

UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **500 - UW Bothell**Programmatic & Academic Vitality Narrative

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

UW Bothell is developing a more disciplined approach to budgeting, evolving as we implement our modified Responsibility Centered Management (RCM) model. We have or are creating a number of tools, many of which can be found on our website:

Budget Information - This includes:

1. Annual budget calendar
2. Budget template for Schools and non-schools
3. Questions to be asked for our budget development process
4. RCM proforma
5. RCM projection tool for Schools

In this past year, we worked with a Process Development and Policy (PDP) group to develop collaboration principles to be used in the decision making of all groups. We also worked with a Phase 2 Implementation (P2I) group to learn how the model works and help administrators with planning tools, developed and reviewed budgets with each School/non-school, created our budget calendar, and recently adopted a revised carryover policy.

Each year we produce a document summarizing the past year's operating budget: FY19 Operating Budget Overview. This year we are holding twice-yearly budget reviews between the Chancellor/Vice Chancellors and School/unit leadership. We are also placing a strong emphasis on monthly budget reconciliations. We hold monthly open budget forums, meet monthly with the Chancellor's Advisory Committee for Students and the General Faculty Organization (GFO) Campus Council on Planning & Budgeting, and regularly attend the Council of Academic Deans.

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

UW Bothell is currently developing our next strategic plan, to begin in Winter 2020. Our planning committee completed data gathering in Fall 2018 and will synthesize the over 400 documented responses in Winter 2019. The committee will then identify top priorities and vet them with the campus community, for final adoption in Fall 2019. In the meantime, we continue to use the current 21st Century strategic plan as our guide.

As part of our current plan, we've put particular focus on three priorities: diversity, sustainability, and community engagement. Each of these priorities is championed by a cross-campus council reporting to the Chancellor. Key efforts this year include:

- The Community Engagement Council is overseeing UW Bothell's application for the Carnegie Classification for Community Engagement
- Implementation is underway for the Sustainability Action Plan, adopted in Spring 2018
- The Diversity Council uses a Diversity Action Plan (DAP) to guide a series of initiatives since late 2015; the DAP will be revised in the Spring

More broadly, our current plan calls for increasing access to and success in higher education, which we are addressing through:

- Using learning-centered transformative practices articulated through UW Bothell's 3 Cs: cross-disciplinarity, connected learning, and community engagement
- Preparing students for 21st century skills
- Investing in infrastructure, including capital projects and eLearning
- Planning for space on campus, now that the Campus Master Plan (CMP) has been approved by the Board of Regents, City of Bothell, and Cascadia College Trustees. Current planning is focused on a UWB 4 STEM



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building (which may be in conjunction with CC 4 STEM building), a Corporation Yard (serves entire Bothell campus), a Parking Structure (financed by Cascadia), and the replacement of Husky Village (residence hall).

- Using evidence-based decision-making that amplifies impact
 - Continuing to develop strong community college partnerships for student pathways
 - Implementing a new modified approach to the RCM budget model
 - Enhancing employee engagement through community building, communications, and professional development initiatives
 - Engaging with tri-campus initiatives, including Finance Transformation, continued implementation of Workday HR/P, accreditation planning, IT Strategy and other boards, International Travel Risk Assessment and Safety Committee, International Student Services Executive Sponsor Steering Committee, Advisory Board, Community Engagement Steering Committee, Continuum College Advisory Board and others
- 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*

The primary obstacle to executing some aspects of our strategic plan, both now and for the foreseeable future, is a lack of resources. Examples:

- Our ability to pursue learning-centered transformative practices and new initiatives depends on our ability to attract and retain diverse and outstanding faculty members; however, at present, our schools are frequently at a competitive disadvantage in this regard due to promotion and tenure increases and unit adjustments.
 - Similarly, our ability to invest in capital projects is directly tied to the amount of resources available for that purpose, which presently are insufficient to fully carry out our plans.
 - The campus's space constraints, for the time being, prevent us from increasing our year-to-year enrollment appreciably, as well as the fact that our FY19 enrollment was lower than expected, resulting in a negative true-up this spring; state appropriations have not kept pace with the increase in enrollment we experienced over the past several years
 - The pause in growth due to insufficient learning/teaching/research space is limiting our ability to fund strategic initiatives and student needs
 - Required merit increases without full state funding and limited tuition growth results in budget cuts to already small budgets
 - Due to general size of UW Bothell, we are limited in our ability to leverage our resources, and with increasing UW overhead costs, we will be faced with deficit budgets in the next few years
- 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 campus and/or another unit/campus? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

Our planned strategic activities likely will not result in material changes to revenues, in that they do not encompass increasing enrollment substantially (thereby producing significantly greater tuition revenues) or other initiatives that are expected to produce significant new revenues in the near term. We have planned from the very beginning to allocate dollars to those goals we choose. In the past we have not intentionally set aside funds for this purpose, but we have built the notion of funding into our planning. Although many of our intended activities could greatly benefit from our deploying additional resources toward them, we are, in general, unable to expend any additional funds for that purpose.

That said, we will likely have to stop doing some things in order to fund new or continuing goals. We will live within our planned budget, however. Our goal in carrying out our strategic activities must be to continue to maintain effective and workable budget processes, increase efficiencies, and otherwise steward our resources carefully, putting them toward the highest and best use.



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

UW Bothell is committed to using resources efficiently and effectively, and with the move to RCM, there is a deep understanding of the need to do so. Some examples of what has been completed or well underway:

- Revision of curriculum in the School of Educational Studies
- Partnering with the School of Nursing in Seattle to achieve improved tri-campus activities
- Using Lean process improvement methodology to improve administrative practices, in areas including printer acquisition and implementation, inventory reduction in all storage areas across campus, project intakes, and event management
- Improving our entire enrollment management process, including first year, transfer, major program, and graduate admissions
- Developed a shared services unit to control costs and improve service quality for reimbursement transactions · Developed a shared services unit for campus to use with travel
- Expanding collaborations in the academy across Schools and UW, including a Business program with Dentistry, Capstones, teaching in each other's classes
- In partnership with Continuum College, exploring new approaches to offering online learning
- Cancelling low enrollment classes
- Exploring impact of tuition waivers
- Developing and documenting policies, including food, carry over, and deficit policies
- Creating an institutional reserve as well as a fund for proactive facility and asset refreshes
- Training staff and faculty to enhance skills in budget development and management, as well as skills development in leadership, communications, diversity awareness, project management, and more.

- 6) What are you doing to improve the experience and outcomes of students on your campus? 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*

We are working to improve the student experience and student success through a variety of measures. In particular, we are:

- Sustaining our focus on equity and inclusion. We are working consistently to enhance the role of the Student Diversity Center and the services and support that it provides to students. In addition, we are continuing to build on the Veterans Life Initiative, launched in 2017 to help military veterans succeed as students; supporting parents through childcare assistance and family friendly spaces; and working on providing healthcare resources
- Implementing outcomes of Mapping Project, which reviewed the undergraduate experience. We are working to more fully integrate high-impact practices within the student learning experience. These include robust study abroad programs, career preparation at all stages of the educational process, and undergraduate research opportunities. In addition, through the work of our Student Retention Committee and other committees, we are strategizing on effective methods to smooth students' transitions into their major fields, with a particular focus on continuing our strong trend of retention and persistence of Pell-eligible and URM students and the intersection of Pell/URM populations. This work involves evaluating how we can better prepare students to enter their desired major(s), which, in turn, involves relatively consistent evaluation of our core first and second year curriculum and ensuring a robust and coordinated system of student mentoring and advising. Ideally, there will be clearly articulated pathways for students to follow into and through majors and clear connections between majors and career opportunities.
- Supporting graduate students. Working with the dean of each school, we are seeking to ensure that schools are providing faculty (and possibly professional) mentorship of its graduate students, and guiding them through



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program requirements to ensure that they are aware of career options upon graduation. In addition, our Grad Council, comprising graduate student advisors across campus, provides cross-unit communication and hosts annual events to bring graduate students together from multiple disciplines

- Pursuing other efforts. Another area of emphasis is supporting the trend of growing student enrollment in the School of STEM to ensure that that the school has the resources necessary to accommodate the greater demand from students. In addition, we are supporting efforts to enhance services pertaining to healthcare, including providing healthcare information and referral, as well as working to expand on-campus food options.



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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*

Our strategy over the past two to three years has been to increase the percentage of full-time faculty versus part-time faculty. More specifically, our long-term objective is to achieve an aggregate faculty composition of 60% tenure-track faculty, 30% full-time lecturers, and 10% part-time lecturers. Toward that end, our intermediate targets are to have at least 50% tenure-track faculty by 2021, and to have reduced part-time faculty to 18% or below by 2020. In addition, we have been hiring at the junior level in our high-demand areas, focusing in particular on candidates who will bring with them strong research portfolios and, in many cases, experience in securing grant funding to help support their research. The faculty who have been joining UW Bothell in recent years have been both standout teachers and productive scholars—including four NSF Career awardees—and have contributed greatly to the student experience. An additional and important component of our hiring strategy is to ensure diversity in our hiring pools and increase faculty diversity at all ranks.

- 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*

These trends—and, in particular, our effort to increase the ratio of tenure-track faculty to faculty in other ranks and to hire diverse and outstanding faculty—support our core focus on learning-centered transformative practices, which are encapsulated by:

- Cross-disciplinarity—engaging in integrative and cross-disciplinary scholarship and pedagogy
- Connected learning—pursuing high-impact relationships that contribute to innovative teaching, learning, and research, with the goal of building greater capacities for students, staff, and faculty to connect theory to practice, exercise adaptive leadership skills across novel settings, and embrace the multiple contexts each person brings to their work
- Community engagement—collaborating with institutions of higher education and their larger communities (whether in the Puget Sound or around the world) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity



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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*

Bothell - MBA Continuing,

Bothell - MBA Incoming,

Bothell - Nursing

- 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*

For both the Master of Nursing category and the Master of Business Administration category, we are recommending a tuition increase of 2% for entering students only. Tuition for continuing students will be the same as in FY19. For both categories, these proposed increases are less than the 3% increases for each category in each of the past several years. We will use the incremental revenue generated by the increase in both categories primarily to help pay for annual salary increases and otherwise to offset operational costs.

- 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*

Master of Nursing. Because the Master of Nursing program is one of the very few that still exist, the proposed tuition increase does not readily lend itself to market/peer analysis.

Master of Business Administration. The School of Business routinely gathers tuition data from regional and national competitors to enhance its understanding of the MBA market.

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

For both categories, the proposed increases should have only a small impact on student debt load, given the magnitude of the proposed increases.

- 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*

Given that each of the proposed increases is relatively small, we do not expect that either increase will result in any substantial changes to enrollment in the either category or to the volume of waivers awarded in either category.

- 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 the proposed increase for either or both categories were not implemented, it would be more difficult for the campus to cover costs. However, given that the proposed increases are relatively small, we would likely be able to cover our costs using other sources of revenue.



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Tuition Based Program Rate Recommendation Narrative Section

- 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*

For the Master of Business Administration category, the strategy for the next 3 to 5 years will be to continue with moderate annual tuition increases in a manner that maintains pace with, but likely will not be as high as, increases in the market. We believe that maintaining this positioning will help the Master of Business Administration program be more competitive vis-à-vis similar programs elsewhere.

For the Master of Nursing category, the strategy for the next 3 to 5 years will similarly be to continue with moderate annual tuition increases. As noted above, because the market for Master of Nursing programs is negligible, market rates are not as relevant as they are for other graduate 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 10, 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*

Gowri Shankar, shankar@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*

Dec 04, 2018

- 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*

Leah Shin, asuwbprs@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*

Master's of Nursing students were consulted. While the increase only applies to incoming students, the students understand but aren't thrilled with any increase.

Master's of Business Administration student- The increase only applies to incoming students. MBA students were consulted for their feedback. The general response was positive with students finding it reasonable.