 2) *Ensuring Academic Excellence & Enrollment Stability*
 - *SPH continues to focus on program quality, student support, and strategic program adjustments that align enrollment with sustainable funding models.*
 - *Enrollment trends present meaningful risks to the School's revenue base:*
 - o *Tuition based master's programs are experiencing double digit enrollment decreases, creating substantial pressure on operating budgets dependent on tuition revenue.*



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- o Undergraduate enrollment is slightly net positive due to the increased admissions cap for the Public Health–Global Health major, though enrollment in the other two undergraduate programs has declined modestly.*
- o Enrollments in fee-based programs are a significant concern. While several programs are stable, downward trends in other programs have led to significant operating losses and led to new application suspension of one program (Executive Master of Health Administration).*
 - Because of solid funding sources, we were able to increase target PhD enrollments to 46 students for AY26-27 from 29 in AY25-26. As the School works to stabilize research funding and master's level enrollment, we hope to expand doctoral cohorts in future years to prior historical levels (60+ students).*
- 3) Alignment with University Initiatives*
 - SPH remains committed to advancing goals within the UW Diversity Blueprint and embedding equity principles throughout research, teaching, and practice.*
 - Following the retirement of the School's Assistant Dean for DEI, SPH is conducting a needs assessment to determine the optimal leadership model for this critical portfolio.*
 - Work in SPH is strongly aligned with several institutional priorities (e.g., AI initiative, climate initiative, debt-free education for Washington undergraduate students) and we look forward to aligning our updated strategic plan with the University's upcoming strategic plan.*

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.

In addition to multiple sessions with Chairs, sessions conducted on 12/8/25, 1/26/26, 2/23/26 were combined sessions with broader SPH leadership team and included EFC

- 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.

Karen Levy, Chair of EFC, klevyx@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.*

01/26/2026

- 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.*

Led by the Dean, DACS consists of approximately 20 students from degree programs across SPH and operates as a 1 credit course for the entire academic year (Autumn, Winter and Spring Quarters). There is no single DACS leader/student point of contact. The DACS roster and contact information for the students serving on DACS is available through SPH's Assistant Dean for Students, Juanita Ricks: jmricks@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.

EFC was consulted as described above in joint sessions with the SPH Executive Leadership team. Students were consulted as part Schoolwide webinar where we discussed the budget and tuition rate process, followed by a more focused session with the DACS group. Staff were consulted by the Assistant Dean for Finance and Administration and the Director of Finance and Research Administration, who regularly met with department administrators and finance staff to discuss the budget and School's strategy.

- 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 additional feedback.