

UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **282 - University Academic Affairs**Programmatic & Academic Vitality Narrative

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

UAA is comprised of five administrative units: (1) UAA Dean's Office, (2) Experiential Learning, (3) Honors Program, (4) Robinson Center, and (5) Student Academic Services.

Eighteen departments are housed among these five administrative units and 512 individuals are currently employed (92 permanent staff and 420 students). Total funding for UAA in FY18 was \$18,608,222, distributed as follows: 44.9% GOF/DOF, 32.4% revenue/cost center, 18.3% gift/discretionary, and 4% grants. Approximately 85% of funds go to personnel (60% salaries/benefits; 25% hourly/benefits) and 15% go to programmatic/operational expenses.

Each fall the dean's office distributes all funds received from the Office of the Provost back to individual departments according to the previous fiscal year's allocation. Beginning this past fall, these allocations also included any temporary funds awarded through a formal internal resource request process (noted below in the question regarding our strategic plan).

Other tenets of our internal budget process include the following: Carryover funds are returned to originating department budgets; Salary recapture funds stay with department budgets; ICR revenue is returned to the departments that generate it; Unit-wide taxes are funded at the departmental level; Across-the-board non-variable merit increases are awarded for professional staff with satisfactory performance reviews; and ABB tuition revenue is distributed UAA-wide and not just to the departments that generate it (i.e., some departments "subsidize" others; UAA does not maintain an internal ABB tuition economy).

- 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*

We commenced a strategic review of UAA as a whole in the 2017-18 academic year. In that process we set forth a series of twelve objectives around which we are organizing our collective work for the next five years. What follows is the language of three finance- and organization-related objectives and a brief description of the context of and our intentions for each of them:

"Developing internal governance models that offer more sustainability and greater clarity."

We are reviewing our norms and practices and committed to making changes that explicitly align with our values: collaboration, compassion, curiosity, equity, integrity, and transformative learning. Two tactics serve as exemplars of our work toward this objective:

- (1) We have instituted an internal formal process for requesting funds from the Office of the Dean – a process that calls for, among other particulars, narrative justifications for the request and narrative justifications for the decision.
- (2) We are developing a charter for a UAA diversity council/committee that will serve as an internal complement to the larger agenda of the UW Diversity Council.

"Stabilizing funding for core activities and personnel."

Due to fluctuations in our annual central allocation, we have been funding several permanent FTE on a year-to-year basis. This has been necessary but it is, understandably, the source of considerable anxiety for some. We are engaging in a process of determining on a program-by-program, unit-by-unit basis answers to the following questions:

- What activities are "core" to the work?
- What associated personnel lines are "core" to carrying out those activities?

Concurrently, we are doing a UAA-wide review of individual budgets on a technical level to see if combining or repurposing certain budgets brings greater efficiencies or more stability. We are also using this as an opportunity to look at potential ways to expand our grant, gift, and/or state funding.



UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **282 - University Academic Affairs**

Programmatic & Academic Vitality Narrative

"Normalizing reviews of organizational effectiveness and efficiency."

We are actively engaged in organizational inquiry. There are two examples of how we have engaged in this work over the past year:

- (1) We have reorganized our community engagement and leadership development programs so that they can work more closely together, identify opportunities to share resources, and make organizational decisions that benefit their collective good, and
- (2) We partnered with consultants internal to UW to review our IT infrastructure and personnel, which has resulted in more strategic thinking about transitioning to alternative file sharing services, plans for sunseting and replacing some information systems, and raised questions about how we engage in internal business intelligence/analysis. The outcome we are aiming for in this overall effort is to increase UAA's agility and capacity to be nimble in response to emerging challenges.

We recognize that institutional changes on the horizon, (e.g., Financial Transformation, enrollment management strategy implementation) will call on us to work differently and we are building our capacities and capabilities to do so.

- 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*

We embrace responsibility for the successful execution of our strategic plan. Looking forward, we are of course invested in the outcomes of any adjustments that are made to the ABB model and are committed to being a thought partner with our colleagues in OPB toward that end. One other matter that we have been discussing internally is our capacity to be fully prepared for costs associated with the financial transformation project. Current policy constraining carryover funds is one barrier worth noting. If we were able to carry over a higher percentage of funds we would be better able to "save" in anticipation of this increased expense.

- 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*

As we are in the first year of our five-year strategic plan, we do not anticipate that any of our planned strategic activities will result in material changes to revenues, expenditures, workload, etc., during FY20.

- 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*

We are actively engaged in a series of collaborative partnerships that seek to optimize our resources for the benefit of others. We offer three examples here.

(1) Our First Year Programs unit has worked closely with the College of Engineering to assist in their direct-to-college transition. Specialized orientation sessions and learning communities (i.e., FIGs) have been developed and implemented toward this end, thus ensuring smooth transitions for students within this new system. UAA's First Year Programs and Advising units remain committed to being strong partners in implementing whatever enrollment management changes may be on the horizon.

(2) We have initiated with the Faculty Senate a University-wide conversation focused on the use of course evaluations in the assessment of teaching effectiveness. UAA's Office of Educational Assessment administers IASystem, the UW's de facto course evaluation system, which is used to evaluate over 50% of courses on the Seattle campus and more at the Bothell and Tacoma campuses. We anticipate significant changes in both the form and substance of course evaluation policy and practice and we are committed as a partner with the Faculty Senate in that process.



UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **282 - University Academic Affairs**

Programmatic & Academic Vitality Narrative

(3) The Office of Educational Assessment is commencing with a tri-campus study of teaching and learning in general education courses, which will produce two tangible benefits. One, this study will be an integral part of the writing and planning associated with the University's next accreditation site visit. The NWCCU has pointedly called out the lack of a clear articulation of learning goals associated with the UW's general education program, and this study will help move our campus forward in that regard. Two, this study will inform a growing conversation about general education at the UW, prompted in part through the recommendations found in two of the four enrollment management working groups reports in fall of 2019.

- 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*

As a part of our five-year strategic plan, we are pursuing multiple objectives to improve the experience and outcomes of students who participate in our programs and services. In addition to engaging in more systematic equity-focused assessments of participation and learning outcomes we are working toward the following four objectives (among others):

(1) "Crafting a vision and plan for optimizing the pre-major experience." While students often find their academic "home" within their major department, the journey toward a major can take many different forms. How a student experiences that journey is significantly influenced by the ways in which we welcome them to campus through our orientation program and help them clarify their goals and understand their options through our learning community programs and advising relationships. We are reviewing our work in these areas in light of the evolving enrollment management landscape at the UW, working with colleges, divisions, and departments to align priorities and opportunities.

(2) "Constructing novel learning experiences connected to UW initiatives on campus and around the state." New UW initiatives offer opportunities for our programs to collaborate with other campus units to create new learning experiences for undergraduates. For example, our programs are currently involved in developing ways for undergraduates to connect with the Population Health Initiative through undergraduate research training courses, community-based internships, and FIGs. We are seeking ways to build upon and extend these efforts, through the Population Health Initiative as well as Race & Equity, Innovation, etc.

(3) "Formalizing the study of leadership across the disciplines." UAA has engaged in leadership education efforts at the undergraduate level since our founding a quarter century ago. Over this period of time, the formal inter- and multi-disciplinary study of leadership at universities around the world has grown significantly, as have academic program offerings. We have formed a faculty advisory committee with representatives from every undergraduate-serving college/school to review leadership education offerings throughout the Seattle campus curriculum and to develop a proposal for a minor in leadership studies. A comparable effort is underway at the Bothell campus and we are examining possibilities for cross-campus cooperation/collaboration.

(4) "Deepening critical learning experiences in Southeast Seattle." UAA has built and maintained strong community partnerships in Southeast Seattle for many years through service learning and other community-based education programming. These are partnerships we have mapped, analyzed, and presented to the broader UW community, which in turned fueled the University's thinking and strategy-building around the new light rail connection and the eventual opening of the Othello-UW Commons. UAA is redoubling its focus on Southeast Seattle and developing plans to optimize our teaching and learning efforts there. The Commons will serve as a resource for convening conversations to advance UW's work with the community.