

University of Washington
FY2021 Annual Review Narrative Survey
Online and Offline Questions

On the following pages, you will be asked to provide information that will support your unit's FY2021 Annual Review meeting with Provost Richards, which will be scheduled for late winter or early spring 2020. This survey is one of three (or four, for academic units/campuses) required components of the FY2021 annual review process.

- 1) FY2021 Annual Review Narrative (*this document*)
- 2) Fiscal Vitality Quantitative Data Survey (*spreadsheet utilized for financial projections*)
- 3) FY2021 Tuition Rate Recommendations (*spreadsheet utilized to recommend tuition rate changes*)
- 4) FY2021 Annual Review Submission Portal (*online submission portal with several non-financial data points*)

Your responses are due to the Office of Planning & Budgeting (OPB) by February 3rd - *you must submit your responses by uploading to the FY2021 Annual Review Submission Portal*. Between February 3rd and the date of your Annual Review meeting with the Executive Office, OPB may reach out with follow-up questions.

Section 1: Programmatic & Academic Vitality Narratives

Text submitted within this section will be published to OPB's Annual Budget Development website

Where possible, you are encouraged to leverage published materials

- 1) Have you made any changes to your unit's annual budget development process from the response provided last year? If yes, please briefly describe the changes you've made to your unit's annual internal budget development process. If no, please answer with a simple, "no changes." *Word Limit: 500*
- 2) Have you made any changes to your unit's strategic plan in the past year? If yes, what are 3-5 key elements of your unit's new/revised strategic plan? If no, please comment on the progress you've made in 3-5 key areas of your strategic plan. *Word Limit: 500*
- 3) What major obstacles or institutional barriers currently do, or will, hinder execution of your strategic plan? What are you doing to address these challenges? If no changes from your response to either component of this question from last year, please answer "no changes": *Word Limit: 250*
- 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/campus and/or another unit/campus? *Word Limit: 500*
- 5) What is your unit doing to effectively use or redeploy resources in a way that benefits your unit/campus and/or other units/campuses? *Word Limit: 500*
- 6) For UW student facing units, what are you doing to improve the experience and outcomes of students on your campus or in your unit? What could the University do to support your efforts? *Word Limit: 500, Leave blank if N/A*
- 7) Please describe the status of your unit/campus's business, academic, and research continuity (BARC) plan, as loaded into the Husky Ready system. *Word Limit: 250*

Online Survey Component Questions:

None

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Section 2: Fiscal Vitality Narrative

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Please reflect on the fiscal data you will be providing to OPB via the Fiscal Vitality Excel workbook (i.e. the templates with budget authority, revenue and expenditure projection).

- 1) What is the overall financial health of your unit/campus? *Word Limit: 250*
- 2) What is the good news regarding your unit/campus's financial health? *Word Limit: 250*
- 3) What is the bad news regarding your unit/campus's financial health? *Word Limit: 250*
- 4) What solutions or actions will your unit/campus take to improve its financial position? *Word Limit: 250*
- 5) Please comment on your unit/campus's current carryover levels from BI17-19, whether that level has grown or contracted over time and how and when you plan to deploy budget authority associated with carryover over the current (FY20) and subsequent three years (FY21-FY23). *This question is your opportunity to provide a qualitative response to your quantitative carryover use plan submission. Word Limit: 500*
- 6) How would your unit respond to a 5% decrease in overall budget authority (GOF/DOF) and revenue (all other funds)? *Word Limit: 500*

Online Survey Component Questions:

None

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Section 3: Staff FTE Growth or Contraction Forecast

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- 1) In the space below, please describe the top two to three STAFF recruitment or retention challenges that your unit has been facing and/or anticipates facing in the next (3) years. Please avoid using names. *Word Limit: 500*
- 2) What is your unit doing to address or mitigate these STAFF recruitment or retention challenges? *Word Limit: 500*

Online Survey Component Questions:

- 1) Do you anticipate net growth or contraction to your STAFF FTE in the next three (3) years (FY21-23)
Response options: Yes – Growth, Yes – Contraction, No
- 2) Has the financial impact of anticipated net growth or contraction to your STAFF FTE been included in your fiscal vitality forecast?
Response options: Yes, No
 - a. If response is “No”, an additional question is required: You’ve indicated the financial impact of anticipated net growth or contraction to STAFF FTE has NOT been included in your fiscal vitality forecast – please indicate why.
 - i. *Response options: Short answer*

Section 4: Faculty/Librarian Recruitment/Retention Challenges & Hiring Plan Preview

Text submitted within this section will not be published to OPB's Annual Budget Development website

-- If applicable to your unit. If not applicable, simply leave this section blank --

- 1) Are your 2019/20 Faculty/Librarian hiring activities on track with your approved Hiring Plan? If no, please briefly discuss why this is the case. *Word Limit: 250*
- 2) Please discuss your unit's Faculty/Librarian hiring trends and strategies from the last 2-3 years. *Word Limit: 500*
- 3) How do these Faculty/Librarian hiring trends and strategies relate to your previously stated strategic goals and/or priorities? *Word Limit: 250*
- 4) In the space below, please describe the top two to three Faculty/Librarian recruitment and/or retention challenges that your unit has been facing and/or anticipates facing in the coming years. Please provide the approximate ratio of successful searches to total searches and a few comments on major factors in failed searches. Please avoid using names. *Word Limit: 250*
- 5) What is your unit doing to address or mitigate these Faculty/Librarian recruitment and/or retention challenges? Please provide the approximate ratio of successful retentions to total retention efforts and a few comments on major factors in failed retention efforts? *Word Limit: 500*

Online Survey Component Questions:

- 1) Do you anticipate net growth or contraction to your Faculty/Librarian FTE in the next three (3) years (FY21-23)?
Response options: Yes, No
 - a. If response is "No", an additional question is required:
 - You've indicated you do not anticipate net growth or contraction to your overall Faculty/Librarian FTE in the next three (3) years (FY21-23). Discuss why you anticipate this will be the case and if you anticipate changes to existing faculty/librarian makeup. *Response options: Short answer*
 - b. If response is "Yes", additional information is required:
 - Estimate Net Faculty/Librarian FTE change for FYs21, 22, 23 by entering a "high estimate" and a "low estimate" for each year. *Response options: numerical entry*
 - Provide estimated net growth or contraction by Faculty/Librarian rank and/or title. If net change is zero (0), please discuss projected changes to the composition of your Faculty/Librarian makeup. *Response options: Short answer*
- 2) Has the financial impact of anticipated net growth or contraction to your FACULTY/LIBRARIAN FTE been included in your fiscal vitality forecast?
Response options: Yes, No
 - a. If response is "No", an additional question is required: You've indicated the financial impact of anticipated net growth or contraction to FACULTY/LIBRARIAN FTE has NOT been included in your fiscal vitality forecast – please indicate why. *Response options: Short answer*

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Section 5: Space and Physical Resource Needs Projection

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In order to provide additional context for the annual review process, as it relates to physical space capacity for growth (or anticipated space availability as a result of projected contraction), please respond to the question below.

- 1)** Have your anticipated space needs varied from the response you provided to this question last year? If no, enter “No changes”. If yes, do you anticipate that your planned strategic activities will necessitate additional space, alterations to existing space, or increased maintenance in the next four (4) years? Alternatively, will you be looking to consolidate or otherwise seek to reduce your total footprint in the next four (4) years? Please ensure that your response contemplates the information you will be submitting as part of the quantitative data collection component of the annual review process.

Online Survey Component Questions:

None

Section 6: Graduate Enrollment Forecasting & Undergraduate Enrollment Capacity Planning

Text submitted within this section will not be published to OPB's Annual Budget Development website

-- If applicable to your unit. If not applicable, simply leave this section blank --

Graduate Student Enrollment Forecasting

Online Survey Component Questions:

Within the FY2021 Annual Review Survey, you will be asked to project Student FTE growth or contraction, by tuition group, by fiscal year for the period FY21-23.

Undergraduate Student Capacity Planning

Recent shifts in enrollment patterns and changes in undergraduate demand necessitate thoughtful capacity planning in the broader context of strategic enrollment management, centrally and locally. Responses to the below questions are required only as they pertain to undergraduate enrollments, and will help central administration plan for, and respond to, shifts at the departmental level. Please respond to these questions if you currently have undergraduate degree programs *or anticipate adding undergraduate degree programs* in the next three years (FY21-23).

- 1) Program Capacity (i.e. as measured by major enrollments and/or degree production): What programs are at or close to capacity without additional space or supplemental resources? What programs are at or close to capacity based on demand and program quality (i.e., we don't see enough demand to increase or an increase in the size would negatively impact quality)? Do you have programs with declining enrollments or declining demand that you feel will continue in the next 3-5 years (2021-2025)? If yes, which ones and at what rate (i.e. "our Mechanical Engineering program has seen a 10% decline in enrollments (or activity) over the past three years")?
Word Limit: 250
- 2) Faculty Teaching Load: Does your unit have a faculty workload policy or practice for its tenured/tenure track faculty and multi-year appointment lecturers that includes expectations for course load? If so, please provide details (e.g., the number of course sections taught). *Word Limit: 250*
- 3) Strategic Enrollment Plans: Please share your optimal 3-5 year strategic enrollment plan for your undergraduate programs. Specifically address the following; *Word Limit: 500*
 - Areas for growth
 - Areas for contraction
 - Opportunities for Interdisciplinary programs or collaboration within or across schools/colleges
 - Space and Resource Considerations

Online Survey Component Questions:

- 1) Are you recommending any new tuition categories that would take effect in FY2021?
Response options: Yes, No
 - a. If response is "Yes", an additional question is required: Please provide the new category title(s) and briefly describe your need for the new tuition group(s) in FY2021.
Response options: Short answer
- 2) Are you recommending a change to the tuition rate of an existing tuition category? *Response options: Yes, No*
 - 1) If response is "Yes", an additional question is required: Which existing tuition categories are you recommending a change to? *Response Options: Check box*

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Section 7: Tuition Based Program Rate Recommendations - Narrative Section

*Text submitted within this section **will** be published to OPB's Annual Budget Development website*

-- If applicable to your unit. If not applicable, simply leave this section blank --

Responses to the questions below are required for each tuition category that your unit/campus recommends adjusting. If you are recommending changes for multiple tuition categories, please differentiate your responses within each question.

- 1) Please explain why each proposed change is needed and how your unit/campus will use new incremental tuition revenue increases or absorb incremental tuition revenue losses.
- 2) Explain whether and how each proposed change will affect peer comparisons and/or whether a market analysis was conducted.
- 3) Discuss the impact of each proposed change on student debt load.
- 4) 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.
- 5) 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.
- 6) For each tuition category that you have proposed changing, please discuss your unit/campus'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?)

Online Survey Component Questions:

- 1) Within the FY2021 Annual Review Online Survey you will indicate which existing tuition categories you are recommending a rate change to and you will upload your completed FY21 Tuition Rate Recommendation Excel template. *Response options: Short answer*

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Section 8: Communication with Faculty & Student Stakeholders

*Text submitted within this section **will** be published to OPB's Annual Budget Development website
-- If applicable to your unit. If not applicable, simply leave this section blank --*

Communication of your unit's annual review materials, including fiscal vitality data, narrative responses and tuition rate recommendations is an important and necessary component of the University of Washington's Annual Review process. Your responses to the questions below will be documented and included as part of the annual review materials provided to Executive Leadership of the UW.

If the meeting schedules of faculty and student leadership groups present a challenge, please make accommodations to get approval within the necessary time frame. If necessary, you may submit an update to OPB at a later date, after faculty and students have had an opportunity to review.

- 1) Please select 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. If, due to scheduling difficulty, you are unable to consult with faculty leadership before the February 3, 2020 submission deadline, please select the date you are scheduled to consult with FACULTY leadership and, immediately after that date, please provide an update to Jed Bradley

Click or tap to enter a date.

- 2) Please list a point of contact for your FACULTY leadership (name and UW email address)
- 3) Please select the date that STUDENT leadership within your unit/campus was consulted and provided the opportunity to provide input as part of this budget planning exercise. If, due to scheduling difficulty, you are unable to consult with student leadership before the February 3, 2020 submission deadline, please select the date you are scheduled to consult with STUDENT leadership and, immediately after that date, please provide an update to Jed Bradley

Click or tap to enter a date.

- 4) Please list a point of contact for your STUDENT leadership (name and UW email address)
- 5) Enrolled students affected by tuition rate increases should be consulted on proposed increases before proposals are finalized. Please describe when and how students were consulted and summarize the feedback they provided regarding EACH of your tuition recommendations.

Online Survey Component Questions:

- 1) Have you modified any of the Central Assumptions provided on OPB's FY21 Annual Review Materials website?

Response options: Yes, No

- a. If response is "Yes", an additional question is required: Please indicate which Central Assumptions you have modified within your Fiscal Vitality submission

Response options: Drop down & Short answer