1. Call to Order and Approval of Agenda. (Video Time Stamp 00:00:02—00:00:17)

The meeting was called to order at 2:31 P.M. The agenda was approved.

2. Acting Faculty Senate Chair’s Remarks – Associate Professor Joseph Janes. (00:00:18—00:02:21) [Exhibit A]

Janes began by noting that George Sandison, Chair of the Faculty Senate, has had to temporarily step aside. He is in good health, but he has to attend to other matters. Under the Code, Janes, Vice Chair of the Faculty Senate, will step in as Acting Chair. Thaisa Way, Past Chair of the Senate and Chair of the Senate Committee on Planning and Budgeting, will take over as Acting Vice Chair.

Janes summarized the written remarks presented in the Exhibit. He added that Senate Leadership is seeking nominations and volunteers for service on faculty councils.

3. Reports and Opportunity for Questions. (00:02:22—00:18:26)
   a. Report of the Secretary of the Faculty. [Exhibit B]
   b. Report of the Chair of the Senate Committee on Planning and Budgeting. [Exhibit C]
   c. Report of the Faculty Legislative Representative. [Exhibit D]
   d. Report of the Faculty Athletic Representative – Frank Hodge, Professor, Foster School of Business. [Exhibit E]

Hodge and Jennifer Cohen, Athletic Director, summarized the slides presented in the Exhibit. Cohen pointed out that much of the recent legislation coming out of the NCAA has been about protecting student-athletes. The legislation is in the best interest of student-athletes, but it has added compliance expenses. One distinguishing feature of the PAC-12 structure is that voting rights go on the academic side. The Pac-12 regulations can be stronger than the NCAA regulations. One example involves increased requirements for medical support. Hodge described three aspects of his job, which is a 50% FTE position: being a liaison between athletics and academics, monitoring athletic and academic integrity and compliance, and exercising voting rights at PAC-12 and NCAA meetings. Hodge said that two recent ACIA-meeting topics were student-athlete mental health, and, given recent events in the news, the admissions process. Cohen noted the UW provides for external oversight of the academic, medical, and psychological well-being of student-athletes. This goes beyond many other schools.

In response to questions, Hodge emphasized that the UW keeps the admissions process separate from athletic decisions.

4. President’s Remarks – Ana Mari Cauce. (00:18:26—00:31:43).

President Cauce began by noting her ongoing outreach efforts to speak with members of the larger community and to try to dispel some common myths about higher education and the UW.

Cauce noted that the recent admissions scandal, the lawsuit against Harvard, and publicity about special recognition for legacy and family donations have significantly affected public attitudes about higher education. Cauce feels that the UW admissions process is not vulnerable on such grounds, and she emphasized that the University is committed to an admission process whose hallmarks are fairness and integrity.

Cauce reported that the legislature is taking testimony on I-1000, which would essentially repeal I-200. All three living former governors are in favor of I-1000 and one UW regent testifies in favor as well.

Cauce discussed proposals to raise the U-PASS and parking rates. U-PASS costs are based on ridership and the UW costs have gone up. The rates go up roughly every five years, and, in the aggregate, approximate inflation. The UW may move to yearly increases that track inflation. Even with rate increases, the UW subsidy amounts to about 40%. In any case, costs have to be absorbed somewhere. One possibility is to adjust rates as part of an overall compensation package, as was done for classified staff and RA’s/TA’s.

Cauce made several comments about Olympia. She is disappointed that the faculty regent bill did not move forward. UW efforts in Olympia are focused on foundational support.
In response to questions, Cauce said she would make sure that the minutes of the transportation committee, which deals with the U-PASS, be made available online.

5. Requests for Information. (00:31:44—00:32:04)
   Summary of Executive Committee Actions and Upcoming Issues of April 1, 2019.
   a. Approval of the February 25, 2019, Senate Executive Committee minutes.
   b. Approval of the February 28, 2019, Faculty Senate minutes.

6. Memorial Resolution. (00:32:04—00:34:23)

Thaisa Way, Past Chair of the Faculty Senate, presented the resolution.

BE IT RESOLVED that the minutes of this meeting record the sorrow of the entire faculty upon its loss by death of these friends and colleagues:

Emeritus Clinical Professor Gholam Mozaffarian of Medicine who died on February 21, 2019, after having served the university since 1978.

Clinical Assistant Professor Andrew Houg of Medicine who died on February 10, 2019, after having served the university since 1961.

Dean Emeritus Dale Carlson of Engineering who died on February 16, 2019, after having served the university since 1955.

Associate Professor James Lord of Dentistry who died on February 17, 2019, after having served the university since 1965.

Professor Emeritus David Teller of Arts & Sciences who died on February 16, 2019, after having served the university since 1966.

Professor Emeritus Julian Ansell of Medicine who died on April 2, 2019, after having served the university since 1959.

Professor Emeritus Wendell Fleet of Medicine who died on February 28, 2019, after having served the university since 1971.

Professor Vikram Jandhyala of Engineering who died in March, 2019, after having served the university since 2000.

The resolution was adopted by a standing vote.

7. Consent Agenda. (00:34:24—00:34:35)
   a. Confirm JoAnn Taricani, Professor, Music History, as 2019-2020 Faculty Legislative Representative.

The consent agenda was approved.

8. Announcements. (00:34:35—00:34:40)

There were no announcements.

9. Unfinished Business. (00:34:40—00:34:41)

There was no unfinished business.

10. New Business. (00:34:41—01:33:43)
    a. Class C Resolution regarding support for the establishment of a UW sustainability initiative and campus plan by 2020. [Exhibit F]
    Action: Approve for distribution to the faculty.

On behalf of the Senate Executive Committee, Thaisa Way moved that the resolution be approved for distribution to the faculty.

Ann Marie Borys, Chair of the Faculty Council on University Facilities and Services, spoke to the motion, summarizing the rationale presented in the resolution.

In response to questions, Borys noted that the timelines in the resolution refer only to the production of a plan, not implementation. She also noted that the resolution does not call for additional resources to support the effort, but
envisions using resources already being deployed. Members noted that the underlying GPSS resolution was not attached to the agenda.

A motion was made to table the resolution. The Chair explained that a more appropriate motion would be to postpone. The motion to table was withdrawn.

A motion was made and seconded to postpone consideration of the resolution to the next Senate meeting.

During discussion, the GPSS resolution was projected on the screen. However, some members could not read the screen, and others said they needed more time to consider the GPSS resolution before voting to support it. Still other members wondered whether the agenda for the last Senate meeting would have room.

The motion to postpone passed.

b. Class A Legislation – Proposed changes to elected faculty councils. [Exhibit G]

Action: Initial review of proposed revisions to the Faculty Code.

Thaisa Way presented the motion to submit to the faculty for vote the Class A legislation.

Jack Lee, Chair of the Faculty Council on Faculty Affairs, spoke to the motion, summarizing the material presented in the Exhibit. He emphasized that the legislation grew out of concerns that the several unit by-laws, although satisfying with the literal language of the Code, were not consistent with the spirit of the Code in terms of membership criteria and selection procedures. He also noted that the indicated language had been added by the Senate Executive Committee for purposes of clarification.

In response to questions, several points were made. Lee noted that the council referred to in B is the campus-wide council, but that the restrictions in D would apply to administrators of programs and divisions. Members raised concerns about the effect on small schools. Lee explained that the rationale of the exclusions in D is that such administrators serve at the pleasure of the Dean or Chancellor and already have avenues to provide advice. The purpose of these councils is to provide an avenue for rank-and-file faculty. Lee also explained that the unit by-laws would specify whether administrators are to be ex officio. Lee noted that although the administrators named in D cannot appoint or propose, they can vote in the election.

A motion was made and seconded to amend by rewording D.2 by replacing “appoint, propose, or elect” with “appoint or propose.”

During discussion, Lee said the word “propose” would cover the notion of “selecting.”

The motion to amend passed.

Concern was raised that the wording in D.1 could be read to imply that voting membership on the faculty council would make one a voting member of the faculty even if one was otherwise not a voting member of the faculty. A discussion ensued on language to address this concern.

A motion was made and seconded to amend by replacing the word “are” with the phrase “must be.”

During discussion, members questioned whether this wording would address the issue.

The motion to amend passed.

A motion was made and seconded to add a D.5 that would operate as a grandparent clause with respect to D.3,4:

“Notwithstanding the provisions of 1 through 4 above, anyone who is a member of an elected faculty council on June 15, 2019 with a fixed term of office may serve to the end of that term.”

Lee explained that the purpose of the amendments to allow units with currently serving administrators to transition to the new requirements. Covered administrators would retain any voting privileges. Members explained that this would be of help to Arts and Sciences.

The motion to amend passed.

A motion was made and seconded to amend by rewording D.4 to replace “shall” with “must.”

There was no discussion. The motion to amend passed.
In the ensuing discussion on the main motion as amended, several points were made. Lee said that the D.5 grandparent clause protects members who are administrators as of the stated date; members who become administrators after the date in D.5 must leave the council. In response to a question about non-faculty membership on councils, it was stated that there were no non-faculty members on councils at Bothell.

As amended, the main motion passed.

c. Deputy Faculty Legislative Representative for 2019-2020. [Exhibit H]
   **Action:** Choose whether to appoint a Deputy Faculty Legislative Representative for 2019-2020.

On behalf of the Senate Executive Committee, Thaisa Way moved that the Senate appoint a Deputy Faculty representative for the year 2019-2020.

There was no discussion.

The motion passed.

d. 2019-2020 Deputy Faculty Legislative Representative Presentations. [Exhibit I]
   Dan Jacoby, Professor, UW Bothell School of Interdisciplinary Arts & Sciences
   Dan Ratner, Associate Professor, College of Engineering.

Nominees Dan Jacoby and Dan Ratner gave their presentations to the Senate.

e. Class C Resolution regarding data on part-time lecturers. [Exhibit J]
   **Action:** Approve for distribution to the faculty.

A motion was made and seconded to approve for distribution to the faculty the previously distributed Class C resolution, herein attached as an addendum.

Jack Lee, spoke to the motion, explaining that the Faculty Council on Faculty Affairs needs more information on the University use and employment of lecturers to carry out the Council’s work on lecturers. Much of the information is held at the unit level, and the resolution calls for the administration and Senate Leadership to work together to obtain relevant information.

There was no discussion. The motion passed.

11. Discussion Items. (01:33:44—02:12:47)
   a. Enrollment Management.
      Phil Reid, Vice Provost for Academic and Student Affairs.
      Phil Ballinger, Associate Vice Provost for Enrollment Management. [Exhibit K]

   Ballinger and Reid summarized slides, herein attached as an addendum. The presentation focused on undergraduates on the Seattle campus. They described the context driving changes in enrollment strategy, such as trends in student demographics, academic interests, and college preparatory work. In addition, they highlighted some ongoing concerns, such as whether the current holistic review strategy ends up favoring one group of applicants over another. Finally, they discussed some of the recommendations of the four enrollment-management task forces, whose reports are online.

   During discussion, several points were made. With respect to bolstering the social sciences and humanities among prospective applicants, efforts are underway to talk more about the UW's high quality of teaching in those areas. With respect to college preparatory work, it was explained that students with advanced credits come in as first-year students. There is no formal requirement and no informal pressure to quickly choose a major. Moreover, there is not a relationship between the number of advanced credits and time to graduation. Instead, students use the leeway afforded by such credits to double major, go overseas, or otherwise explore their options. It was explained that "intended major" now plays a role in considering non-resident undergraduates in engineering and computer science. Although peer institutions have been using this information on a wider scale, it is a major change for the UW and some care will be taken to assess its impact on applicants. Ballinger and Reid said that the main emphasis in enrollment management is improving the student academic experience at the University, taking into account student interest and available resources. This will require a complete review of the current largely decentralized process.

12. Good of the Order. (02:12:48—02:12:59)

Nothing was offered for the good of the order.

The meeting adjourned at 4:44 P.M.

Prepared by: Mike Townsend
Secretary of the Faculty

Approved by: Joseph Janes, Acting Chair
Faculty Senate

NOTE: If a continuation meeting is necessary to conduct unfinished or special business, it will be held on Thursday, April 25, at 2:30 p.m. in Johnson Hall 102.
Report of the Acting Faculty Senate Chair
Joseph Janes, Associate Professor, Information School

Greetings to all as the Spring Quarter is upon us. As you have heard, our Chair George Sandison has had to temporarily step aside. As Acting Chair, I am, therefore providing updates on a few of the matters which the Senate and faculty leadership have been involved with over the last couple of months.

A few weeks ago, some quite troubling language emerged from our regional accrediting body, the Northwest Commission on Colleges and Universities (NWCCU) in their proposed standards revision. In particular, entire sections on academic freedom were missing, as were other standards regarding faculty governance, library services, and so on. A joint letter, strongly objecting to these omissions and calling for a revisiting of their process, was sent with the Provost, and along with other commentary from multiple institutions and faculty bodies, including those from the PAC12, appears to have helped NWCCU understand the gravity and level of concern around these issues.

The recently announced decision on the part of the University of California to not renew their contract with Elsevier has prompted a great deal of interest and conversation, in the wider scholarly community and here at UW. Senate leadership and the Faculty Council on University Libraries have been in discussion on this with our colleagues in the UW Libraries, and with the administration, and we will continue to work together on this matter.

Class A legislation is before us today regarding the composition of elected faculty councils, and a Class C resolution on environmental sustainability, and we thank FCFA and FCUFS for their hard work on these.

Our thanks also go to our colleagues who have agreed to serve on task forces regarding laboratory safety and teaching evaluations; these are important issues and the their discussions and recommendations will be most useful. We also appreciate those who have stepped forward to be considered for positions representing our interests to the state legislature, and indeed all those who have expressed interest in serving on faculty councils and committees in the coming year; it's not too late to encourage people in your units to fill out the survey for consideration for these important roles.

And many congratulations to Robin Angotti, Associate Professor in the School of STEM at UW Bothell, on her election as Vice Chair/Chair-Elect; we are all very much looking forward to working with Robin to advance the interests of the faculty and the university in the years to come.
Report of the Secretary of the Faculty
Mike Townsend, Associate Professor, School of Law

1. **Vice Chair Update**: Associate Professor Robin Angotti, STEM Bothell, has been elected to be the 2019-2020 Vice Chair.

2. **Adjudication Panel Chair**: We are seeking candidates for the position of Chair of the Adjudication Panel. The main duties of the position are to read adjudication petitions and responses to see if they are timely and proper, determine whether an adjudication is to be brief or comprehensive, appoint the Hearing Officer and Hearing Panel for the adjudication, notify all involved parties of the Hearing Officer and Hearing Panel members, and rule on written objections regarding the Hearing Officer or Panel membership. More information can be found in [Chapter 28 of the Faculty Code](#).

   The adjudication panel chair should be:
   - Familiar with the Faculty Code and the adjudication process.
   - Familiar with administrative law procedures.
   - Articulate, diplomatic, and able to write and read legal briefs.

   If you are interested or know someone who would be well qualified for the position, contact [secfac@uw.edu](mailto:secfac@uw.edu).

3. **Committee on Committees**: The Committee on Committees is seeking candidates for membership on various Faculty Councils and Committees for 2019-20. If you would like to serve on a Council or recommend a colleague, then contact Joey Burgess (jmbg@uw.edu).
Report of the Chair of the Senate Committee on Planning and Budgeting
Thaïsa Way, Professor, College of Built Environments

*The Senate Committee on Planning and Budget meets weekly with the Provost, the Vice-Provost for Planning and Budget, and the head of the Board of Deans. SCPB is charged with consulting on all matters relating to the University budget and on a wide range of program and policy decisions.*

The SCPB is charged with consulting on matters relating to the University budget, planning, and policies. SCPB strives to support the critical contributions we make as a public university through teaching, research, and service. The SCPB is advisory to Provost Mark Richards with a reporting obligation to the Senate Executive Committee (SEC) and to the Faculty Senate. So that you can be as informed as you have time to become, consider exploring the Institutional Data Resources found at: [http://opb.washington.edu/uw-profiles-information](http://opb.washington.edu/uw-profiles-information).

This past month was focused on the enrollment management work that builds on the work of the four task forces last summer (see below). We continue to see an increase in the numbers of students enrolled at the UW, with 7,141 students in our entering class this year. Did you know that of WA resident applications, 56.9% are accepted while 49.1% are accepted among the nonresident domestic applications (and 36.9% of international students)? Thus, we remain a public university that values access. The average GPA and test scores continue to go up, a fact that is both good and challenging. SCPB discussed this challenge as we know that these quantitative scores do not always identify the students who will best succeed here at UW.

We also continued important discussions in the choice of majors by students, the trends toward STEM and the need to retain and sustain excellence in the liberal arts writ large. This is an area that was tackled by task forces that met over the summer, with recommendations to build on best practices that are already being tested by our faculty and administrators (with kudos to our advisors) and to make sure we are experimenting with alternative ways to help students discover the arts, humanities, social sciences, and professional schools. The UW is a remarkable place to pursue a deep and broad education, and we need to assure that remains true for generations to come.

Additional challenges are the number of college credits that our first year students arrive with, in sum total over 106,000 credits. This impacts enrollment in our introductory and lower level courses as well as the options that students believe they can explore while in college. Our admissions process, co-curricular programs and advising are each being discussed for improvements as we seek how best to support students in their journey to both a major and lifelong learning. If you are interested in reading more, click on this link; [https://doem.washington.edu/reports/](https://doem.washington.edu/reports/)

SCPB has also discussed unit adjustments for each of the requesting units, reviewing the plans for these units to address compensation goals that tackle either compression and/ or merit. We are advising that increased focus should be on addressing merit and excellence as we move forward, understanding that there remains compression and related challenges in some units that still needs to be addressed. We continue to be competitive for our incoming faculty, while we lose some ground in some units as faculty progress to full professor. This is a challenge that we will need to face together as a UW community.

As we do annually, SCPB reviewed fee increases over 5% in Fee-Based programs. The requests (Dentistry, Foster, iSchool, and Nursing) were well within range of our competition and reflect the actual costs of the programs. We will be reviewing the UPass and Transportation services budgets in the coming month.

Per the Provost's requests, units each submitted annual plans including their FTE plans this winter. SCPB reviewed these looking to assure that strategic plans and budgets were aligned. This is critically important work as each unit faces unique pressures and has equally important opportunities. We are pleased to see the careful work that went into these reports and for most of the units, in close collaboration with their Elected Faculty Councils. This is a relatively new role for the EFCs and we appreciate the effort they have made to be informed about budgets and strategy.
SCPB is also responsible for reviewing deficit reports on a quarterly basis and later this month will review a full UW dashboard, once March 2019 data are available. At the request of the president and provost, revised procedures and policy are being written. The policy will clarify roles, responsibilities and accountability for financial solvency. Though this has already been put into practice to an extent, units with deficits will work with the executive office to identify financial constraints and mitigate structural financial problems early. In cases where a deficit currently exists, units will be responsible to stop further growth of the deficit and, critically, re-pay the deficits as they move forward. We note that Dentistry has taken significant steps toward fiscal health and while still a challenge, there are signs of improved fiscal health and stability in the School. The Northwest Hospital is another unit that we are watching carefully as its payable owed to the University has reached a significant amount.

Brian McCarten, Vice President for Finance, reported on the upcoming Finance Transformation project. This is an ongoing, necessary, and costly project to update all of UW’s finance systems. We are currently seeking faculty who would be willing to serve on focus groups to assure the new systems meet our needs. Please email Thaisa if you are interested (tway@uw.edu).

Provost Richards and Dean Sullivan, Chair of the Board of Deans and Chancellors, shared the report by the Task Force on Graduate Fellowships. We are pleased to see the investment in graduate student funding currently underway with funds provided to all units with PhD students.

We heard a report from our JoAnn Taricani and Becka Johnson Poppe reported on the proposed house and senate budgets. Despite the belief that this was the year for higher education, neither budget address faculty or staff compensation adequately. We will need as a faculty to think through this ongoing challenge to our access and excellence. It is critical to pay close attention to the report by JoAnn Taricani and our State Relations office for more information on the budget process and the various bills and such that might shape our university: https://www.washington.edu/staterelations/.

Coming up on our agenda is the annual budget process and review, a review of units with deficit mitigation plans, a potential change in summer course programs, and the need for increasing investments in student life services. We will also continue to review the various RCEP requests as units re-organize structures to meet new and emerging demands.

I look forward to hearing from you. Send me your questions and concerns. We will work to do our best to respond.
Report of the Faculty Legislative Representative
JoAnn Taricani, Associate Professor, Music History

The regular legislative session is in its final weeks, with the House and Senate now beginning to negotiate a final budget that is a compromise of the current proposals. The Governor’s budget remains the best of the three proposals, with an increase of foundational funding for the university (as the UW had requested). Both the House and Senate propose less foundational funding, which could be used for salary increases. In different and sometimes complex ways, all three budgets propose 3% per year salary increases for faculty, but with some contingencies and without full funding of the cost of those increases. This is the issue of the funding split of tuition and state dollars that I have discussed over the past two years. The Legislature has heard in strong terms from both the administration and faculty about the reasons salary increases are the top institutional priority, and we hope in the final negotiations that the two chambers will come closer to the Governor’s proposed level of support.

Most bills have either been passed or died, and I will present an updated list at the Faculty Senate meeting. As I write this (a week in advance of the Faculty Senate meeting), two bills still under consideration are one that would require faculty to provide notification (via a link) regarding religious accommodation for examinations or other course requirements (SB 5166 -- the UW already has a policy that addresses this). And the faculty Regent legislation has been passed by the Senate higher education committee, but still would need to advance through several additional steps of approval. I will have an update in the Faculty Senate meeting.

I know there has been interest in the House proposal for increased revenue that would include a higher B&O tax as well as a capital gains tax, to provide a dedicated educational funding stream from K-12 through higher education. In this proposal, any revenue generated would go to two areas at the UW: student financial aid, and STEM enrollments (in the College of Engineering at UW-Seattle, and in broader STEM enrollments at UW-Tacoma and UW-Bothell). The reason the revenue would be targeted is that legislators admit the capital gains tax is volatile, and could not be counted upon for steady operational funding of universities. The Senate has mentioned the possibility of a capital gains tax, but with the revenue directed at reducing the tax burden of lower-income families in the state. The Senate has not yet introduced any bill language that would create a capital gains tax, and there has been a sense all session that the Senate would not have the votes for a capital gains tax. But both House and Senate appear to be moving in the direction of some type of new revenue proposal; finding agreement on this might take the Legislature into a special session in May.

There is still time to have an impact on budget writing, if you want to write to legislators in the opening week or two of March. Here is the quickest link that can help you find your own legislators and their contact information (please use a non-university-issued device to communicate!):

https://app.leg.wa.gov/DistrictFinder/
Report of the Faculty Athletic Representative
Frank Hodge, Professor, Foster School of Business

Intercollegiate Athletics
ICA Governance

Prepared for Faculty Senate
April 18, 2019

Introduction to ICA Governance

- Our reporting structures are woven through many campus and national organizations

- Today’s Agenda
  - Governance
  - Oversight Groups
  - Partnerships & Campus Collaboration
  - Advisory Committees
Governance

These groups govern our athletic programs through compliance and legislation

> National Collegiate Athletic Association (NCAA)
  > Originally founded to enforce rules and facilitate postseason championships.
  > Principles of Conduct
    > Built-in governing rules for member institutions, including regulated processes for gender equity, academic integrity, financial reporting, and more.
    > Penalties include loss of scholarships, banned from postseason.
  > Institutional Control at UW
    > Welfare in many safeguards to comply with the NCAA’s standard of institutional control.

> Pac-12 Conference (Pac-12)
  > Twelve like-minded universities in the west who come together for athletic competition.
  > Conferences can choose to put on their own championships and create their own local rules governance.
  > In the Pac-12, the Faculty Athletic Representative votes on all conference legislation.

UNIVERSITY of WASHINGTON

Campus Oversight

These groups oversee our activities to help ensure transparency and institutional control.

> Board of Regents
  > Four meetings per year: Financial (October, April), Compliance (October, April), Academic Leadership, Academic Integrity & Programs.

> President
  > Director of Athletics reports to President; has monthly 1-on-1 meeting.
  > Director of Athletics serves on President’s Cabinet, has weekly or monthly meetings.

> Faculty Athletic Rep (FAR)
  > Appointed by President, reports to President.
  > Meets weekly or monthly with members of IG: Compliance, Academic Services, Senior Administrator, and Director of Athletics.
  > Attends many sporting events and practices; occasionally travels with teams to assess team culture.

> Advisory Committee on Intercollegiate Athletics (ACIA)
  > Appointed by President (out of committee nominated by faculty senate), reports to President.
  > Membership consists of faculty, staff, and students.
  > Provides advice to University administration regarding academic and financial integrity of athletic programs.

> Internal Audit
  > University Audit conducted by UW Compliance and Risk Services.
  > Agreed-Upon Procedures conducted by CMMC.

> UW Treasury
  > Semi-Annual Budget Reports (SABR)
Partnerships & Campus Collaboration

These partners provide elite collaboration regarding higher-risk matters

- **UW Medicine**
  - Team: Doctors, plus athletic trainers, psychologists, and others
  - New structure: Student Health & Wellness

- **UW Student Life**
  - Health & Wellness Center (best practices for training and services regarding drugs, alcohol, sexual assault)
  - Safe Campus
  - Conduct Concerns
  - Counseling Center

- **UW Compliance and Risk Services**
  - Title IX Compliance, Gender Equity
  - Title IX Investigations

- **Vice Provost & Dean of Undergraduate Academic Affairs**
  - ISU Academic Staff (dotted reporting line)
  - Safety of Minors

- **Additional campus partners include** the Attorney General’s Office, UW Advancement, UW Human Resources, University Complaint Investigation and Resolution Office (UCIRO), University Marketing & Communications (UMAC), UW Environmental Health & Safety (EH&S), and UW Police Department (UWPD), UW Treasury, UW Office of Planning & Budgeting, and more.

Advisory Committees

These groups provide advice and input for our decision making

- Washington Student-Athlete Advisory Committee (WSAAC)
- Gender Equity Committee
- Tyee Board
- Tyee Executive Board
- Finance Committee
- Fan Advisory Council
- Boundless Futures Advisory Committee
Class C Resolution regarding Support for the Establishment of a UW Sustainability Initiative and Campus Plan by 2020

WHEREAS the GPSS has written and approved Resolution No. 02.18-19 calling for the University of Washington to make sustainability a Key Initiative and to create a Comprehensive Sustainability Plan for implementation in 2020 [see attached]; and

WHEREAS the resolution notes critical new globally significant reports and information that increase the urgency of addressing climate change in a more aggressive manner; and

WHEREAS the resolution demonstrates numerous ways in which taking additional action is consistent with the University of Washington mission, values, and educational responsibilities; and

WHEREAS the resolution demonstrates that current resources and efforts of the University to advance sustainability would be incorporated and enhanced; and

WHEREAS the Faculty Council on University Facilities and Services has reviewed the GPSS resolution and found it appropriate for Senate endorsement; therefore

BE IT RESOLVED that the Faculty Senate of the University of Washington endorses the GPSS resolution.

Approved by:
Senate Executive Committee
April 1, 2019
Legislation proposing changes to Faculty Code, Chapter 23 Colleges, Schools, and Departments

Introduction

The Faculty Council on Faculty Affairs voted on January 29, 2019, to forward proposed Class A legislation to the Senate Executive Committee and Faculty Senate for consideration. The motion was approved by a majority of voting members.

Rationale

In response to a request from the Senate Executive Committee, the Advisory Committee on Faculty Code and Regulations (ACFCR) conducted a review of the Faculty Code and the bylaws of the University's 27 campuses, colleges, and schools concerning the composition of elected faculty councils. Specifically, the request noted "... it is critical that the composition of Elected Faculty councils are elected faculty only" in conformance with the intent of Section 23-45 of the Code, which is that "the faculty of each campus, college, or school … shall determine its own organization…" [italics added]

In its resulting March 6, 2018 report, ACFCR found:

- The Faculty Code does not explicitly bar administrators from EFC membership;
- The Faculty Code does not explicitly require EFC members be elected by the voting faculty; and
- The bylaws of some units are inconsistent with Section 23-45 or its intent, allowing administrators to nominate or appoint EFC members or to be voting members themselves.

The following proposed changes to Section 23-45 aim to clarify that only voting faculty may be voting members of EFCs and that administrators should not have a formal role in nominating or electing EFC members.

Section 23-45  Campus, College, and School Faculties: Authority to Determine Organization and Procedure

A. Subject to the provisions of Section 23-46, the faculty of each campus, college, or school other than the Graduate School shall determine its own organization and rules of procedure except as stipulated in Subsections B and C of this section. The organization and rules of procedure of a department may be determined by the department faculty, but shall be subject to review by the appropriate campus, school, or college faculty.

B. The University of Washington Bothell and the University of Washington Tacoma shall each have an elected faculty council or councils that shall advise their respective chancellors on matters affecting the general welfare of their respective campuses, matters of faculty promotion and tenure, and on matters involving academic policy, including priorities, resource and salary allocation, and budgets. In accord with Subsection A, the faculty of each campus shall determine for itself the organization and structure of its council or councils and the procedure by which the members are elected, subject to the provisions of Subsection D below.

C. Each school or college shall have an elected faculty council or councils which shall advise the dean on matters of faculty promotion and tenure, and advise the dean on matters involving academic policy, including priorities, resource and salary allocation, and budgets. In accord with Subsection A, the faculty of each school or college shall determine for itself the organization and structure of its council or councils and the procedure by which the members are elected, subject to the provisions of Subsection D below.

D. Every elected faculty council of a campus, school, or college shall be subject to the following provisions.

1. Voting members of elected faculty councils are voting members of the faculty, elected by the voting faculty of their respective units;
2. Chancellors, vice chancellors, deans, associate deans, and directors or chairs of departments may not appoint, propose, or elect members to elected faculty councils;

3. Chancellors, vice chancellors, deans, associate deans, and directors or chairs of departments may not be voting members of their respective elected faculty councils, but they may be non-voting ex-officio members.

4. The chair of each elected faculty council shall be a voting member of the council, and shall set the agendas and preside over meetings.

The Advisory Committee on Faculty Code and Regulations shall review each campus's, college's, or school's procedure to assure that the councils are established in conformity with the provisions of this section.

The Graduate School shall determine its own organization and rules of procedure. It may directly control its affairs or may delegate to a council, executive committee, or other committees any of its powers, provided that such council or committees shall be representative of the various fields of graduate study.

Approved by:

Senate Executive Committee
April 1, 2019
Deputy Faculty Legislative Representative for 2019-2020

Section 44-31 Faculty Legislative and Deputy Representatives

A. In accord with Chapter 21, Section 21-42 and Chapter 22, Section 22-34, the Senate shall designate two faculty members to serve respectively as Faculty Legislative Representative and Deputy Faculty Representative. The Senate may, in alternate years during the legislative non-budget sessions, choose whether to appoint a Deputy Legislative Representative. Their duties shall be to represent the faculty in all matters of legislation affecting the University, and, to the extent necessary, to attend sessions of the State Legislature and appear before legislative committees on behalf of the faculty.
Written Responses to Questions from the Nominating Committee by Nominees for Deputy Faculty Legislative Representative for 2019-2020

Dan Jacoby, Professor, School of Interdisciplinary Arts and Sciences, UW Bothell

1) Are you able to accept the time-commitment for this position, including weekly Senate leadership meetings (Monday mornings), twice-quarterly SEC and Faculty Senate meetings (Monday and Thursday afternoons, respectively), weekly SCPB meetings (Monday afternoons) (Seattle), as well as legislative committee hearings during session (Olympia)?

I plan to reduce my annual FTE to 50% without the DFLR, or to 62.5% FTE if I am selected for this appointment. Therefore I expect to be able to design a teaching schedule for that allows me to attend the M, TH meetings, and which will also allow me to undertake travel to Olympia during the Spring.

2) What is your prior experience with Faculty Governance? Please be explicit.

I am in my second year of service on the Senate Faculty Council on Faculty Affairs. Prior to that I served on the Senate Council for Planning and Budgeting, and for two years served as a senator from UW Bothell. Earlier, I was elected UW Bothell’s General Faculty Organization President, which also entitled me to a seat on the UW Senate Executive Council. I have served on numerous other committees and councils at UWB and UW. One appointment of special significance to me was to the Tri-campus council on Lecturers convened in 2014 under Kate O’Neill’s leadership. Separately, a two-year appointment (2014-16) on the Senate’s Special Committee on Intellectual Property and Commercialization [SCIPC] is also worth singling out because it put me in much closer touch with faculty issues in professional and scientific fields that I might not otherwise have encountered. UW Senate Presidents Jim Gregory and Jack Lee appointed me a member of their cabinets. I served as President of UW AAUP from 2016-2018, and currently serve as its Secretary. These positions allow me to monitor a number of policy issues within UW. Finally, having served for three years as the Director for Institutional Research at UW Bothell I gained a better understanding of college governance from the administrative side, and to began to appreciate more fully how to develop evidence to successfully support policy agendas. In sum, all these experiences culminate in a relatively broad awareness of the larger UW system, including the newer Bothell and Tacoma campuses.

3) What goals do you have for yourself in this position? Are there strategic or other objectives you would like to accomplish during your term?

My strongest motivation for participating in legislative work relates to UW’s need for greater financial support. I also see the DFLR as an opportunity for me to apply my academic background (I’m an economist who has taught and published in public finance, education and labor. I would be particularly enthusiastic to learn about UW initiatives and to understand UW priorities as defined by the faculty. Encouraging wide ranging discussions among faculty to provide input into our legislative agenda would be a primary objective of my work.

4) What skills do you think you will need in this position? Are there any skills you believe you will have to work on to succeed in this position?

The central skills I envision as necessary for success in this position involve a) the ability to listen well when there are competing perspectives or priorities, b) effective communication to constituents and legislators on Senate priorities and the rationales for their adoption, and c) the capacity to encourage and manage reciprocal flow of information regarding legislative matters and their potential impacts upon the UW. I believe these are skills that any successful representative would need to constantly work on, and that is certainly true for me. There is no perfect way to do these things, but it is critical to keep one’s ears and mind open so that the midcourse corrections can be made when necessary. These are things I believe I’ve gotten better at over the years, but there is always room to improve.
Dan Ratner, Associate Professor, Bioengineering

1) Are you able to accept the time-commitment for this position, including weekly Senate leadership meetings (Monday mornings), twice-quarterly SEC and Faculty Senate meetings (Monday and Thursday afternoons, respectively), weekly SCPB meetings (Monday afternoons) (Seattle), as well as legislative committee hearings during session (Olympia)?

Yes, I understand the time-commitment for the position.

2) What is your prior experience with Faculty Governance? Please be explicit.

I have significant prior and ongoing experience in UW Faculty Governance:

(1) I served two terms on the faculty senate, once as the representative of Bioengineering, and following the restructuring of the senate in 2010-11, I was elected to represent Bioengineering and Chemical Engineering for an additional term.

(2) I have served for 5 years on the Faculty Council for Academic Standards (FCAS)
   o During my tenure on FCAS I served as interim chair during Prof. Stroup’s sabbatical in Spring 2017 and I am in my second year as chair of the Subcommittee on Admissions and Graduation (SCAG). I sit as an observer on the Subcommittee on Admissions and Programs (SCAP) so that I can coordinate with SCAG and report to SCPB.

(3) I have served for two years as the SCPB Chair’s invited guest on the Senate Committee on Planning and Budgeting, acting as liaisons between SCPB and FCAS. I was part of the group that created this invited position to address the growing overlap between FCAS and SCPB due to perceived ABB-motivated programmatic changes by departments and colleges and an increasing awareness of the role that Strategic Enrollment Management plays in UW’s finances.

Outside of Faculty Senate Governance I have been engaged in a variety of University-level councils and workgroups, including most recently:

- Co-Chair of the Provost’s workgroup on Data and Analytics for Strategic Enrollment Management
- Co-Chair of the Provost’s Council on Student Internships
- The Provost’s CoMotion Innovation Committee

While the opportunities mentioned above formally describe my participation in UW Faculty Governance, and my enclosed CV describes my ongoing and substantial contributions to Departmental, College, University, and National Service, I feel that my broad experience as a member of the UW faculty most significantly contributes to the perspective that I will bring to UW Faculty Governance through my role as DFLR.

I am a member of the Engineering faculty who is proud of my education in the liberal arts (yes, I’m a BA).

I trained in the natural sciences (chemistry) and completed my postdoc in medicine (infectious diseases).

Through my passion to address unmet needs in human health I found my career in engineering in a department jointly housed in both the College of Engineering and the School of Medicine.

I teach both large introductory classes and advanced undergraduate and graduate electives. I have been awarded the department’s top teaching award on multiple occasions and I am currently nominated for the UW’s Distinguished Teaching Award.

I am the education and outreach lead for the NSF’s National Nanotechnology Coordinated Infrastructure program. In this role I coordinate STEM outreach events for thousands of K-12 students annually, focusing on providing hands-on STEM learning opportunities to underserved populations in the Pacific Northwest (Washington and Oregon).
I run an active research laboratory focused on molecular engineering, drug delivery, in vitro diagnostics, and translational medicine. I have supported over 45 undergraduate researchers, a dozen graduate students, a half-dozen postdocs, and I have served on 90+ PhD and MS committees. I have an extramurally funded research program supported by the NIH, NSF, and the US DOD.

I have multiple issued patents. I have co-founded SiDx, Inc., a privately-funded company that has licensed University of Washington IP from my laboratory. SiDx and its employees are working to translate technology from the bench in the UW to hospitals across the world.

The DFLR must represent ALL of UW’s faculty to the state legislature, and I will bring all of my perspectives to the role. I do this as a member of the faculty with direct experience in the liberal arts, the natural sciences, medicine, engineering, research, teaching, graduate and undergraduate training, extramural funding, technology commercialization, and faculty governance.

3) What goals do you have for yourself in this position? Are there strategic or other objectives you would like to accomplish during your term?

I have two primary goals for myself in pursing the DFLR position:

(1) I have spent the past 5 years grappling with the consequences of decisions in the state legislature on academic programs, capacity constrained majors, and diminishing opportunities for students on campus. I have witnessed the chain of events that force departments and colleges into lose-lose propositions that directly impact our students. The University of Washington, despite these challenges, remains one of the best and most respected public institutions of higher education. This is a testament to our resiliency and excellence. My goal as DFLR is to support the University of Washington by providing the state legislature with the broadest possible perspective of how policies under consideration by the state will impact our students, our faculty, and our mission as an institution of higher learning and research.

(2) My experience in faculty governance and my perspective as a faculty member have helped me develop a nuanced understanding of how the UW operates as a complex collection of schools, colleges, hospitals, and administrative units. As part of my personal growth, I hope to gain a better understanding of the UW’s relationship with the State’s legislative body. This relationship often defines much of what is or is not possible within the University. Without a better understanding of the role the UW has to play in shaping the conversation in Olympia, I cannot see how I can better help the UW be a master of its own destiny.

I have spoken with Prof. JoAnn Taricani on a number of occasions during our overlapping time on SCPB, and I spent years listening to Prof. Jim Fridley report to the senate in his capacity as FLR a decade ago. Recently I sat down with Jim for several hours to get his take on the FLR and DFLR position, and based on this and other conversations I am realistic about the role that the DFLR can play in shaping strategy around state engagement. My goals are primarily focused on the following:

(1) Advocate for the sustained restoration of state funding for the UW
   a. Financial Aid / College Promise Scholarship
   b. Fund-split to match other four-year state institutions
   c. General increase in institutional support, tuition backfill, operations, capital facilities and maintenance

(2) Advocate for the significant role played by UW in the state’s innovation economy and the importance of state support to ensure that the UW can continue to provide a meaningful liberal arts experience to all students in the face of overwhelming STEM demand. I believe it is important to drive this point home to our legislators because we are the University of Washington; we don’t seek to become the Washington Institute of Technology.
   a. This advocacy includes providing legislators with a nuanced perspective on the cost differential for degree production between majors
   b. Emphasize the importance of soft-skills found in non-STEM courses and majors in the innovation economy
   c. Support sustainable solutions to address capacity constraints in high-demand STEM majors without forcing the UW to rob Peter to pay Paul through provisos or other zero-sum game solutions

(3) Provide legislators and aids with UW faculty perspective on relevant legislation
a. While I believe students are an important stakeholder in this process, I feel that the FLR and DFLR’s role must be to represent the faculty and the UW administration’s agenda first and foremost.

4) **What skills do you think you will need in this position? Are there any skills you believe you will have to work on to succeed in this position?**

Having interacted with both the current and past FRL, I have some understanding for what skills are needed for the position.

1. The DFLR needs to understand the faculty perspective. As a tenured member of the faculty with a cross-campus perspective on matters related to teaching, research, policy, technology transfer, and governance, I feel I have significant relevant skills to represent the perspective of our faculty.

2. The DFLR must be comfortable speaking with a variety of audiences, large and small, both public and private. I can excel in this regard.

3. The DFLR should understand our state and the nuance of its politics. I am a born and raised Washingtonian, and I feel comfortable interacting with legislators from across the political spectrum.

4. The DFLR needs to be available on a moment’s notice. I’m a creature of email and text messaging. Bring it on.

5. The DFLR needs to be a team player. No one is an island and the team aspect of the role is one of the major draws to the position.

6. The DFLR needs to listen: listen to faculty, listen to colleagues in faculty senate, listen to the FLR, listen to UW executive leadership, listen to our students and staff, and listen to legislators and their aids. I believe my listening skills are up to the task at hand.

I realize there are many skills that I will need to develop as I grow into the role of DFLR. While I have visited the state capitol since I was in grade school, my childhood civics lesson on state governance will not be adequate for me to navigate complex matters in the legislature. I will need to learn from the FLR and my colleagues in State Operations to better understand how to effectively engage and participate in the state’s legislative process.

Thank you for your consideration.
Class C Resolution regarding data on part-time lecturers

WHEREAS the faculty of the University has a responsibility to formulate regulations for faculty appointment, tenure, and promotion; and

WHEREAS the University is committed to complying with the Federal Equal Opportunity Act of 1972, the Washington State Law Against Employment Discrimination of 1949, and ensuing regulations, and to hiring a diverse faculty as a way of promoting excellent scholarship and education; and

WHEREAS the Senate supports open searches for part-time and full-time faculty positions as standard practice, recognizing that under very limited circumstances (such as emergency replacements or disability or family leave or affiliate appointments) units may need to hire faculty without an open search; and

WHEREAS the hiring of lecturers without an open search violates the spirit of the Equal Opportunity law and is contrary to the principles of academic freedom as elaborated by the AAUP to which the University of Washington is committed; and

WHEREAS there are data indicating that some units have relied heavily upon this hiring procedure with the consequence that UW continues to have a significant number of lecturers without adequate rights and protections; and

WHEREAS the Faculty Council on Faculty Affairs is charged with making such changes to the Faculty Code as are necessary to support these goals but needs adequate data; therefore

BE IT RESOLVED that the Faculty Senate calls on the Provost's Office to support the collection of information sufficient to develop a clear understanding of hiring practices for part-time lecturers, and to work with the Faculty Senate leadership to determine what information is needed to develop this understanding.

Approved by:
Faculty Senate, April 18, 2019

1 UNCERTAINTY AND INSECURITY: The Life of Lecturers at the University of Washington, by the UW Faculty Forward Lecturer Issues Working Group, 2016. Available at www.uwfacultyforward.org.
Enrollment Management

TOWARDS STRATEGIC ENROLLMENT MANAGEMENT

Philip Ballinger
Associate Vice Provost, Enrollment Management

Philip Reid
Vice Provost, Academic and Student Affairs
Professor of Chemistry

UNIVERSITY of WASHINGTON

April 18, 2010
Faculty Senate
- 2018 Census data added.
- Continued increase in number of applications.
- Increase in number of WA resident applicants (this will become important later!).

- 2018 Census data added.
- Admit rates for WA residents remain higher than other categories.
- Recall: Yields differ significantly across categories. WA residents yield at a significantly higher rate than other categories.
• 2018 Census data added.

• Largest entering class in our history.

• WA resident enrollments are relatively stable.

• Significant “bump” in domestic non-resident enrollment.

**SEATTLE — HIGH SCHOOL GPA AND TEST SCORE INFORMATION**
Autumn 2014-2018 Final/Census

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<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<td>Avg SAT Math</td>
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<td>Avg ACT Composite</td>
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In 2016, the College Board made substantial changes to the SAT exams. We are no longer reporting pre-2016 SAT scores because they are not comparable to the current version; thus, the table above does not include SAT data for 2014 and 2015.
**APPLICANT PROGRAM OF INTEREST**

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<td>3.00</td>
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<td>23.23</td>
<td>24.52</td>
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**AUTUMN 2018 ADMISSION/YIELD SUMMARY**

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<tr>
<th>First Major Requested</th>
<th>Applications Received</th>
<th>Admission Offered</th>
<th>Admit Rate</th>
<th>Enrolled</th>
<th>Yield Rate</th>
<th>Percent of Total Enrolled</th>
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<tr>
<td>A&amp;S Arts</td>
<td>1126</td>
<td>416</td>
<td>36.9%</td>
<td>107</td>
<td>25.7%</td>
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<tr>
<td>A&amp;S Humanities</td>
<td>969</td>
<td>417</td>
<td>43.0%</td>
<td>95</td>
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<td>A&amp;S Natural World</td>
<td>10182</td>
<td>5124</td>
<td>50.3%</td>
<td>1566</td>
<td>30.6%</td>
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<td>A&amp;S Social Science</td>
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<td>A&amp;S Computer Sci</td>
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<td>A&amp;S Other (mostly PRE HS)</td>
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<td>1001</td>
<td>48.7%</td>
<td>345</td>
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<td>TOTAL A&amp;S</td>
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<td>14381</td>
<td>47.7%</td>
<td>4543</td>
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<td>7970</td>
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<td>45907</td>
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<td>7141</td>
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### SEATTLE — DUAL CREDIT SOURCES

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<tr>
<th>Type of Credit</th>
<th>Program</th>
<th>Number of Students Awarded</th>
<th>Number of Quarter Credits Awarded</th>
<th>Number of Students Awarded</th>
<th>Number of Quarter Credits Awarded</th>
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<tr>
<td>Testing</td>
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<td>49,571</td>
<td>3,048</td>
<td>49,571</td>
</tr>
<tr>
<td></td>
<td>International Baccalaureate (IB)</td>
<td>502</td>
<td>13,280</td>
<td>502</td>
<td>13,280</td>
</tr>
<tr>
<td></td>
<td>Cambridge A-Level Examinations</td>
<td>28</td>
<td>3,622.50</td>
<td>28</td>
<td>3,622.50</td>
</tr>
<tr>
<td></td>
<td>College-Level Exam Program (CLEP)*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extracurricular Learning</td>
<td>American Council for Education ALE</td>
<td>27</td>
<td>424.5</td>
<td>27</td>
<td>424.5</td>
</tr>
<tr>
<td></td>
<td>Individual Industry Cert (e.g., Medicaid)**</td>
<td>7</td>
<td>135</td>
<td>7</td>
<td>135</td>
</tr>
<tr>
<td>Course Challenges</td>
<td>Credit by Exam</td>
<td>7</td>
<td>135</td>
<td>7</td>
<td>135</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>All Non-Traditional Student and Credit Sources</strong></td>
<td><strong>4,318</strong></td>
<td><strong>10,023</strong></td>
<td><strong>4,318</strong></td>
<td><strong>10,023</strong></td>
</tr>
</tbody>
</table>

*CELP: College-Level Exam Program*
**Individual Industry Certification: e.g., Medicaid**

### UNIVERSITY of WASHINGTON

### SEATTLE — FRESHMAN ENTRANTS WITH WASHINGTON COMMUNITY COLLEGE TRANSFER CREDIT

<table>
<thead>
<tr>
<th>Washington Community College Transfer Credit</th>
<th>Summer 2015—Spring 2016 Number of Freshman Entrants with Transfer Credit</th>
<th>Summer 2016—Spring 2017 Number of Freshman Entrants with Transfer Credit</th>
<th>Summer 2017—Spring 2018 Number of Freshman Entrants with Transfer Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 30 credits</td>
<td>617</td>
<td>569</td>
<td>478</td>
</tr>
<tr>
<td>40 or more credits</td>
<td>732</td>
<td>791</td>
<td>909</td>
</tr>
<tr>
<td>Total # of Freshman Entrants with WA CC transfer credits:</td>
<td>1,349</td>
<td>1,360</td>
<td>1,387</td>
</tr>
<tr>
<td>Total # of WA CC credits transferred:</td>
<td>75,390</td>
<td>79,556</td>
<td>87,129</td>
</tr>
</tbody>
</table>

**University of Washington**
Annual Percent Change in New International Student Enrollment, Fall 2007–2017*

*Annual percentage change data for 2007 to 2016 are from total enrollment numbers in IIE’s Open Doors report; percentage change for 2017 is based on an IIE survey of 322 U.S. higher education institutions, and is therefore preliminary.
Sources: IIE, Open Doors; Julie Baer, Fall 2017 International Student Enrollment Hot Topic Survey (Washington, DC: IIE, 2017), available online.

DEMOGRAPHIC TRENDS

- **Nationally**: Significant decrease in college-going students beginning 2026. Largest impacts will be in the Northeast and Midwest.

- **Regionally**: The West is expected to see slight increases in the number of college-going students. Projected growth in the number of Hispanic and Asian students.

- **Grawe’s “pro tip”**: Grow cautiously!

From: “Demographics and the Demand for Higher Education” by N. D. Grawe

UNIVERSITY of WASHINGTON
ELEMENTS OF STRATEGIC ENROLLMENT MANAGEMENT

- Communications and Outreach
- Admission and Enrollment
- Journey to Major
- Curricular/Co-Curricular

- Multiple elements to strategic enrollment management
- Need to develop effective strategies in each element in order for overall strategy to be successful
- Task Forces were charged with thinking about different strategic elements.

TASK FORCE RECOMMENDATIONS

- Enrollment Goals (P. Kramer and P. Ballinger)
  - A review of holistic review
  - Review of how academic and personal achievement are determined and employed
  - New indicators of success that should be incorporated into holistic review
  - Implement use of intended major

- Data and Analysis (D. Ratner and H. Garrett)
  - Develop admission selection tools for constructing an entering class
  - Collect information on Intended major between admission and entry to degree program
  - Develop a common application platform for degree programs
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