

UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **252 - College of Built Environments**
Staff Growth or Contraction Forecast and Recruitment/Retention Challenges

- 1) Please briefly describe your unit's annual internal budget development process. *Question Type: Free Text, Word Limit: 500, Required For: All Units*

The College sends a version of the narrative to the department chairs asking for feedback. That feedback is incorporated into the college draft, which is then shared in a meeting with the department chairs and chair of the Elected Faculty group. It is revised and sent to the Elected Faculty and Student Councils for comment. The Councils' comments are taken into consideration when finalizing the narrative that is submitted to the Provost. Note this process was begun by Dean John Schaufelberger and completed by Dean Renée Cheng.

- 2) What are 3-5 key elements of your unit's current strategic plan? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

In January 2019, in Dean Cheng's first week in her role, CBE has started a listening and dialogue process that will form the basis for a strategic planning process. The tactical goals listed by Dean Schaufelberger may evolve as Dean Cheng's discussions unfold.

Major tactical goals for the College of Built Environments (CBE) currently are:

- Increase diversity and equity within the College including, but not limited to, student diversity and diversity in the curriculum as well as in the hiring and training of faculty and staff.
- Increase collaborative and interdisciplinary experiences for students, whether they be formal courses, student competitions, or community service projects
- Increase studio capacity to enable enrollment increases in design disciplines
- Increase research productivity of faculty members and strengthen both Ph. D. programs
- Establish relationships with campus and external stakeholders to critically investigate and creatively identify processes and strategies that contribute to more resilient, healthy, and equitable environments
- Increase study abroad opportunities for students

- 3) What major obstacles or institutional barriers currently do, or likely will, hinder execution of your strategic plan? What are you doing to address these challenges? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

Recruitment of highly qualified students continues to be an obstacle. Competing with universities that have more student support funding available reduces our competitiveness, particularly for out-of-state graduate students. We are actively seeking additional student support funding as part of the capital campaign to fund additional scholarships and fellowships to enable us to compete for high-quality students.

Support for strategic plan and goals would benefit from UW resources such as:

- Diversity and Inclusion (D&I) team (see section 5 below: student outcomes)
- Professional and Organizational Development (POD) (for organizational effectiveness)
- University Marketing and Communications (see section 5 below: student outcomes)

- 4) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your unit and/or another unit/campus? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

Increased student funding opportunities could lead to increased enrollment and revenue. We do not anticipate a significant change in enrollments nor do we expect an impact to faculty or staff workload. Additional strategic planning exercises in the coming year with new leadership may lead to additional or revised strategic priorities that might alter this course. The ultimate intents of any strategic activities are to recruit the best students, improve the student experience, and the culture of research and service within the College.



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- 5) What is your unit doing to effectively use resources in a way that benefits your unit and/or other units/campuses? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Administrative Units*

Not Applicable

- 6) What are you doing to improve the experience and outcomes of students in your unit? What could the University do to support your efforts? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UAA, Graduate School*

Each of the professional programs represented in the college works closely with local firms to identify internship opportunities for students that provide realistic work experience prior to graduation. These internship opportunities enhance student learning by providing a realistic context for the topics addressed in the classroom.

The College's equity council has provided a robust lecture series to advance the discussion of diversity and equity in our disciplines. Departments have developed their own equity goals in order to provide a more diverse and inclusive experience for students.

The College and departments are well positioned to benefit from a strategic look at how we are addressing these important issues. Over the next months, we will benefit from consultants and trainings, and we would like to work with the UW D&I Team to identify options for further development.

Our student council revisited their by-laws to revise the participation guidelines, opening the group to more student participation and input. Efforts are being made across the college to include more student leadership in discussions of college efforts. The student council reviews the annual budget submission, has an annual discussion of course fee changes, and opportunities to create social events (coffee with the council) to increase the student voice within the college. They will also have an opportunity to participate in the incoming dean's listening tour to share their visions for the college.

A review of master's degree curriculum in the Department of Architecture focused on reducing the length of time enrolled toward their degree, providing the same standard of education with reduced time and cost on the part of the student.

Additional interdisciplinary studios and seminars allow students to explore their neighboring disciplines and allows them insight into how their disciplines work together in the professional world.

In Dean Cheng's early discussions with students, there were two themes that could be explored with UW support. It's clear that CBE students believe strongly that the built environment in which they work needs to reflect the sustainability, resilience and human-centered best practices that they are studying. A variety of outdated systems and finishes and inefficient use of space is particularly demoralizing for our students. Matching our values with our spaces is of paramount importance. Support from the University for improved basic janitorial services, discussion of the use of CBE space and UW space as a learning lab, involvement in the University master plan and construction projects are all needed.

Students would like CBE to take a stronger leadership role in the community, region and beyond. While there is notable expertise and award-winning work by students and faculty, this could be more celebrated and integrated with larger efforts. Support from the University from Marketing and Communications is needed.



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Faculty/Librarian Trends

- 1) Please discuss your unit's Faculty/Librarian hiring trends and strategies from the last 2-3 years. *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UWS Library*

Other than the hiring for our new Runstad Department of Real Estate, hiring over the past 2-3 years has generally consisted of replacing faculty retirements. Funding limits the recruitment process so we are currently trying to leverage the hiring of similar positions in different fields to create a stronger community available to those hires. The college experiences very little (to no) turnover in our faculty positions.

- 2) How do these Faculty/Librarian hiring trends and strategies relate to your previously stated strategic goals and/or priorities? *Question Type: Free Text, Word Limit: 250, Required For: UWB, UWT, UWS Academic Units, UWS Library*

Our hiring strategies are centered on hiring faculty of diverse backgrounds with importance on interdisciplinary interests. When presented with the opportunity to hire new faculty, we do not have huge financial resources so we look for other research and/or interests to leverage their role in the college, how they can increase their personal goals within existing resources and grow those resources through scholarship and research.



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Tuition Based Program Rate Recommendation Narrative Section

- 1) Which existing tuition categories are you recommending a change to? *Question Type: Select Multiple, Required For: UWB, UWT, UWS Academic Units*

No Changes Recommended

- 2) Please explain why each proposed change is needed and how your unit will use new incremental tuition revenue increases or absorb incremental tuition revenue losses. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

No Changes Recommended

- 3) Explain whether and how each proposed change will affect peer comparisons and/or whether a market analysis was conducted. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

No Changes Recommended

- 4) Discuss the impact of each proposed change on student debt load. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

No Changes Recommended

- 5) 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. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

No Changes Recommended

- 6) 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. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

No Changes Recommended

- 7) For each tuition category that you have proposed changing, please discuss your unit's overall tuition rate strategy for the next 3-5 years. In your response, please explain whether and how long-term strategy connects to "market" rates (e.g. where do you want to be, rate wise, compared to peers?) *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

No Response Provided



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FY2020 Annual Review Narrative Response for: **252 - College of Built Environments** Communication with Stakeholders

- 1) Please enter the date that FACULTY leadership within your unit/campus was consulted and given the opportunity to provide input as part of this budget planning exercise. If not yet shared, please enter the date you are scheduled to consult with FACULTY leadership and, immediately after that date, please send an update to Becka Johnson Poppe, jbecka@uw.edu. *Question Type: Date Select, Required For: UWB, UWT, UWS Academic Units*

Jan 04, 2019

- 2) Please list a point of contact for your FACULTY leadership (including name and email address) *Question Type: Short Answer, Required For: UWB, UWT, UWS Academic Units*

Vikram Prakash, vprakash@uw.edu

- 3) Please enter the date that STUDENT leadership within your unit/campus was consulted and given the opportunity to provide input as part of this budget planning exercise. If not yet shared, please enter the date you are scheduled to consult with STUDENT leadership and, immediately after that date, please send an update to Becka Johnson Poppe, jbecka@uw.edu. *Question Type: Date Select, Required For: UWB, UWT, UWS Academic Units*

Jan 11, 2019

- 4) Please list a point of contact for your STUDENT leadership (including name and email address). *Question Type: Short Answer, Required For: UWB, UWT, UWS Academic Units*

Ingrid Pelletier, pelleing@uw.edu

- 5) Enrolled students affected by tuition rate increases should be consulted on proposed increases before proposals are finalized. In the space below: (1) please describe when and how students were consulted and (2) please summarize the feedback they provided regarding EACH of your tuition recommendations. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

No tuition increases were proposed; no student feedback regarding tuition increases was requested.