

UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **306 - School of Nursing**
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*

The School of Nursing (UW Campus) continues to use the same internal budget process annually. The Office of Finance and Administration (FA) in the Dean's Office has developed standardized budgeting templates for all departments and units to complete on a fiscal year basis. These templates are updated by FA to include projected benefits, merit rate increases, and any additional across the board changes.

This process typically takes place every March prior to the new fiscal year. Departments and units are to fill out any and all projected expenses for the year. This includes all salaries, benefits and operational expenses. The majority of out expenses typically are wages so we therefore ask the Departments and Units to account for and project out any buyouts from non-State resources. This process provides us with an all-School budgetary picture on what the next fiscal year's future costs will be, along with what the different revenue streams look like. We also will know more about how our State allocations will look based on projected modeling of ICR and ABB revenue from the current fiscal year.

We will have a better grasp on any carry forward funds as it will be Spring Quarter, nearing the end of the fiscal year. Both our Continuum College and Summer Quarter budgets are scheduled to be approved during this time period as well. FA will then calculate all projected revenues and distribute amounts to each Department and Unit. It is at this point that we will have a general idea which Department and/or Unit are over budget. FA will work more closely with these specific units to better understand their overages. They are then required to decrease their budget by any non-approved expense, as the School will provide temporary funding for all approved expenses only. As we move closer to the new fiscal year, we will know more about our State allocations from the Office of Planning and Budgeting to continue to balance our overall budget. FA typically meets with department and unit leaders on a quarterly basis throughout the fiscal year to go over projected budget vs actuals to look for any irregularities and to ensure no unforeseen deficit. If a Department and/or Unit does plan for a loss, FA will work with the department/unit leaders to make mid-year budget adjustments. If the loss cannot be remedied by the mid-year budget adjustment, then with consultation and approval from the Executive Leadership and Dean, the department/unit will end their year with a planned loss and carry this deficit into the next fiscal year. This loss will be balanced by being incorporated into their next year's budget.

- 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*

The School of Nursing's current strategic plan has not changed greatly from last year's. The School continues to:

- 1) strive for excellence with all our academic programming, find student growth where possible, and revise curriculum to keep pace with competing institutions;
- 2) increase research output and impact by retaining core faculty, all the while developing others through mentorship and training opportunities; and
- 3) look for organizational efficiencies to create an infrastructure that will not only support our strategic plans, but also position us to better handle change and transition when needed.

- 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*

Faculty mix: In the last few years, we have had a steady decrease in our core senior faculty group either due to retirement or resignation. The School has tried to fill this gap by recruiting full professors. This has also posed itself to be a challenge as our ability to hire full professors were limited due to the University's "faculty hiring plan".

Faculty retention has been difficult due to the high cost of living in the greater Seattle area and wages not keeping pace. It is unfortunate because as the #1 public School of Nursing, many of our faculty are highly sought after by other intuitions, and we end up losing them to offers of higher pay and recruitment packages that include laboratories and research centers.



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With our faculty loss, we have noticed a decline in our research productivity and ultimately, a loss in specialized, field specific, teaching expertise. Expensive curriculum: Professional schools like the School of Nursing struggle to support a high cost curriculum. There are many factors at play:

1) We are limited to the number of students we are allowed to enroll into our programs and individual classrooms. This is mostly due to our clinical site availability. Even with our relationship with the University hospitals, we compete with other nursing programs for clinical site placement.

2) With the Washington Administrative Code (WAC) guidelines, we are mandated to hire lecturers with extensive clinical experience.

3) Similar to our problems with faculty retention, students too, find it difficult to support themselves in a high cost of living city. Our School remains actively campaigning to raise scholarship funds to support our students but this simply is not enough.

To address these challenges, the School is looking at a possible Limited RCEP. We are calling this effort the “Re-envisioning” process. The goal of this change is to provide our faculty with more opportunities to better support innovation in research, education, practice and service. This new structure will provide our faculty with more opportunities, support and flexibility. The intent of this work is to build more collaboration and research opportunities, enhance our governance structures in support of a higher level of faculty engagement, create more efficiencies in our business operations, financial sustainability, provide more support for our teaching and curriculum, all while maintaining or steadfast commitment to our core values of social responsibility, respect, diversity, and excellence. We continue to find ways to revise our curriculum not only to better improve the student learning experience but also find ways to offer our programs in a more cost effective way. This was recently just done with our undergraduate programs.

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*

Yes, if our Limited RCEP request is approved, we hope to see change occur with our revenue, expenses, faculty and staff workloads, and student experience. Our goal is to see an increase in revenue for our School (and the greater University) by bringing in more research RCR, and providing more grant buyouts. We are trying to create a more efficient infrastructure to support our faculty, staff, and students, which will in turn lead to lessening our overall expenses. This new infrastructure may require an increase in faculty and staff workloads but meeting a balance to continue our level of excellence.

Overall, we wish to keep the impact to students minimal. Instead, they should only be noticing an improvement in their learning experience as we strive to provide more top notch teachers, and opportunities for their involvement with research. Through this all, our intent is to stay strong to the University’s current mission to provide opportunity to more students and provide more affordable tuition.

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*

One of the many ways our School is improving the student experience and their outcomes are that we are providing our students with opportunities to be more engaged with our leadership and decision-making teams. Our highest level of executive leadership is our Shared Leadership Council (SLC). We make sure there are always student leadership within



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our SLC. Currently, we have one graduate student as a participating member at our SLC meetings. This allows our students to witness the transparency in all School matters. They are able to be involved in processes, seeing how decisions impact the changes that occur. This is especially important when budget decisions are made that impact student tuition and fees, to programmatic changes that affect their learning experience. At the same time, the leadership has the opportunity to learn and better understand challenges our students are facing. This then enables all of us to find solutions and better ways to address student related issues.

We also continue to support many of our student organizations both with administrative support and modest amounts of financial support. For example, some of our student organizations include: Diversity Awareness Group (DAWG), Queers & Allies, Professional Organization of Nursing Students, and our School of Nursing Student Leadership Board. Recently, we just agreed to support our student participation in Lobby Day held at the state capital on February 18th where they will advocate for health equity.

Our newly renovated simulation center has been very critical in advancing our teaching and student learning experience. This facility provides our students a safe, supportive and controlled environment to where at all learning levels, they are able to practice skills, role-play patient care scenarios, and gain leadership experience in clinical- and community-based care settings. Experiential learning through simulation has greatly advanced and we are finding more opportunities to utilize our simulation center in place of clinical placement settings.

If we had the support of the University to grow and expand our current simulation center (phase #2 Sim Center renovation), there is huge potential to increase student enrollment to our programming. As mentioned previously, one of the greatest challenges our students are facing is not enough scholarship support.

Again, our School is very much invested in working with our Advancement teams and community to raise awareness and support for our student body. We are also taking a more holistic look at our current scholarship model to provide more support where needed. However, overall our students feel more can be done.



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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*

We continue to see a trend in senior faculty retirements along with faculty accepting offers at competitor institutions. This trend has caused some gaps in both our teaching and research productivity. At the same time, this core group of senior faculty have been mentors to our junior faculty. This therefore has stagnated our ability to help foster and develop our upcoming faculty leaders.

The School's initial strategy has been to both provide promotion opportunities to our existing faculty along with recruiting high level teachers and researchers from retirements. However, due to faculty electing for Voluntary Retirement Incentive (VRI) and then the School's self-funding the VEBA payments has been financially difficult to hire faculty of the same caliber right away. Therefore, our strategy has been to hire part time lecturers temporarily to fill the teaching load, and recoup financial loss from VEBA payouts. At the same time, our competing requirement from the Washington Administrative Code (WAC) to hire lecturers with extensive clinical experience to teach certain courses has not changed. We are still strategizing what our appropriate mix should look like.

- 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*

Much of our strategic goals directly align to help address our faculty needs. We want to retain as many of our faculty has possible. Again, our current re-envisioning work is to help address these issues. We want to work with our existing faculty and provide them with more opportunities and support. Through our re-envisioning process, we want to create a School structure that will cultivate more mentorship and collaboration amongst all faculty ranks. At the same time, we hope to provide more administrative support to help with classroom teaching and learning, research productivity, and address faculty salary disparities.



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FY2020 Annual Review Narrative Response for: **306 - School of Nursing** 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*

Incremental revenue from the tuition increase will be used to pay for projected 3% merit and benefits increase along with additional infrastructure charges.

- 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*

A study of tuition rates for 22 DNP programs at both public and private institutions was done for the 2017-18 year. It showed the the UW's rates overall were slightly higher than the average for public institutions but much lower than the average for private institutions.

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

Since most students borrow to enroll, the fee increase will likely add to their debt loads. No additional financial aid from the School is available.

- 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 substantial changes are expected due to tuition increase.

- 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*

If change were not implemented there would be a potential planned deficit for the upcoming FY20. We would likely then request the following year (FY21) with higher tuition increases to balance the pervious year's loss. Also, if this change were not implemented this could cause disparity amongst our state and fee based students. We have worked hard to stabilize and keep both state and fee rates similar as our core curriculum will have both state and fee based students together.

- 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 your 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*

We stand strong with the University to offer affordable tuition. Currently our 3-5 year tuition strategy consist of a 3% increase every year. This is consistent with national average on based on market analysis compared to other institutions offering similar programs.



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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*

Dec 03, 2018

- 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*

Elizabeth Bridges, ebridges@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 15, 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*

Jane Kim, jkim717@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*

1) The School of Nursing, Chief Operating Officer, Brendon Lee met with the School of Nursing Student Leadership Board (SLB) on 01/15/19. There were student representatives from each of our program offerings. We went over the School's budgeting process and possible tuition and fee increases for each of our program categories.

2). The student leadership representatives all appreciated the work in providing them with a deeper understanding of how budgets work and how our tuition and fees are determined. The tuition and fee increases were well received by our SLB. The SLB then communicated this information to the rest of our student body and asked students to reach Brendon Lee with any comments and/or feedback.