Minutes (Video Recording)
Faculty Senate Meeting
Thursday, December 6, 2018, 2:30 p.m.
Johnson Hall 102

1. Call to Order and Approval of Agenda. (Video Time Stamp 00:14:40—00:15:10)

The meeting was called to order at 2:29 p.m. The agenda was approved.

2. Faculty Senate Chair’s Remarks – Professor George Sandison. (00:15:10—00:25:52) [Exhibit A]

George Sandison, Chair of the Faculty Senate, briefly described agenda items 11 and 12, said the Faculty Council charges have been developed, and summarized the written remarks in the exhibit.

3. Reports and Opportunity for Questions. (00:25:53—00:45:22)
   a. Report of the Secretary of the Faculty. [Exhibit B]
   b. Report of the Chair of the Senate on Planning and Budgeting. [Exhibit C]
   c. Report of the Faculty Legislative Representative. [Exhibit D]
   d. Council Activities Report. [Exhibit E]

JoAnn Taricani, Faculty Legislative Representative, gave her report. She summarized the written remarks in the exhibit, and she presented the slides herein attached as an addendum to the exhibit. In response to questions, several points were made.

Taricani said that several new sources of funding are being discussed in Olympia, but no one is seriously considering an income tax. As a general matter, the Faculty Legislative Representative will support any specific revenue source that is delineated in a bill aimed at supporting higher education.

Taricani said that it is important for faculty to make their voices heard in Olympia. She told the Senate that faculty may not use state resources to advocate for specific state legislation, but she added that faculty are free to use their own private resources, including social media, individually or in concert. Taricani and Chris Laws, Deputy Faculty Legislative Representative, reminded senators that the last paragraph of the exhibit contains further information on this point. President Cauce said that faculty members can also use their own resources to join UW Impact for updates on legislative issues.

4. President’s Remarks– Ana Mari Cauce. (00:45:23—58:53)

President Cauce said that legislators understand the needs of higher education, but she noted that funds are limited given the state’s tax structure. She will advocate for more state revenue, but she feels that it is up to the legislature to decide how those revenues would be generated.

Cauce said that Jeff Scott, Executive Vice President for Finance and Administration, has left his position to deal with family matters. That position will not be refilled. Rather, those duties will be handled by a reorganization aimed at streamlining the process. Cauce said that the Vice Presidents for Human Resources and IT Facilities will report directly to the President, and the Vice Presidents for Finance and Risk & Compliance will report jointly to the President and Provost, with the Provost, as chief budget officer, having primary responsibility for finance. The reorganization is accompanied by about 20 layoffs. The new structure will be monitored.

Cauce said that work on enrollment management will continue. Cauce recognized that the Faculty Council on Academic Standards has been working hard on the academic aspects of the issue, but she said that it will be important to broaden out the discussion because the matter affects so many parts of the University. For example, although the University does not craft the entering class per se, there may be room for more purposeful steps in the admissions process. Cauce said the efforts will continue to collect data on how students move through their academic careers, especially with respect to their
movements in and out of competitive majors. Cauce reported that interest in the University continues to be strong even as the demographic pool shrinks.

In response to questions, several points were made. Cauce said that the administration did not turn down the direct-to-college proposal from the College of Arts and Sciences. Rather, the College was asked to postpone sending the proposal to the Faculty Council on Academic Standards in order to provide time to monitor the effects of recently implemented direct-admissions procedures in Engineering and Computer Science. A postponement would also allow time to make sure the Arts-and-Sciences proposal is fully aired with other units. Cauce reiterated that the ultimate decision rests with the faculty.

5. Requests for Information. (00:59:00—00:59:29)
   Summary of Executive Committee Actions and Upcoming Issues of November 19, 2018.
   a. Approval of the October 1, 2018, Senate Executive Committee minutes.
   b. Approval of the October 18, 2018, Faculty Senate minutes.

There were no requests for information.

6. Memorial Resolution. (00:59:30—01:01:09)

Joe Janes, Vice 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:

Professor Walter Stolov of Medicine who died on September 10, 2018, after having served the university since 1960.

Professor Emeritus Branko Grunbaum of Arts & Sciences who died on September 14, 2018, after having served the university since 1966.

Professor Emeritus Robert Stevick of Arts & Sciences who died on September 27, 2018, after having served the university since 1962.

Professor Ellis Evans of Education who died on November 12, 2017, after having served the university since 1964.

Professor Emeritus Ralph Hokanson of Arts & Sciences who died on October 18, 2018, after having served the university since 1949.

Clinical Professor Roger Lindeman of Medicine who died on October 30, 2018, after having served the university since 1969.

The resolution was approved by a standing vote.

7. Consent Agenda. (01:01:13—01:01:30)
   a. Approve Nominees for Faculty Councils and Committees. [Exhibit F]

The consent agenda was approved.

8. Announcements. (01:01:31—01:01:38)

There were no announcements.

9. Unfinished Business. (01:01:38—01:01:45)

There was no unfinished business.

10. New Business. (01:01:46—01:08:17)
a. Class A Legislation – Proposed changes to faculty council attendance. [Exhibit G]

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

On behalf of the Senate Executive Committee, Vice Chair Joe Janes moved that the legislation be approved for submission to the faculty. Mike Townsend, Secretary of the Faculty, spoke to the motion, noting that the proposal runs parallel to the attendance policy for the Senate. In particular, three unexcused meetings trigger vacation, and the reporting process is based on the "honor system" (that is, notification by the council member is deemed sufficient on its face).

During the discussion it was noted that the Faculty Code already has a provision for filling Council vacancies.

The motion passed, and, in accordance with Faculty Code Section 29-33:B.3, the proposal was referred back to the Senate Executive Committee for second consideration.

b. Class A Legislation – Proposed changes to voting membership of the Senate Committee on Planning and Budgeting. [Exhibit H]

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

On behalf of the Senate Executive Committee, Vice Chair Joe Janes moved that the legislation be approved for submission to the faculty. Thaisa Way, Chair of the Senate Committee on Planning and Budgeting and Past Chair of the Faculty Senate, spoke to the motion, noting that the proposal change merely reflects the change in name of the relevant office already recognized in the Faculty Code for SCPB membership.

There was no discussion.

The motion passed, and, in accordance with Faculty Code Section 29-33:B.3, the proposal was referred back to the Senate Executive Committee for second consideration.

11. Discussion Items. (01:08:18—01:39:58)

   a. University Budgets. [Exhibit I]

      Sarah Hall, Vice Provost for Planning and Budgeting.
      Brian McCartan, Vice President for Finance.

      Brian McCartan, Vice President for Finance, summarized the four slides on the FY 2018 UW Financials. He emphasized the improvement over the last two fiscal years represented by lines 6 and 9 of the operating-results slide and by the uptick in the graph on the adjusted-net-income slide. The progress largely is a result of controlling expenditures. McCartan noted the University does continue to run an operating deficit as defined by accounting principles, but he said the deficit is covered by revenues from other sources, such as investment income and gifts. McCartan pointed out that this is not unusual for universities, but it does make the University vulnerable to changing patterns in gift-giving and returns-on-investment. With respect to line 3 of the net-position slide, McCartan said that the state is requiring the University to include retiree medical benefits as a liability. He also said that deferred maintenance is an issue going forward.

      In response to questions, several points were made. McCartan has high confidence in the accuracy of the numbers presented; they have been reviewed by an outside auditor. Getting numbers in a timely manner, however, is still an issue. Line 13 of the operating-results slide includes capital gifts. With respect to the net-position slide, the final net position figure does not represent money in the bank, rather the figure is the net of all assets (including, for example, the value of the land physical plant) and liabilities (including, for example, debts and pensions). The current value of the endowment is 3.7 billion.

      Sarah Hall, Vice Provost for Planning and Budgeting, summarized the remainder of the slides, which focus on the budgeting process going forward. Hall’s office sees over 2000 individual budgets each month. There are increased efforts to identify problems at an early stage, and the new financial software should help in this regard. She noted that FY 2019 was the first year in which individual units were asked to do detailed budgetary planning that would cover a multi-year period. Some of what was learned from that planning is presented in the takeaway slide. The collaborative planning between the Provost’s office and individual units will continue. Hall said the UW is still affected by the recession cuts and by the fund-split formula (used to determine how much of authorized incremental compensation increases will be covered by state...
appropriations), both of which occurred under the presumption that the University would be able to raise tuition accordingly. However, Hall said that has not turned out to be the case because of later-enacted legislative restrictions on the UW's ability to raise in-state undergraduate tuition. Cauce agreed. This combination of cuts and the lack of the ability to control tuition puts the UW in a difficult position relative to other Washington universities and to other top public universities nationwide. Moreover, without differential tuition, the problem is compounded by the heavy enrollment in STEM majors, which are among the most expensive to fund. Finally, as students arrive on campus with more advanced credits, they take a higher percentage of upper division courses, which are more expensive to fund. Despite all this, the UW makes every effort to spend tuition revenue on student-related endeavors. In this regard, Hall noted that ABB, though imperfect, does attempt to funnel tuition dollars to academic units based on student enrollment. Going forward, requests to the legislature UW will focus on increased compensation for faculty and professional staff.
In response to questions, several points were made. Hall agreed that past UW salary increases over the authorized state amount should be considered when examining the fund-split issue. The UW does provide the state with detailed information about such increases, but she said that it is not clear how the state is using that information. Taricani doubted the past UW increases explained the current split that provides state appropriations for only 1/3 of approved increases (other state institutions receive more). Hall agreed. With respect to concerns about the current economic climate, Hall said that the UW does short, medium, and long-term planning.


One member said that a Class C resolution on sources of new state revenue would be presented at the next Senate meeting.


The meeting adjourned at 3:57 P.M.

Prepared by: Mike Townsend
Approved by: George Sandison, Chair
George A. Sandison, Chair
Secretary of the Faculty
Faculty Senate

NOTE: If a continuation meeting is necessary to conduct unfinished or special business, it will be held on Thursday, December 13 at 2:30 p.m. in Johnson Hall 102.
Faculty senate leadership in concert with faculty council chairs have developed council charges for the year. A draft Class C resolution proposal concerning laboratory safety is being developed by the Faculty Council on Research. This resolution addresses the need for continuous safety improvement and monitoring of UW laboratories strengthened by clear safety compliance enforcement authority for the Environmental Health and Safety department. This resolution will likely be discussed at the next SEC meeting. Progress updates on the six major priorities identified by senate leadership for the year are provided below.

**Further clarifying and strengthening the role of Elected Faculty Councils (EFCs)**
Faculty senate leadership is continuing to work with school, college and campus EFC chairs to support and equip them with knowledge and understanding of UW budget processes. The goal is to assure high quality advice to deans on matters of budgets and priorities for resource and salary allocation. As part of their role, EFC chairs have been asked to also advise on new FTE requests and justifications. This advice may include potential for joint appointments between departments, divisions or faculty groupings to promote cross-disciplinary interaction. EFC chairs have also been surveyed on their opinions regarding potential changes to sections of the Faculty Code relating to EFCs. These potential changes are based upon the May 2018 report of the Advisory Committee on Code and Regulations and EFC opinions will be provided to the Faculty Council on Faculty Affairs for consideration. At the last EFC chair’s meeting with faculty senate leadership, Professor Chadwick Allen, Associate Vice-Provost for Faculty Advancement, facilitated discussion of the role of EFCs in promotion of faculty diversity.

**Faculty input and monitoring of the new financial software design and implementation**
Faculty senate leadership have begun their quarterly meetings with IT leadership and operations on the design and plans for the phased implementation of this software. As part of phase 1, consultation of faculty focus and advisory groups will take place. Over the next month Ann Anderson, Interim Associate Vice President for Finance Transformation, will initiate faculty focus groups for the following: investigators with a large research portfolio, investigators with a small research portfolio, faculty having leadership roles (e.g. deans, vice deans and chairs) and faculty clinicians impacted by supply chains. Following meetings with these focus groups, faculty advisory groups will be established to provide insights into the potential impact of the UW financial transformation on faculty.

**Improvement of UW faculty diversity profile**
The Faculty Senate Chair’s Cabinet is engaged in identifying strategies that have high impact on improving faculty diversity profile. Chadwick Allen and Rickey Hall, Vice-President for Minority Affairs and Diversity, met with the Senate Chair’s Cabinet members to lend their advice and recommendations. We are indebted to Chad and Rickey as they share their considerable expertise and knowledge to assist the Cabinet in its efforts. Work will determine how faculty effort may have the greatest impact to improve the diversity profile of faculty and also best fit within the panorama of current and past efforts to increase diversity within our institution. This is not a one year process to change the diversity profile of faculty it likely will take many but we must engage the problem seriously now.

**Affordable housing for new faculty**
Faculty Senate leadership has facilitated engagement of Aaron Hoard, Deputy Director of Regional and Community Relations, and Jeanette Henderson, Director of Real Estate, with faculty working on this project. Early discussions are anticipated to focus on financial models and identification of possible sites owned by UW to use in theoretical analysis of architectural and landscape designs.

**Improved working conditions for lecturing faculty**
Senate leadership met with Provost Richards and Dr. Philip Reid, Vice Provost for Academic and Student Affairs, regarding the development of web pages to act as an online easily accessible guide to lecturer career development. These web pages will be based components of a draft lecturer handbook developed last year. Senate leadership will review present UW policies related to lecturer working conditions and provide recommendations on policy improvements to the Provost.
Development of an improved system governing faculty dispute resolution
Drs. Zoe Barsness (2017-18 Faculty Senate past-Chair) and Michael Townsend (Secretary of the Faculty) are continuing their leadership efforts to establish the values, motivating process and procedure design principles for a new dispute resolution system under the faculty code that emphasizes modern resolution procedures and lies within the broader legal framework of the Washington Administrative Procedures Act. The three faculty committees engaged in this work have met at least once this quarter.
Report of the Secretary of the Faculty
Mike Townsend, Associate Professor, School of Law

1. Vice-Chair Nominations: The search for the 2018-19 Faculty Senate Vice Chair is beginning and currently seeking nominations. The ideal candidate would be an accomplished senior faculty member who has served in leadership roles within the university and who has the breadth of understanding to speak for the faculty across the university. If you are interested or know someone who would be well qualified for the position, please contact Joey Burgess ((jmbg@uw.edu) in the Faculty Senate Office.

2. Committee on Committees: The Committee on Committees will soon be seeking candidates for membership on various Faculty Councils and Committees. Contact Joey Burgess (jmbg@uw.edu) or Lauren Hatchett (lehatch@uw.edu) for further information.
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.

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 advisory to Provost Mark Richards with a reporting obligation to the Senate Executive Committee (SEC) and to the senate. To assure that we have the capacity to provide robust, thoughtful, and timely advice, as chair I work closely with the Office of the Provost as well as with Sarah N. Hall, Vice Provost for Planning and Budget, and with George Sandison, Chair of the Faculty Senate. For those who share our interest in the budget and fiscal data, I highly recommend you explore the Institutional Data Resources found at: http://opb.washington.edu/uw-profiles-information.

In the coming year, the SCPB will attend to our ongoing fiscal challenges as we strive to support the critical contributions we make as a public university through teaching, research, and service. This engages a focus on understanding the current structure of the budget and how we allocate it (ABB is a significant part), including the resource challenges impacting us (e.g., reduced state support, flat tuition and enrollment growth), exploring where and how we allocate our fiscal resources, and developing a better understanding of the significant budget challenges facing us (e.g., unit deficits and deferred maintenance on systems and buildings). We will engage in scoping the next ABB review, evaluating the impacts of enrollment management, and in reviewing the plans for the Finance Transformation under way.

During the fall we have focused on review of units with budget challenges, deficits, and debts. Provost Richards has continued to build on efforts to assure that unit budgets are both realistic and adhered to in a responsible manner. This has required some units to make significant changes to their operating expenses and revenue budgets. We are focused on both the budgets and future planning as well as how faculty is being engaged in relevant unit-level discussions and decisions, in particular in partnership with the Elected Faculty Councils (EFCs).

An example of this is the School of Law where faculty came together to re-align teaching assignments to more equitably distribute the school-wide course load and increase fiscal efficiencies. The College of Arts & Sciences has been working hard to address the implications of changes in college enrollment (which actually increased in the past year), as well as tackle fiscal planning for the future. Productive results are emerging. The School of Medicine is implementing the Financial Stability Plan (Project FIT) across the hospital system. The School of Dentistry is now under the leadership of Dean Chiodo who is establishing important guidelines for improving its fiscal health. Dentistry is not out of the woods yet but progress is being made. We are pleased to see the work being done and believe that deans and chancellors in partnership with their elected faculty councils are addressing the fiscal health of the schools, colleges and campuses in a responsible and rigorous manner.

SCPB will continue its support of EFCs in collaboration with the Provost and Board of Deans and Chancellors (BODC) to enhance the breadth and depth of faculty input into the annual budget and compensation planning efforts ongoing within each of the schools, colleges and campuses. This year we increased that engagement as the Provost recommended that deans and chancellors engage with the EFCs on their hiring/ FTE plans for the next academic year. The Provost in consultation with the BODC has altered the budget process calendar to schedule the unit budget proposal and hiring plan so that they are submitted together in February, 2019. This will allow budgets to be reviewed in the context of hiring plans and hiring plans in the context of operational budgets. We met with the chairs of Elected Faculty Councils and they are pleased to take on this discussion.

The Office of the Vice President for UW Facilities shared the progress on the UW Seattle Master Plan (we hope it is approved by end of Winter Quarter 2019), capital planning and budgets, and the U-PASS / transportation challenges. The Master plan allows the UW Seattle campus to expand by up to 6 million
square feet at the same time as we are being asked to address our impact on the community. For more information, see: https://cpd.uw.edu/campus-master-plan. The UW is responsible for addressing expected growth and its impact on the community and city. UW leaders have agreed to construct 450 additional housing units in Seattle’s U-district for faculty and staff earning less than the area’s median income. UW leaders want to sustain a higher parking-space cap and the taller zoning heights currently zoned. An area of disagreement is the UW’s proposed goal of 15 percent of commuters traveling by single occupancy vehicles by 2028, as opposed to the city’s proposal of 12 percent. The Seattle campus is already at 17%, which is remarkably low. SCPB emphasized concern that we must both address our impact on the community and we must allocate our limited financial resources to our educational mission first and foremost. These projects shape our fiscal landscape as well as our academic accomplishments. Thus we review the plans for both fiscal responsibility and the strength of its support for our academic mission.

As for the UPASS, the current system is being supported through a variety of resources and it was clear it is not fiscally sustainable over the long run. Encouraging public transportation is important, and with the new light rail stations it is a reasonable expectation that UPASS use will increase as the additional stations come online and provide an attractive commuting option to a greater number of UW community members. However, it is not free, no matter how you spin it. UW pays for every trip on a UPASS, and the cost of each of those trips is the same as it is for anyone traveling on an ORCA card. Currently 97 cents on every dollar for the cost of the UPASS is transit. The UW doesn’t get any volume discount, rather we pay a fixed cost per ride. To cover these costs, the UW draws on parking fees among other sources. However, this has its challenges. For example, if fewer people use and pay for UW parking, then we have fewer dollars for the UPASS. The different models to ensure fiscal sustainability of the program are under consideration and SCPB will actively engaged with reviewing these proposals as they emerge.

In the past two weeks we have reviewed support and needs for faculty benefits including childcare and parental leave as well as the need to address affordable housing. The UW is trying to expand the number of dedicated, on-campus child care spots available to UW faculty, staff and students, even after making a significant investment under former Provost Baldasty. On the Seattle campus, over 400 dedicated spots are available in local centers. Additionally, on each campus, including Harborview Medical Center, UW faculty, staff and students have priority access and discounted tuition privileges at Bright Horizons and KinderCare centers. For more information, please visit the Human Resources webpage about these offerings: https://hr.uw.edu/benefits/child-care/.

Parental leave in Washington State is set to be implemented under new legislation by 2020, with withholdings starting in January, 2019. Paid Family and Medical Leave is a mandatory statewide insurance program that will be administered by the Washington State Employment Security Department (ESD). Beginning in 2020, qualifying employees will be able to use this new benefit, which generally allows up to 12 weeks of paid leave per year when they welcome a new child into their family, experience a serious illness or injury, need to take care of a seriously ill family member, or face certain military connected events. Employee payroll deductions and employer contributions will begin in January 2019, except for employees covered by collective bargaining agreements (CBAs) that expire on June 30, 2019.

Finally, and crucial, is the upcoming legislative discussions for the next biennium. JoAnn Taricani, our Faculty Legislative Representative, has shared a survey to determine priorities for her agenda in Olympia. Chris Laws, Deputy Legislative Representative will also be helping to realize these priorities. Please read the legislative report. This is a critical year.

And if you have not yet- take a look at the data that President Cauce provided in her report last month. We are third from the bottom in state support for major public universities AND in the bottom third for tuition. As President Cauce noted, “we’ve all been hearing about how California will be providing the UC system with a much needed infusion of dollars because they’re concerned that years of underfunding are leading to their universities losing competitive ground, yet UCLA already receives more than $11,000 per student. Compare that to our $5,200 per student state support. Our current funding model is unsustainable and undermines the essential contributions we make as a public university to our students, their families, and the state and nation. Again in her words: “The UW is ALL ALONE amongst our country’s top public universities in being at the very bottom in terms of state funding AND in the lowest third of in-state undergraduate tuition – Compared to our peers, we’ve been stretching our resources further and further, and that’s not all bad. But you can only go so far. Parts of our university are already
stretched far beyond any reasonable comfort zone.”

At our upcoming Faculty Senate meeting we will share an overview of the UW budget. This is a seriously important discussion as it shapes our capacity to fulfill our vision and mission, from the large scale to the smallest detail. We have reviewed the materials in SCPB as we try to assure that the information shared is useful and used, knowing that it is just an introduction. There is significant information and data available on the OPB
http://opb.washington.edu/sites/default/files/opb/Budget/Adopted_FY19_Operating_Budget.pdf and here
https://opb.washington.edu/content/state-budget-information

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 state legislative races, as expected, left the State House and Senate with slightly higher Democratic majorities; several races were decided by only a few hundred votes. Because several races were decided with less than a 100-vote margin, a manual recount is occurring at the time I am writing this.

Our priorities of institutional funding and faculty/professional staff salaries will be a faculty priority as well as the top concern of the administration and Regents; our Senate Committee on Planning and Budgeting has been in discussion with the administration about these priorities since last spring, when the budget request was in preparation. The next budget news will be in mid-December, when the Governor releases his budget proposal for 2019-21.

I have prepared a survey for faculty senators to complete to indicate faculty priorities; the survey link can be found at (Catalyst; requires UW NET ID):

https://catalyst.uw.edu/webq/survey/taricani/354993

(20 items included on the survey, along with space for additions)

Please take the time to complete this survey, if you have not already done so; I will provide a report at the Faculty Senate meeting. Thank you!

For faculty who are interested in directly contacting legislators at key moments during the session, please send me a message from a non-university email account name to uwadvocate@gmail.com – I will add your non-university account to a mailing list for advocacy. It would be helpful to plan several dates for faculty advocacy via clusters of email. There are also a few days that there will be a UW presence in Olympia (students and alumni), and I can help arrange for meetings with your elected representatives if you want to travel to Olympia on those days. These arrangements should be done via the non-university email accounts, so I look forward to seeing messages from you there. We can also arrange for email contact on those days; I know that traveling to Olympia via I-5 will be challenging for the first month and a half of the session, during the Alaskan Way Viaduct closure.
Current majorities for 2019 (not final yet)

**Senate**

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<th>Party</th>
<th>As of November 2017</th>
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<tbody>
<tr>
<td>Democratic Party</td>
<td>28</td>
</tr>
<tr>
<td>Republican Party</td>
<td>21 (23 + 1)</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>49</strong></td>
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**House**

<table>
<thead>
<tr>
<th>Party</th>
<th>As of March 2016</th>
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<tbody>
<tr>
<td>Democratic Party</td>
<td>59</td>
</tr>
<tr>
<td>Republican Party</td>
<td>39</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>98</strong></td>
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Next steps in the budget process:

**Governor’s budget**
- Mid-December

**House budget**
- Late March?

**Senate budget**
- Late March?
Governor’s budget and priorities:

- Financial aid
- Targeted projects
- Overall funding and competitive salaries?
- Special initiatives:
  - Career Connect Washington (Governor)
Faculty priorities - survey

- Salaries and fund-split support
- Backfill of tuition loss (resident undergraduate)
- Increase of operating funding
- Financial aid and access for students
UW budget request to OFM

Public reinvestment to support excellence at the UW

Four percent compensation increases for UW faculty and professional staff in FY20 and FY21 ($70.8 million)

That future incremental compensation and central service expenses, 2019-21 and beyond, be funded at least at a 50 percent state funding share

STEM enrollments ($12.3 million): 133 @ UWS; move toward 70 graduates per year at UWB and 90 per year at UWT

A&S expansion of student access to data science, to 1200 students per years ($4 million)
From President Cauce’s annual address: Per-student funding, state revenue, by institution

**STATE REVENUE PER STUDENT AMONG TOP PUBLICS**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Revenue (dollars)</th>
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<tbody>
<tr>
<td>Stanford</td>
<td>$11,400</td>
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<tr>
<td>U of Michigan - College Park</td>
<td>$10,491</td>
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<tr>
<td>Rutgers U - New Brunswick</td>
<td>$9,384</td>
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<tr>
<td>U of Florida</td>
<td>$9,074</td>
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<tr>
<td>UC Davis</td>
<td>$9,074</td>
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<td>UCLA</td>
<td>$9,070</td>
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<tr>
<td>U of Georgia</td>
<td>$9,024</td>
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<tr>
<td>U of Wisconsin - Madison</td>
<td>$8,964</td>
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<tr>
<td>UCSD</td>
<td>$9,151</td>
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<td>Georgia Tech</td>
<td>$8,939</td>
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<td>UT Austin</td>
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<td>UC Berkeley</td>
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<td>UC Santa Barbara</td>
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<td>Ohio State</td>
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<td>UT Austin</td>
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<td>U of Washington</td>
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<td>U of Pittsburgh</td>
<td>$8,875</td>
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<tr>
<td>Penn State</td>
<td>$8,875</td>
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From President Cauce’s annual address: Resident undergraduate tuition, by institution

**RESIDENT UNDERGRAD TUITION AMONG TOP PUBLICS**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Tuition (dollars)</th>
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</thead>
<tbody>
<tr>
<td>U of Pittsburgh</td>
<td>$17,932</td>
</tr>
<tr>
<td>Penn State</td>
<td>$17,932</td>
</tr>
<tr>
<td>U of Virginia</td>
<td>$12,875</td>
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<tr>
<td>U of Illinois - Urbana-Champaign</td>
<td>$12,875</td>
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<tr>
<td>U of Wisconsin - Madison</td>
<td>$12,875</td>
</tr>
<tr>
<td>U of Michigan - Ann Arbor</td>
<td>$12,875</td>
</tr>
<tr>
<td>Rutgers U - New Brunswick</td>
<td>$12,875</td>
</tr>
<tr>
<td>UC Santa Barbara</td>
<td>$12,875</td>
</tr>
<tr>
<td>UC Davis</td>
<td>$12,875</td>
</tr>
<tr>
<td>UC Berkeley</td>
<td>$12,875</td>
</tr>
<tr>
<td>UCSD</td>
<td>$12,875</td>
</tr>
<tr>
<td>UC Santa Barbara</td>
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<tr>
<td>UCLA</td>
<td>$12,875</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>$12,875</td>
</tr>
<tr>
<td>U of Minnesota</td>
<td>$12,875</td>
</tr>
<tr>
<td>University of Washington</td>
<td>$12,875</td>
</tr>
<tr>
<td>Ohio State</td>
<td>$12,875</td>
</tr>
<tr>
<td>U of Michigan - Madison</td>
<td>$12,875</td>
</tr>
<tr>
<td>UT Austin</td>
<td>$12,875</td>
</tr>
<tr>
<td>U of Maryland - College Park</td>
<td>$12,875</td>
</tr>
<tr>
<td>Purdue</td>
<td>$12,875</td>
</tr>
<tr>
<td>UNC Chapel Hill</td>
<td>$12,875</td>
</tr>
<tr>
<td>U of Florida</td>
<td>$12,875</td>
</tr>
</tbody>
</table>
Messages over the next six months

Although state funding has increased (thank you), the funding structure is not adequate to support the cost of the state-funded operations of the university (shifts to higher-cost degrees; authorized raises that do not have sufficient appropriation; new charges from the state for state services)

The UW is committed to excellence and to continuous improvement regarding access; and it needs the state to comprehend the need for funding this excellence, which continues to be at risk.

Policy issues that will arise

- Academic freedom
- Student conduct codes/policies
- Course materials: costs
- Course materials: open access
- Free community college
- Protection for DACA students
- Revisions of APA process
- Financial aid/loan relief for specified programs
- Faculty regent, UW/WSU/others
Council Activities Report

Faculty Council on Academic Standards

In addition to the normal business of reviewing curricular changes, the following are major policy issues that FCAS is undertaken or has recently completed:

- Revised and approved the “FCAS Policy on the Use of Residency Status for Admission of UW Matriculated Students to Majors or Programs” in order to account for an appropriation given to UW Computer Science & Engineering (CSE) by the Washington State Legislature (approved May 2018).
- Reviewed and approved a substantive proposal from the Paul G. Allen School to change to an admissions model in which approximately 50% of its annual Computer Science cohort is admitted directly to the Computer Science major as incoming freshmen (approved April 2018).

Additionally, FCAS is charged with addressing the following topics during the 2018-19 academic year in addition to conducting its regular business:

- Monitor student course evaluations initiative being undertaken by Office of Educational Assessment
- Finalize development of UW Areas of Knowledge definitions
- Finalize development of FCAS Best Practices for Syllabi

Faculty Council on Benefits and Retirement

- Reviewed and continues to address recommendations made within the final report of the Ad Hoc Committee on Pre-Retirement Planning. The Committee was appointed by the Senate Executive Committee (SEC) at the request of the FCBR and charged to look at ways to improve pre-retirement planning by faculty and to encourage continuing participation by retired faculty in contributing to the University of Washington community.
- Continues to investigate needs associated with parental leave (and associated policies) for faculty at the UW, especially relating to the new Washington Family Leave Act.
- Recommunicated to university administration its longstanding recommendation for an opt-out model for the increased (10%) contribution to the UW Retirement Plan (UWRP) at age 50 and above for UW employees.

Faculty Council on Multicultural Affairs

FCMA forwarded Class A legislation that amended Faculty Code Chapter 24.32 stating: “any contributions in scholarship and research, teaching, and service that address diversity and equal opportunity shall be included and considered among the professional and scholarly qualifications for appointment and promotion outlined below.” The legislation is not intended to mandate that units may only hire/promote faculty with those credentials (service that addresses diversity and equal opportunity), but simply provides that where this service exists, it shall be considered. The Faculty Senate approved the legislation on May 17, 2018, and the legislation received final approval from President Cauce and became effective on June 22, 2018.

Additionally, FCMA is charged with addressing the following topics/goals for the 2018-19 academic year:

- Continue to evaluate the Faculty Code through the lens of multicultural affairs, diversity, and difference, with the potential use of Class A legislation to strengthen equity and fairness.
- Edit the charge/title of the FCMA to include intersections (religion, gender, LGBTQ+, etc.) so that it names what the council is actually doing.
- Diversity in Faculty Hiring: Consider drafting Class A legislation, requiring a diversity contribution statement for faculty hiring. This proposal stems from a discussion regarding a similar policy at UC San Diego that requires all candidates applying for faculty appointments submit a personal statement detailing their contributions to diversity.
• Explore the topic of trainings (implicit biased, etc.) for search committees.

Faculty Council on Faculty Affairs

FCFA forwarded Class A legislation concerning Faculty Lecturer Issues during spring quarter, 2018, which amended the UW Faculty Code qualifications for appointment to Principal Lecturer by clarifying the nature and level of expectations for that title. The legislation also amended the UW Faculty Code procedures for promotion by removing assistant professors from the promotion process for faculty with instructional titles (legislation approved June 22, 2018).

Additionally, FCFA is charged with addressing the following topics/goals in the 2018-19 academic year:

• Continue exploring the status, working conditions, and career paths for instructional faculty.
• Explore ways to ensure consistency between Academic Human Resources policies and Faculty Code around Tenure & Promotion.
• Code provisions regarding diversity, equity, and inclusion.
• Review Faculty Code language around non-departmentalized tenure & promotion process.
• Review Faculty Code language around Elected Faculty Councils to bring greater clarity around membership and function.
• Faculty policies around writing recommendation letters.
• Retired faculty participation in Faculty Senate.

Faculty Council on Research

In addition to its normal business reviewing and voting on classified research contracts, the following are other topics/goals that the FCR is charged with addressing during the 2018-19 academic year:

• Discover which types of research restrictions are still subject to FCR review, in consultation with the Office of Sponsored Programs, given recent revisions to Executive Order No. 8. Review and approve the list of common restrictions placed on contracts submitted to the Office of Sponsored Programs that they can approve without the need to submit to FCR for review and approval.
• Develop protocols with the Office of Sponsored Programs for review and approval of Clinical Research funded by industry.
• In conjunction with the Office of Sponsored Programs, develop a task force to make recommendation on University of Washington Shared Research Resources.

Faculty Council on Student Affairs

FCSA is charged with addressing the following topics/goals for the 2018-19 academic year:

• Development of Medical Excuse Note Policy.
• Continue to monitor various Student Life-related ongoing initiatives and provide feedback.

Faculty Council on Teaching and Learning

Individual subcommittees of the FCTL were constituted in the council’s first meeting and are working to address areas of interest relating to pedagogy in the following areas:

• Goals and Principles of Learning Analytics at the UW
• Diversity and Equity Informed Pedagogies
• Evaluation of Instruction for Improvement of Teaching: Course Evaluations
• Educational Policies/Procedures around Teaching and Learning

Additionally, FCTL is charged with addressing the following topics/goals for the 2018-19 academic year:

• Evaluate if more can be done to facilitate religious accommodations for students, as requested by the ASUW Student Senate.
• Continue to oversee development of Goals for the use of Learning Analytics at the UW.
• Evaluate if the “Saturday Finals” issue can be can be remedied or its severity reduced.
• Continue work from last year investigating what diversity and equity-informed pedagogy is already being practiced at UW campuses, how these efforts support the student learning experience, and how they further the teaching and learning components of the UW Diversity Blueprint.
• Continue the exploration of the use of course evaluations as a formative feedback mechanism of teaching performance and student learning. This work should support the newly formed task force studying course evaluations at the UW.

Faculty Council on Tri-Campus Policy

FCTCP is charged with addressing the following topics/goals for the 2018-19 academic year:

• Analyze the extent to which University Faculty Councils take tri-campus matters into account while conducting their business.
• Work with the University Registrar to implement changes designed for tri-campus review process.

Faculty Council on University Facilities and Services

FCUFS is charged with addressing the following topics/goals for the 2018-19 academic year:

• Work with new organizations and processes by which capital projects and other campus improvements are being approved and managed.
• Review issues facing classroom management and innovation in learning environments (currently in use and/or needed).
• Receive the annual transport services review with a broad context of campus mobility and commuter perspectives.

Faculty Council on University Libraries

FCUL was instrumental in submitting Class B legislation to create Chapter 54 in Faculty Code and Governance outlining an Open Access Policy. The legislation was approved on June 1, 2018.

Additionally, the council is charged with addressing the following topics/goals for the 2018-19 academic year:

• Monitor the implementation of the new UW Open Access Policy.
• Evaluate the state of the ALUW “Faculty Status” proposal.

Faculty Council on Women in Academia

FCWA forwarded a Class C resolution regarding wellness rooms, which was approved by the Faculty Senate on March 1, 2018. Among other things, the resolution requests that the, “Faculty Senate of the University of Washington strongly recommends that at least one wellness room is included as a requirement for all new buildings (or more based on population capacity of the building), and that functioning wellness rooms be provided close enough to existing buildings on campus so as not to cause undue hardship for those individuals who require access.”

Additionally, the council is charged with addressing the following topics/goals for the 2018-19 academic year:

• Provide feedback on ongoing student course evaluation initiative.
• Monitor the development of new capital projects with emphasis on addressing campus wellness rooms.
• Collate faculty promotion data in regards to gender.
2018-2019 Nominees for Faculty Councils and Committees

Conciliation Board

Per Section 27-41:C of the Faculty Code, “Conciliation officers shall be selected by the President from a list of names exceeding the number of positions to be filled, prepared, and approved by the Senate Executive Committee. Vacancies for the remainder of unexpired terms shall be filled according to this same procedure. Conciliation officers may be reappointed to successive terms by mutual consent of the President and the Senate Executive Committee.”

Harris Baden, School of Medicine, for re-appointment as a member for a term beginning immediately and ending September 15, 2021.

Marieka Klawitter, Evans School, for re-appointment as a member for a term beginning immediately and ending September 15, 2021.

Linda Watts, UW Bothell, for re-appointment as a member for a term beginning immediately and ending September 15, 2021.

Faculty Council on Academic Standards

Daniel Feetham, Central Advising Units, as a voting member for a term beginning immediately and ending September 15, 2019.

Angelia Miranda, Associated Students of the University of Washington, as a voting member for a term beginning immediately and ending September 15, 2019.

Faculty Council on Benefits and Retirement

Andrew Flannery, Professional Staff Organization, as a voting member for a term beginning immediately and ending September 15, 2019.

Faculty Council on Faculty Affairs

Padmaja Vrudhula, Graduate & Professional Student Senate, as a non-voting member for a term beginning immediately and ending September 15, 2019.

Bryan Crockett, Professional Staff Organization, as a non-voting member for a term beginning immediately and ending September 15, 2019.

Faculty Council on Multicultural Affairs

Leyla Salmassi, Professional Staff Organization, as a voting member for a term beginning immediately and ending September 15, 2019.

Faculty Council on Research

Larry Pierce, Professional Staff Organization, as a non-voting member for a term beginning immediately and ending September 15, 2019.

Faculty Council on Student Affairs

Afua Tiwaa, Associated Students of the University of Washington - Bothell, as a voting member for a term beginning immediately and ending September 15, 2019.

Aileen Trilles, Professional Staff Organization, as a voting member for a term beginning immediately and ending September 15, 2019.

Faculty Council on Teaching and Learning

Angelia Miranda, Associated Students of the University of Washington, as a voting member for a term beginning immediately and ending September 15, 2019.
Faculty Council on Tri-campus Policy

Wes Lloyd, UW Tacoma Institute of Technology, as a voting member for a term beginning September 16, 2018, and ending September 15, 2021.

David Socha, University of Washington Bothell General Faculty Organization, as a voting member for a term beginning immediately and ending September 15, 2019.

Marian Harris, University of Washington Tacoma Faculty Assembly, as a voting member for a term beginning immediately and ending September 15, 2019.

Naga Palepu, Associated Students of the University of Washington, as a non-voting member for a term beginning immediately and ending September 15, 2019.

Ferdinand Khalid, Graduate & Professional Student Senate, as a non-voting member for a term beginning immediately and ending September 15, 2019.

Faculty Council on Women in Academia

Wendy Star, Professional Staff Organization, as a voting member for a term beginning immediately and ending September 15, 2019.
Legislation proposing changes to Faculty Code, Chapter 42 Faculty Councils (The Standing Committees of the University Faculty) and Their Duties

Section 42-32 Appointment of Faculty Councils

A. Because the faculty councils will be concerned with broad problems of policy relating to matters of University government, the basic qualifications of appointees should include a broad familiarity with the problems of University government, an understanding of the particular problems of the faculty within the framework of the University, and a familiarity with the substance of the particular areas of council responsibility.

B. The Executive Committee shall nominate and the Senate shall approve the appointment of the chairs and members of faculty councils.

The Faculty Council on Tri-Campus Policy shall consist of two members from the University of Washington, Seattle; two members, designated by the General Faculty Organization, from the University of Washington, Bothell; two members, designated by the Faculty Assembly, from the University of Washington, Tacoma; and as ex officio with vote: the Vice Chair of the Faculty Senate, the Vice Chair of the General Faculty Organization, and the Vice Chair of the Faculty Assembly; and as ex officio without vote: the Faculty Legislative Representative and the Deputy Legislative Representative.

C. At the beginning of each academic year the roster of each faculty council shall be published in the Class C Bulletin. Subsequent changes during the academic year shall be published in the Class C Bulletin.

D. The Executive Committee may determine the size of faculty councils from year to year, provided only that it make every effort to confine the size of each council to the size required for the effective discharge of its responsibilities.

E. Council members shall serve three-year terms and may be appointed to serve a second consecutive term. Appointments become effective at the beginning of the academic year. When an appointment is made to fill a position vacated during the academic year, the appointed shall be made as specified in Chapter 41, Section 41-33.

F. Faculty Council members shall be deemed to have vacated their seats when they have been absent from three council meetings in an academic year. Council members are considered absent only if they fail, prior to a meeting, to inform the chair of the faculty council or the faculty council analyst of their inability to attend.
Legislation proposing change to Faculty Code, Chapter 22 Constitution of the Faculty Senate

**Section 22-91 Senate Committee on Planning and Budgeting**

A. The Senate Committee on Planning and Budgeting shall advise the administration and shall inform the Faculty Senate on long-range planning and on preparation of budgets and distribution of funds with particular reference to faculty concerns. The committee shall be guided by the advice of the Senate Executive Committee and/or the Senate on matters of policy.

B. It shall be the responsibility of the Chair of the Senate Committee on Planning and Budgeting to report committee activities on a regular basis to, and to seek advice from, the Executive Committee and the Senate. The Chair shall be a member of the Senate Executive Committee.

C. The committee membership shall consist of:

1. Twelve faculty members, including:
   a. The immediate past Chair of the Faculty Senate, who also chairs the committee effective August 1 through July 31;
   b. The Senate Chair;
   c. The Faculty Legislative Representative and Deputy Legislative Representative;
   d. Six at-large faculty members, nomination, election, and replacement of whom shall be governed by procedures set forth in Chapter 42, Section 42-32 of the Faculty Code, and who shall serve three-year terms; in nominating such members, the Senate Executive Committee shall maintain representation from the colleges, schools, and campuses;
   e. The Senate Vice Chair;
   f. The Secretary of the Faculty

2. The Provost, the Senior Vice President for Planning and Management, Vice Provost for Planning and Budgeting, and a representative of the Board of Deans;

3. One student member nominated jointly by the ASUW and GPSS, and who shall serve a one-year term;

4. The Presidents of the ASUW and GPSS, who shall serve ex officio without vote.

D. Terms of members shall begin on September 16, unless otherwise specified at the time of appointment.
### University Budgets

#### FY 2018 UW Financials

#### FY 2018 UW Operating Results

<table>
<thead>
<tr>
<th></th>
<th>Millions</th>
<th>2018</th>
<th>2017</th>
<th>$ Chg</th>
<th>% Chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Tuition &amp; fees</td>
<td>990</td>
<td>942</td>
<td>48</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>2 Patient services</td>
<td>2,008</td>
<td>1,869</td>
<td>139</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>3 Grants &amp; contracts</td>
<td>1,409</td>
<td>1,359</td>
<td>50</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>4 Other operating revenues</td>
<td>765</td>
<td>773</td>
<td>42</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>5 State appropriations</td>
<td>362</td>
<td>342</td>
<td>20</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>6 Adjusted total operating revenues</td>
<td>5,534</td>
<td>5,235</td>
<td>299</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>7 Salary and benefits</td>
<td>1,661</td>
<td>3,519</td>
<td>142</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>8 Other operating expenses</td>
<td>1,188</td>
<td>2,147</td>
<td>51</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>9 Total operating expenses</td>
<td>5,859</td>
<td>5,666</td>
<td>193</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>10 Adjusted operating loss</td>
<td>(325)</td>
<td>(431)</td>
<td>106</td>
<td>-25%</td>
<td></td>
</tr>
<tr>
<td>11 Gifts</td>
<td>167</td>
<td>166</td>
<td>1</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>12 Investment income</td>
<td>404</td>
<td>442</td>
<td>(38)</td>
<td>-9%</td>
<td></td>
</tr>
<tr>
<td>13 Other non-operating revenues</td>
<td>321</td>
<td>262</td>
<td>59</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>14 Interest on capital asset debt</td>
<td>(77)</td>
<td>(77)</td>
<td>-</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>15 Increase in net position</td>
<td>490</td>
<td>362</td>
<td>128</td>
<td>35%</td>
<td></td>
</tr>
</tbody>
</table>
**UW Adjusted Net Income ($M)**

![Graph showing UW Adjusted Net Income from 2004 to 2018](image)

**FY 2018 Statement of Net Position**

<table>
<thead>
<tr>
<th>$ Millions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Net position beginning of year</td>
<td>6,267</td>
</tr>
<tr>
<td>2  Change in net position</td>
<td>490</td>
</tr>
<tr>
<td>3  Accounting changes (OPEB)</td>
<td>(1,660)</td>
</tr>
<tr>
<td>4  Net position end year</td>
<td>5,097</td>
</tr>
</tbody>
</table>

*UNIVERSITY of WASHINGTON*
FY19 BUDGET: OVERALL TAKEAWAYS

Most cited concerns from schools/colleges/campuses:

> Sustainability of salary and benefit increases in flat revenue environment

> Lack of incremental revenues from the state/tuition to fully cover compensation expenses

> Inability to raise rates or fees without downstream effects

> Retention and competition in the job market

> Rising cost of living

> Enhanced budget planning exercise revealed structural deficits
RECESSION CUTS and STATE $ RATIOS

Cumulative state funding cuts during recession (FY10-FY13)

<table>
<thead>
<tr>
<th></th>
<th>UW</th>
<th>WSU</th>
<th>Eastern</th>
<th>Central</th>
<th>Evergreen</th>
<th>Western</th>
<th>CTC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>46.15%</td>
<td>38.16%</td>
<td>40.97%</td>
<td>44.61%</td>
<td>39.68%</td>
<td>44.98%</td>
<td>22.96%</td>
</tr>
</tbody>
</table>

Portion of compensation costs assumed to be covered by tuition funding in the 2017-19 budget

<table>
<thead>
<tr>
<th></th>
<th>UW</th>
<th>WSU</th>
<th>Eastern</th>
<th>Central</th>
<th>Evergreen</th>
<th>Western</th>
<th>CTC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>65.53%</td>
<td>49.97%</td>
<td>48.39%</td>
<td>49.20%</td>
<td>52.92%</td>
<td>46.56%</td>
<td>32.43%</td>
</tr>
</tbody>
</table>

STATE REVENUE PER STUDENT AMONG TOP PUBLICS

<table>
<thead>
<tr>
<th>Institution</th>
<th>Revenue per Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>UConn</td>
<td>$10,664</td>
</tr>
<tr>
<td>University of Maryland-College Park</td>
<td>$9,828</td>
</tr>
<tr>
<td>Rutgers University</td>
<td>$14,032</td>
</tr>
<tr>
<td>Harvard University</td>
<td>$12,987</td>
</tr>
<tr>
<td>UC Davis</td>
<td>$11,612</td>
</tr>
<tr>
<td>UCLA</td>
<td>$11,621</td>
</tr>
<tr>
<td>University of Georgia</td>
<td>$13,233</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>$13,478</td>
</tr>
<tr>
<td>UCSD</td>
<td>$13,525</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>$14,029</td>
</tr>
<tr>
<td>UC Berkeley</td>
<td>$15,757</td>
</tr>
<tr>
<td>UC-Irvine</td>
<td>$15,932</td>
</tr>
<tr>
<td>UC Santa Barbara</td>
<td>$16,036</td>
</tr>
<tr>
<td>Purdue University</td>
<td>$17,200</td>
</tr>
<tr>
<td>Ohio State</td>
<td>$17,610</td>
</tr>
<tr>
<td>UT-Austin</td>
<td>$17,959</td>
</tr>
<tr>
<td>University of Michigan-Ann Arbor</td>
<td>$18,621</td>
</tr>
<tr>
<td>University of Illinois-Urbana-Champaign</td>
<td>$20,495</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>$21,920</td>
</tr>
<tr>
<td>University of Wisconsin-Madison</td>
<td>$31,300</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>$34,380</td>
</tr>
<tr>
<td>Penn State</td>
<td>$35,240</td>
</tr>
</tbody>
</table>

*Except the UW, institutions with the lowest state funding have the highest resident undergraduate tuition rates.*

Source: IPEDS data for FY15 (most recent available)

Penn State: U.S. News 2017 Top 15 Politics
NON-STEM ENROLLMENT

FTE Non-STEM Enrollment

+1.1%

2012 OFM EXPENDITURE STUDY

<table>
<thead>
<tr>
<th>Expenditures per Student FTE</th>
<th>Lower-Division UG</th>
<th>Upper-Division UG</th>
<th>Average UG*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General</strong></td>
<td>$10,867</td>
<td>$16,478</td>
<td><strong>$13,586</strong></td>
</tr>
<tr>
<td><strong>Engineering</strong></td>
<td>$16,469</td>
<td>$23,150</td>
<td><strong>$20,730</strong></td>
</tr>
<tr>
<td><strong>Nursing</strong></td>
<td>$29,809</td>
<td>$30,723</td>
<td><strong>$30,612</strong></td>
</tr>
</tbody>
</table>

53% more expensive

*Not an average of the lower-division and upper-division undergraduate student FTE.
OTHER FACTORS

Students are:

> Arriving at the UW with more AP, IB, and Running Start credits, meaning they take fewer of the less expensive lower division credits, many of which are also in the expensive fields.

> Taking more major-specific credits, which often means more STEM credits, which are more expensive.

> Taking more upper-division credits, which are more expensive to provide due to higher paid faculty and smaller class sizes.

> Needing more student support services.

> Needing more “active student learning” support from faculty.

> All while paying the same resident undergraduate tuition rates.
NEXT STEPS

2019-21 STATE OPERATING BUDGET REQUESTS

Note that these requests are crucial, and in addition to our “platform” or “agenda” items, including SNG...

> Compensation support (including FY19 fund split)
> STEM enrollments on each campus
> Safety net funding for vulnerable populations (UW Medicine and School of Dentistry)
> Expanding data science for non-STEM majors
> Center for Advanced Materials & Clean Energy Technology funding
> Center for Human Rights
> Maintenance & Operations funding for Population Health
> Marijuana Research Funding
CHALLENGES / OPPORTUNITIES FOR FY20 BUDGET DEVELOPMENT

> Annual review cycle (i.e., budget development) involves six years of “all funds” budget planning and forecasting, emphasizing alignment of:

  • Tuition rates and state funding
  • Hiring plans
  • Student enrollment and quality of student experience
  • Current strategic plans

APPENDIX
UW FY19 REVENUE: $7.84 Billion

- State appropriations: $369,271,000
- Tuition revenue: $658,234,000
- Annual gift & endowment funds: $419,498,000
- Auxiliary activities & other local funds: $1,091,911,000
- Research & related restricted funds: $1,420,220,000
- Hospitals and clinics: $31,874,000,000

Thorough operating budget process timeline is available here: