

December 12, 2018

Dr. Kima Cargill, Interim Associate Dean
Academic Affairs & Planning
The Graduate School
305 Loew Hall
University of Washington, Seattle

RE: Milgard School of Business Response to Review Committee Report

Dear Dean Cargill:

On behalf of the Milgard School of Business, thank you for the opportunity to respond to the Review Committee's Report.

Overall, the School believes that the exercise, process and outcomes of the 10-year Annual Program Review are quite valuable in guiding our continuous improvement efforts. Many of the suggestions by the Review Team were already under consideration by the faculty in AY 2017-2018 (e.g., promotion and tenure criteria clarification) and we are doubling down in AY 2018-2019. Consequently, the Report adds significantly to the preparation underway for our AACSB accreditation review in AY 2020-2021.

Above all, the Milgard faculty and staff wish to acknowledge the constructive nature of the review and their appreciation for the considerable investment by Drs. Leigh Anderson, Divya McMillin, Cliff Allen and James Lumpkin. Their insights and suggestions are proving very useful as we continue to fine-tune our operations and strategic thinking.

Following are important thoughts and concerns raised by faculty and staff regarding the Report and its recommendations.

1. Point # 2 under "Challenges and Risks" on page 3: The budget, budget process, and budget information accessible to academic units at UW Tacoma continue to be ambiguous although efforts are being made to provide clarity and establish an evidence basis for decision-making. Two parallel budget changes are underway – "budget right-sizing" and "professional development fund equity." An additional \$500,000 has been invested in (each of) the School of Interdisciplinary Arts and Sciences and the School of Engineering and Technology. This total of \$1MM is intended to account for past enrollment growth (n.b. from 2017 to 2018 the Milgard School enrollment grew 10% and Urban Studies grew 9%, the highest rates of growth, compared to an average 3% growth rate for the University as a whole). The latest indication is that resources such as professional development funds are to be allocated based on student credit hour (SCH) production. Unfortunately, a single metric such as SCH only addresses the teaching mission of academic units and not the research or service missions. The SCH analysis used to make the large investment in

SIAS and SET fails to recognize that Milgard faculty produce 20% more SCH per faculty member than the average academic unit on campus. The process of “right-sizing” academic unit budgets on the UW Tacoma campus based on SCH is flawed because it focuses on only one dimension (SCH) of a multi-dimensional set of outcomes produced by each academic unit. In sum, we agree with the Review Team that the budget is not transparent.

2. Point #4 under “Challenges and Risks” on page 4: The School concurs that timing is critical for capitalizing on the “rare large and emerging market” in the South Sound. Whether the pedagogical approach is face-to-face, hybrid or on-line delivery, additional resources are needed to pursue these market opportunities.

In essence, the future success of the Milgard School is in jeopardy due to changes in resource allocation occurring at the campus level. The net effect of these changes is a reduction in resources for the Milgard School.

3. Point #6 under “Challenges and Risks” on page 4: the Milgard School has a diverse faculty (40% female, 60% male; 54% non-Anglo, 46% Anglo) and a very diverse set of faculty leaders (63% non-Anglo, 37% Anglo). Although the faculty leaders are currently all male, two of the most senior female faculty are serving in key University of Washington leadership positions (Executive Vice Chancellor of Academic Affairs, UW Tacoma; Faculty Senate Chair, University of Washington Seattle [now emeritus but still serving the Provost for oversight on a faculty leadership program]).
4. Point # 2 under “Specific Curriculum Related Observations” on page 6: Appendix U displays graduation rates for the UW Tacoma and the Milgard School of Business. The Review Team may have confused graduation rates for the entire campus with the graduation rates for the School defined at the bottom of Appendix U. The four-year average BABA graduation rate is 93.5% while the MBA graduation rate is 95%.

In addition to suggestions contained within the larger report, the Milgard School benefitted greatly from the Review Team’s guidance regarding the “Unit Defined Questions.” Faculty are integrating the Team’s responses at a wide variety of opportunities: Faculty Council deliberations on budgeting and budget planning; ad hoc faculty committees discussing tenure and promotion policy; undergraduate and graduate program committees deliberating on continuous improvement in teaching; and area discipline considerations about curricula revisions.

In sum, the Academic Program Review for the Milgard School was highly productive and it is now guiding the School’s academic, stakeholder, operational and strategic evolution.

With appreciation,



Howard Smith
Dean