

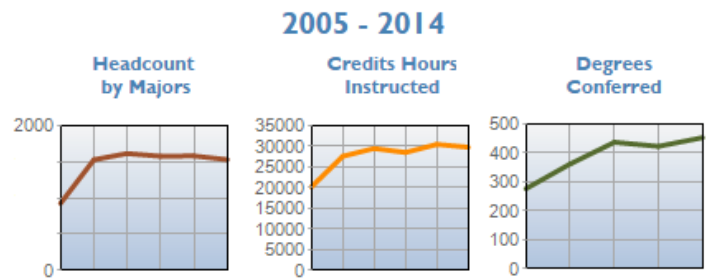
**UW Bothell/UW Tacoma, Seattle College/School Name:** College of the Environment

1. Please provide a 1-2 page description with visualizations if possible of how you intend to grow or contract over the next five years. Please provide these strategic plans at the college or departmental level, if you so choose. Where significant growth is anticipated, please provide specific fund source names and projections (in dollars). If you wish to include a summary of growth plans, services or activities supported by sources other than GOF/DOF, please do so. If cross subsidy is required from other sources, please summarize the extent of that subsidy.

During its first five years of existence, the College of the Environment (CoEnv) sustained steady overall growth despite being launched during a period of extensive and prolonged budget cuts. As it has developed strategic goals and initiatives that define its future, CoEnv has also concentrated on supporting and sustaining existing and new programs that provide students with the outstanding skills and experiences that prepare them for highly competitive careers. Use of new ABB funding has been prioritized to support these activities and create new growth within the College. In addition, CoEnv is investing nearly a million dollars annually in teaching and technology infrastructure to further improve student experiences and to attract students drawn to the breadth and depth of cutting edge learning provided by the College.

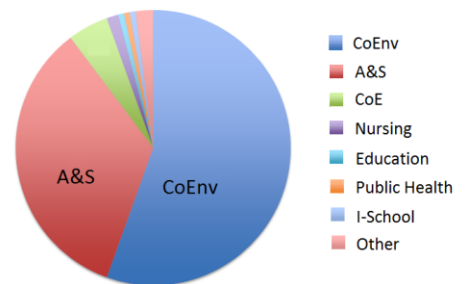
**Students:**

In its first five years the CoEnv undergraduate program was robust and growing: across the College student credit hours (SCH) increased 14.2% and degrees increased 38.3%. Near term implementation of new majors and minors as well as growth of existing majors will attract additional students and is expected to increase both SCH and degrees. Several pending and/or innovative undergraduate programs include:



- CoEnv has provided a Marine Biology minor for many years and is now planning to offer a Marine Biology major. The College is targeting 145 majors during the initial launch year and growth to 450 majors by year 5. This growth will result in an increase of SCH in existing CoEnv classes and the addition of new classes. Start-up funding from the Provost, CoEnv Dean, and various CoEnv units will be supplemented by ABB returns as the program grows.
- Minors do not provide any returns under ABB, however, they provide students with opportunities to expand their skills and credentials. CoEnv’s existing Marine Biology minor serves students from 7 colleges, with over 45% of this year’s students coming from outside the College. CoEnv is currently working with other Colleges and Schools to design additional minors that will also have widespread interest and impact across campus.
- The Bioresource Science and Engineering (BS) program in the School of Environmental and Forest Sciences (SEFS) has experienced dramatic growth over a number of years – 146% from 2010 to 2013 alone. This program is at the nexus of engineering and biological resources management and brings together students across these disciplines through applied solution-based education. It is a charismatic program that attracts a very diverse student body and specifically targets Washington state students. BSE provides strong classroom and research experience where students are on the leading edge of applied resource management, bio fuels, bio energy, alternative energy sources, and fiber composites and boasts 100% job placement of its graduates.

**Marine Biology Minors by Major Oct 2014**



Most CoEnv graduate programs have traditionally provided full support to students. As a result, most programs have been challenged by sequestration and a decrease in grants yielding student support. From 2010 to 2014, graduate SCH decreased 8.9% and majors by 9.5%. A decrease of 7% was predicted as a result of sequestration and CoEnv has taken a proactive approach by implementing its [Graduate Research Opportunity Enhancement \(GROE\)](#) program. This program, which provides bridge funding to support graduate students until grant funding is available, is designed to incentivize faculty to write grants earlier than planned and to begin supporting students before funding is awarded.

A self-sustaining, professional master's degree program in Earth and Space Sciences was implemented in 2012 and is growing to meet demand. CoEnv is beginning an internal dialogue to discuss obstacles and impediments to adding similar programs throughout the College and is developing support mechanisms that incentivize units to implement further programs that meet student demand while simultaneously expanding their revenue base.

**Faculty:**

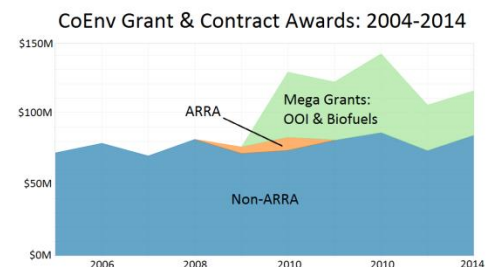
One of the founding principles for the formation of the College was bringing together units to work collaboratively on complex and thorny environmental issues. This interdisciplinarity is a key focus of the college and one of the five objectives laid out in CoEnv's [College-Wide Strategic Direction 2012-2017](#) plan. Through its Freshwater and Future of Ice initiatives CoEnv has created new collaborations with other Colleges and UW campuses, in part through jointly appointed faculty spanning other Colleges and campuses. Moving forward, CoEnv anticipates continued focus on cross-disciplinary collaborations, joint appointments, and new areas of interdisciplinary and disciplinary growth.

The College anticipates the overall total number of faculty will remain relatively stable. However, faculty demographics have begun to shift and this trend is expected to increase over the next decade. Twenty four CoEnv faculty have given notice of retirement since 2010 and 19 new faculty have been hired, with all academic units affected. Additional retirements are anticipated: 46% of tenure line faculty, 92% of WOT faculty, and 74% of research faculty are within 10 years of full retirement. This turnover presents challenges but also offers new and exciting opportunities.

CoEnv continues to plan for the proposed Faculty Salary System and is carefully managing its faculty hires to ensure it can sustain and thrive when the new plan is enacted. The plan is critical to ensure faculty are fairly and appropriately compensated but also offers challenges to limited budgets. The additional 1.5-2% cost per year, while a relatively small portion of the overall faculty salary budget will add up over multiple years. CoEnv is carefully planning for its future and recognizes that new faculty growth is largely dependent on expanding and developing new sources of revenue.

**Research:**

CoEnv continues to be a University leader in research. The College as a whole is consistently first or second in research awards behind Medicine. This success has been achieved despite the challenges of outdated labs and field stations (see discussion under # 2 below). Current data show the underlying research base of the College rebounding from the effects of sequestration (see graph). In addition to remaining highly competitive with traditional funders, CoEnv has made a concerted effort to look outside traditional sources of funding and continues to successfully expand its funding base into the non-profit and industry sectors.



**Staff:**

CoEnv staff are critical to the function of the College. The College supports over 800 individuals in various roles with nearly 80% supporting CoEnv's extensive research programs. The remainder provide a wide range of support including academic, public service, and general administration. The College anticipates the number of staff will remain stable although as the College continues its transition to more interdisciplinary, common centers we anticipate there will be a transition in the type and level of skills needed to support those centers.

**2. Please identify significant administrative, academic or other obstacle(s)** present in achieving the growth or strategic plans identified as part of Question 1. **Please plan to discuss these with the Provost.** If applicable, please summarize any operational risks that the UW must work to mitigate over time from your perspective.

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**Outdated infrastructure/facilities:**

CoEnv has multiple outdated teaching and teaching lab facilities. To begin to address this problem \$900K has been set aside for FY15 to upgrade the most critical areas and similar funding is planned for future fiscal years provided budget cuts and/or other similar challenges do not arise. Given the current state of these facilities, it will take multiple years before a significant portion will become effective learning spaces. Funding priorities include upgrades that:

- Lead to improvements/innovation in curriculum delivery
- Improve the learning experience for the largest number of students
- Result in partnerships or shared space.

At our off-campus facilities we continue to focus first on health and safety but remain concerned about the risks faced by students, staff and faculty. When it was established, CoEnv inherited off-campus facilities that suffer from chronic under funding, and in some cases, decades of deferred maintenance, including Friday Harbor Labs (FHL), Pack Forest, and the Olympic Natural Resources Center (ONRC). CoEnv has visualized the potential for these facilities to serve as student centric, experiential learning centers of excellence. The opportunities for these off campus facilities are dynamic and extensive: limited examples include FHL serving as a peak learning experience for the new Marine Biology major and ONRC bolstering and supporting interactions with coastal tribes. However, to ensure safe facilities as well as fully realize these future opportunities, central funding over a series of years is essential.

CoEnv computing infrastructure is decentralized and in need of modernization. The College is spearheading the UW virtual server project with the goal of consolidating, modernizing and making more secure computing capability within the College while simultaneously abating our greenhouse gas load. This initiative will require an upfront investment both to make transitions and to mitigate perceived risk by faculty who will have to disrupt their computing infrastructure and reconfigure technical support. How the cost structure will play out is uncertain at this point, but it is sure to be an investment that will be recouped over the long term.

**Faculty start-up and salary:**

CoEnv has experienced 24 faculty retirements in the past five years and nearly 60 additional tenure line faculty and 30 non-tenure line faculty will be eligible for retirement in the next decade. Multiple new faculty will need to be brought on board. At the same time, the value of new faculty startup requests is growing dramatically and provost cost share for start-up has become more limited. Additional carryover has been reserved by units and the college to address this issue but start-up is anticipated to be a significant challenge in attracting both the necessary quality and quantity of new faculty.

**Modernization of research infrastructure:**

The research of the future requires lab infrastructure that cannot be supported by a single faculty member but requires multiple disciplines and multiple PIs all contributing and sharing knowledge, funding, time and more. Multiple CoEnv research labs are antiquated and, in some cases, inhibit research competitiveness. Significant investment is needed in multiple buildings to create the modern types of spaces that will attract outstanding faculty and allow CoEnv to remain a competitive leader for research funding. CoEnv is poised and ready to contribute to and participate in this cutting edge and increasingly critical research. However, these interdisciplinary laboratory facilities require infrastructure that for the most part does not exist. Either new or renovated laboratories or buildings built or renovated to current standards is crucial for the College to maintain its leadership in research.

3. Using the “**Tuition Rec Worksheet**” tab of the “**Worksheets and Reference Materials –Academic**” Excel workbook ([http://opb.washington.edu/sites/default/files/opb/Budget/Worksheets\\_and\\_Reference\\_Materials\\_Academic.xlsx](http://opb.washington.edu/sites/default/files/opb/Budget/Worksheets_and_Reference_Materials_Academic.xlsx)) please identify proposed changes to current tuition rates in FY16 (2015-16) and FY17 (2016-17).

If you are recommending the creation of a **new tuition category**, please describe those changes below and be sure to identify the original tuition category, the proposed category, a suggested tuition rate for FY16 and (if applicable) a percentage increase for FY17. If you plan to move only a subset of your programs into a new category, please identify those programs by major name, pathway, level, and type.

Do you have any long-term plans for tuition that warrant discussion? If yes, please describe them below.

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The CoEnv graduate tuition category is tied to the Graduate Tier II tuition rate and is dependent on the recommendation of the Graduate School.

CoEnv is considering a proposal to implement a new tuition category for the professional master’s degree program in the Department of Earth and Space Sciences (ESS). Feasibility research conducted prior to implementation of the professional degree program indicates it is expected to be of high value: graduates of the professional degree program can expect \$10K higher annual salaries than students with only a BS. Prior to the program, ESS did not actively recruit students at the MS level. With the new program, 75% of students in the MS track will receive a job offer before or upon graduation. While this 45-credit degree program was implemented in 2012 and is too new for a robust analysis, the results for the first cohort of graduates have exceeded these projections. CoEnv anticipates that tuition for this category, if implemented, would be set at 7.5-10% higher than the College of the Environment graduate tuition rate in AY2015-16. Current students would be grandfathered in at the existing CoEnv tuition category, which is tied to the Graduate Tier II tuition rate.

4. Please **describe your school or college’s emerging or changing faculty needs**, including information about faculty hiring trends and the recruitment and appointment of lecturers.
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Recent CoEnv faculty hiring has been primarily focused in two areas:

- Replacement of retiring faculty has been crucial to retaining a critical mass of faculty to sustain teaching and research within the College. These faculty were primarily single unit hires.
- Cluster hires with joint appointments that focus on specific areas of research is an expanded area of CoEnv hiring in collaboration with other Colleges. CoEnv partnered with the College of Engineering and UW Tacoma to launch the Freshwater Initiative that resulted in four new faculty, three of whom are jointly appointed, to work collaboratively on this critical area of research. Hiring for the Future of Ice Initiative is currently underway and is anticipated to result in similar collaborations.

CoEnv has several units which have experienced rapid change and has worked to effectively buffer and/or support this within the affected units. Focus has been on synchronizing the long term investment in faculty with the variable short-term needs of students and research opportunities. CoEnv has worked closely with unit heads to track emerging opportunities within our disciplines as well as interdisciplinary opportunities and respond effectively and nimbly.

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Lecturers, postdocs, and professional staff have all been utilized to ensure the highest quality learning experiences for students.

Lecturers form a critical part of the overall CoEnv instructional strategy, providing stability and integration in the overall curriculum. CoEnv recruits and hires lecturers that are excellent and strategic teachers. Lecturers are utilized most frequently in 100 and 200 level classes as well as in programs where the growth of the major outstrips the ability to put faculty into position quickly. For example, the BSE program grew dramatically in just a few years while at the same time BSE faculty were retiring. Lecturer support since 2011 has been critical to maintaining quality and growth in the BSE program.

We highly value our twenty full-time (2), part-time (13), senior (4), and principal (1) lecturers and recognize the stability and quality they provide our units. Full-time, senior, and principal lecturers are recruited competitively and receive multi-year contracts. Part-time lecturers are recruited competitively whenever possible and often offered multi-year contracts.

As discussed previously, since the founding of the College, 24 CoEnv faculty have or will shortly retire and nearly half of the faculty are eligible for full retirement in the next ten years. We anticipate that faculty retirements will continue on a regular basis over the next 10-20 years and new faculty will need to be hired. This is a phenomenon that we anticipate will deeply affect the direction and composition of the college, driving it forward into new and emerging areas of expertise and leadership.

5. In the event that state funding for compensation adjustments in FY16 is not available, **all units** should have plans to **cover GOF/DOF salary increases out of other fund sources**. Should no tuition revenue be available, Provost Reinvestment Funds may be dispatched to provide support for increases. Please provide your units' plans to cover expenses associated with salary increases. A salary and tuition revenue model is available on the OPB website at <http://opb.washington.edu/content/fy16-budget-development>; this model is designed to give you a sense of the magnitude of the support that will be required at various percentage increases.

CoEnv has reserved sufficient funding for merit increases for at FY16 and 17 and additional funding has been identified that could be tapped thereafter, if needed.

6. This summer, the UW has been the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. This audit has revealed the importance of monitoring expenditures against budgets on a biennial basis, ensuring that colleges, schools and administrative units have plans to spend fund balance in a reasonable and mission-driven manner and that these plans are acted upon. As such, we ask that colleges and schools provide itemized obligations against fund balance, as estimated by OPB for the close of FY14. These obligations may be categorized by the following general classifications in the example provided, but greater detail is expected and will be relevant in discussions with the Provost.

Approximately 92% of CoEnv biennial carryover is committed with 8% reserved for unexpected opportunities and liabilities.

**CoEnv Summary**

	<b>Amount*</b>
Start-up Expenses	\$ 6,946,611
Recruitment	\$ 1,070,180
Retention	\$ 1,078,895
Equipment	\$ 989,000
Compensation	\$ 3,199,346
Matching funds	\$ 1,875,190
Student Instruction	\$ 603,132
Renovations	\$ 1,106,000
Individual Faculty ICR Accounts	\$ 1,702,120
Initiatives	\$ 4,084,570
Operations	\$ 1,368,485
<b>Total committed carryover</b>	<b>\$ 24,023,529</b>
<b>Total reserves</b>	<b>2,247,471</b>
<b>Total biennial carryover</b>	<b>\$ 26,271,000</b>



**7. Though we believe that few, if any, state funds will be available and any new Provost Funds may be dispatched for mitigating cuts or providing salary increases, please indicate what Provost Reinvestment Funds are being requested.** Requests for funds should be identified by a unique title, accompanied by the amount requested, the year funding is requested, whether the request is for permanent or temporary funds, the number of years funding is needed in the case of a temporary request and a brief description, not to exceed 500 words. **Successful requests will provide better experiences for students and faculty, contribute to the long-term financial health of the University, and/or reduce institutional risk<sup>1</sup>.**

**Importantly, requests for new funding will be considered alongside carryover spending plans.** Schools or colleges with growing temporary fund balances will be asked to explain why new funding is needed to support program enhancements.

CoEnv understands that Provost funding opportunities are limited and subsequently only seeks funding that will enrich and support the student experience. The following funding requests are for enhancing a rapidly growing major, innovative course work, student safety, and student development. All the requests were carefully vetted with the CoEnv Student Advisory Committee and College Council.

<u>Title</u>	<u>Funding</u>	<u>FY</u>	<u>P/T</u>	<u>Years Needed (If Temp)</u>	<u>DOF Requested (Y/N)</u>
Year 2 BSE funding	\$70,000	FY16	T	One (year 2 of 2)	Y

**In 2013, CoEnv requested two years of temporary funding to address student enrollment in Bioresource Science and Engineering (BSE), one of two undergraduate programs in the School of Environmental and Forest Sciences (SEFS). The first year of funding was provided for FY15 and this request is for the second year.**

Bioresource Science and Engineering (BSE) is at the nexus of engineering and biological resource management, and brings together students across these disciplines through applied solution based education. BSE focuses on the production of fuel, chemicals, and fiber products from biomass and students learn the science and engineering through a strong classroom and research experience. It is a charismatic program where students are on the leading edge of applied resource management, bio fuels, bio energy, alternative energy sources, and fiber composites with 100% job placement of its graduates. Between 2010 and 2013, the student enrollment in BSE increased 146%. This dramatic growth, in combination with differences in preparation as well as curricular needs between BSE and Chemical Engineering students, resulted in the Department of Chemical Engineering no longer delivering core BSE courses. The 2013 ABET accreditation review of BSE also indicated concern that the program barely has sufficient faculty to offer all necessary courses. To ensure that BSE students have access to core courses and can make timely progress toward graduation, while taking a cautious approach to long-term infrastructure growth, we have: increased the teaching load of BSE faculty; supported retired faculty (not eligible for the 40% rehire) to teach; hired professional staff; and hired a research associate to teach as part of her post-doc training. Some classes are taught in two sections to maintain an interactive learning environment, and laboratories are run in shifts. No classes have been canceled and no eligible students have been denied admission to a required course. Long-term coverage of required BSE courses will require additional faculty and a faculty search is currently underway. Support from SEFS, CoEnv, and the year 1 Provost funding has been critical to bridging BSE to a new funding and faculty support model; year 2 Provost funding will ensure the transition is effective and on target.

<sup>1</sup> Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development> for more information about the University’s Sustainable Academic Business Plan goals and top institutional risks.

<u>Title</u>	<u>Funding</u>	<u>FY</u>	<u>P/T</u>	<u>Years Needed (If Temp)</u>	<u>DOF Requested (Y/N)</u>
Funding for EH&S	\$100,000	FY16	P	Permanent funds requested	Y

Faculty, staff and students in the College of the Environment work in all five oceans and on all seven continents. Closer to home, the College manages labs and classrooms at field stations across the State of Washington, including Pack Forest, the Friday Harbor Laboratories, the Olympic Natural Resources Center, Wind River Research Station, and Big Beef Creek. Although they are located away from the UW's urban campuses, they are as close to the heart of the College's research and teaching missions as the most sophisticated CoEnv environmental genomics laboratory or other most frequently used learning spaces. CoEnv field stations are centers of research, conservation, education, and public outreach. Because they often sit outside of traditional departmental boundaries, researchers and students at field stations have the opportunity to converge their science disciplines in ways that can change careers and entire fields of inquiry. Field stations also provide physical space for immersive research, hands-on learning, and new collaborations that are otherwise hard to achieve in the everyday bustle of research and academic lives on campus.

The separation from university campuses that allows creativity to flourish also creates challenges. Field stations are sometimes viewed as remote outposts and can be overlooked or underserved because they tend to be away from population centers and the University's infrastructure. To address this challenge, CoEnv has been working with Environmental Health and Safety (EH&S) to promote an increased attention to safety at these field stations and in the College's field work so that safe educational and work places are ensured for all of students and employees, regardless of where they are.

**CoEnv advocates for a permanent increase to the EH&S budget so they are better able to support off-campus locations while at the same time improving their ability to administer safety programs across the urban centers.**

Investing in the former cannot come at the cost of the latter. The College believes it is important to begin to reverse the trend of recent budget reductions in EH&S to help reduce two of the top institutional risks: maintaining safety and the costs of regulatory compliance). While EH&S has worked with CoEnv (and other Colleges and Schools) to come up with new fees and funding practices to help directly fund some of the EH&S activities, these mechanisms are not enough to make up for the overall decline in the EH&S budget.

To use the Dive Safety office as an example: EH&S no longer covers the costs of physicals for scientific divers; research grants now cover the cost of extended time in the field by a UW Dive Safety Officer; and a new \$300/scientific diver fee is being introduced in 2015. Additional funds provided to EH&S would allow fee waivers for students who are not covered by a research grant or other departmentally-sponsored activity, but who are diving as part of a RSO or class (e.g., underwater submarine competition, scientific dive class) to help mitigate the already expensive fees for which they will be personally responsible (e.g., dive physicals, equipment).



<u>Title</u>	<u>Funding</u>	<u>FY</u>	<u>P/T</u>	<u>Years Needed (If Temp)</u>	<u>DOF Requested (Y/N)</u>
Husky Experience	\$150,000	FY16	T	One year	Y

Many units on campus provide opportunities for undergraduates to participate in research. CoEnv feels it is also important to expose interested students to teaching pedagogy and offers TA opportunities to undergraduate students. Teaching and mentoring these undergraduate TAs is crucial to both the success of the individual TA and the class for which they are the TA. Whenever possible, the College partners these undergraduate TAs with graduate TAs to provide a comprehensive mentoring experience. Feedback from graduate TAs is that undergraduate TAs are often especially helpful to them because they have taken and are familiar with the class being taught. Further, providing opportunities for students and faculty to work together closely enriches the individual student's knowledge and proficiency and allows for more efficient delivery of classroom support. Consequently, utilizing undergraduate TAs enhances the overall student experience while at the same time extending the ability of the College to support additional students and classes. **Temporary funding will ensure a smooth transition to a budget model that allows units to sustain and grow the undergraduate experience.**

## Recommended Tuition for FY 2016 and FY 2017

Using the table below, please identify **proposed changes to current tuition rates** (operating fee only) in FY16 (2015-16) and FY17 (2016-17). Updating the "% Change" cell for a tuition category will automatically update the associated tuition rate.

*If you are recommending the creation of a **new tuition category** or if you plan to move a subset of your programs into a new category, please use the narrative space provided on the "FY2016\_Budget\_Submission\_Supplement\_Academic" document to describe those changes (including the original tuition category, the proposed category, a suggested tuition rate for FY16, and a percent increase for FY17 if applicable).*

		FY 2015	FY 2016		FY 2017	
			% Change	Tuition	% Change	Tuition
<b>Seattle Campus</b>						
Undergraduate ( <i>read only</i> )	Resident	\$11,305	0.0%	\$11,305	0.0%	\$11,305
	Non-Resident	\$32,424	0.0%	\$32,424	0.0%	\$32,424
Graduate Tier I	Resident	\$15,207	0.0%	\$15,207	0.0%	\$15,207
	Non-Resident	\$27,255	0.0%	\$27,255	0.0%	\$27,255
Graduate Tier II	Resident	\$15,594	0.0%	\$15,594	0.0%	\$15,594
	Non-Resident	\$27,837	0.0%	\$27,837	0.0%	\$27,837
Graduate Tier III	Resident	\$15,948	0.0%	\$15,948	0.0%	\$15,948
	Non-Resident	\$28,422	0.0%	\$28,422	0.0%	\$28,422
College of the Environment Graduate Programs	Resident	\$15,594	3.0%	\$16,062	3.0%	\$16,545
	Non-Resident	\$27,837	3.0%	\$28,671	3.0%	\$29,532
Master of Education and Master in Teaching	Resident	\$15,015	0.0%	\$15,015	0.0%	\$15,015
	Non-Resident	\$27,837	0.0%	\$27,837	0.0%	\$27,837
Doctor of Education and Education PhD	Resident	\$15,015	0.0%	\$15,015	0.0%	\$15,015
	Non-Resident	\$27,837	0.0%	\$27,837	0.0%	\$27,837
Master of Library and Information Science (MLIS)	Resident	\$14,778	0.0%	\$14,778	0.0%	\$14,778
	Non-Resident	\$28,614	0.0%	\$28,614	0.0%	\$28,614
Master of Social Work	Resident	\$16,632	0.0%	\$16,632	0.0%	\$16,632
	Non-Resident	\$28,569	0.0%	\$28,569	0.0%	\$28,569
Master of Public Health	Resident	\$16,614	0.0%	\$16,614	0.0%	\$16,614
	Non-Resident	\$33,738	0.0%	\$33,738	0.0%	\$33,738
Public Health Graduate Programs (other than MPH)	Resident	\$15,948	0.0%	\$15,948	0.0%	\$15,948
	Non-Resident	\$28,422	0.0%	\$28,422	0.0%	\$28,422
College of Built Environments Masters - Construction Mgmt. Landscape Architecture, Urban Design & Planning	Resident	\$15,954	0.0%	\$15,954	0.0%	\$15,954
	Non-Resident	\$28,413	0.0%	\$28,413	0.0%	\$28,413
College of Built Environments Masters - MArch and MSRE (Real Estate)	Resident	\$16,875	0.0%	\$16,875	0.0%	\$16,875
	Non-Resident	\$35,535	0.0%	\$35,535	0.0%	\$35,535
Master of Chemical Engineering	Resident	\$19,923	0.0%	\$19,923	0.0%	\$19,923
	Non-Resident	\$31,410	0.0%	\$31,410	0.0%	\$31,410
Masters of Industrial and Systems Engineering	Resident	\$19,923	0.0%	\$19,923	0.0%	\$19,923
	Non-Resident	\$31,410	0.0%	\$31,410	0.0%	\$31,410
Master of Material Science and Engineering	Resident	\$19,923	0.0%	\$19,923	0.0%	\$19,923
	Non-Resident	\$31,410	0.0%	\$31,410	0.0%	\$31,410
Master of Public Affairs (MPA)	Resident	\$19,239	0.0%	\$19,239	0.0%	\$19,239
	Non-Resident	\$34,530	0.0%	\$34,530	0.0%	\$34,530
Nursing Master and Doctor of Nursing Practice	Resident	\$25,461	0.0%	\$25,461	0.0%	\$25,461
	Non-Resident	\$45,804	0.0%	\$45,804	0.0%	\$45,804
Doctor of Pharmacy	Resident	\$26,496	0.0%	\$26,496	0.0%	\$26,496
	Non-Resident	\$49,215	0.0%	\$49,215	0.0%	\$49,215
Master of Business Administration (Incoming)	Resident	\$29,250	0.0%	\$29,250	0.0%	\$29,250

Master of Business Administration (Incoming)	Non-Resident	\$43,086	0.0%	\$43,086	0.0%	\$43,086
Master of Business Administration (Continuing) <sup>1</sup>	Resident	\$27,855	0.0%	\$27,855	0.0%	\$27,855
	Non-Resident	\$41,037	0.0%	\$41,037	0.0%	\$41,037
Law (JD)	Resident	\$30,891	0.0%	\$30,891	0.0%	\$30,891
	Non-Resident	\$43,932	0.0%	\$43,932	0.0%	\$43,932
Master of Laws (LLM)	Resident	\$17,889	0.0%	\$17,889	0.0%	\$17,889
	Non-Resident	\$34,839	0.0%	\$34,839	0.0%	\$34,839
Law PhD	Resident	\$17,889	0.0%	\$17,889	0.0%	\$17,889
	Non-Resident	\$34,839	0.0%	\$34,839	0.0%	\$34,839
Dental Professional (DDS) Year 1 <sup>2</sup>	Resident	\$38,565	0.0%	\$38,565	0.0%	\$38,565
	Non-Resident	\$59,466	0.0%	\$59,466	0.0%	\$59,466
Dental Professional (DDS) Year 2 <sup>2</sup>	Resident	\$38,565	0.0%	\$38,565	0.0%	\$38,565
	Non-Resident	\$59,466	0.0%	\$59,466	0.0%	\$59,466
Dental Professional (DDS) Year 3 <sup>2</sup>	Resident	\$38,562	0.0%	\$38,562	0.0%	\$38,562
	Non-Resident	\$59,466	0.0%	\$59,466	0.0%	\$59,466
Dental Professional (DDS) Year 4 <sup>2</sup>	Resident	\$35,646	0.0%	\$35,646	0.0%	\$35,646
	Non-Resident	\$59,466	0.0%	\$59,466	0.0%	\$59,466
Graduate Dental - Oral Biology	Resident	\$14,178	0.0%	\$14,178	0.0%	\$14,178
	Non-Resident	\$27,381	0.0%	\$27,381	0.0%	\$27,381
Graduate Dental - Oral Medicine, Pediatric Dentistry, Periodontics, and Prosthodontics	Resident	\$15,747	0.0%	\$15,747	0.0%	\$15,747
	Non-Resident	\$28,737	0.0%	\$28,737	0.0%	\$28,737
Graduate Dental - Endodontics	Resident	\$17,319	0.0%	\$17,319	0.0%	\$17,319
	Non-Resident	\$28,737	0.0%	\$28,737	0.0%	\$28,737
Graduate Dental - Orthodontics	Resident	\$22,053	0.0%	\$22,053	0.0%	\$22,053
	Non-Resident	\$28,737	0.0%	\$28,737	0.0%	\$28,737
Medical Professional (MD)	Resident	\$31,131	0.0%	\$31,131	0.0%	\$31,131
	Non-Resident	\$60,117	0.0%	\$60,117	0.0%	\$60,117
<b>Bothell Campus</b>						
Bothell - MBA Incoming	Resident	\$22,596	0.0%	\$22,596	0.0%	\$22,596
	Non-Resident	\$28,329	0.0%	\$28,329	0.0%	\$28,329
Bothell - MBA Continuing <sup>1</sup>	Resident	\$22,371	0.0%	\$22,371	0.0%	\$22,371
	Non-Resident	\$28,329	0.0%	\$28,329	0.0%	\$28,329
<b>Tacoma Campus</b>						
Tacoma - MBA Incoming	Resident	\$20,124	0.0%	\$20,124	0.0%	\$20,124
	Non-Resident	\$33,492	0.0%	\$33,492	0.0%	\$33,492
Tacoma - MBA Continuing <sup>1</sup>	Resident	\$19,536	0.0%	\$19,536	0.0%	\$19,536
	Non-Resident	\$32,517	0.0%	\$32,517	0.0%	\$32,517

<sup>1</sup> The MBA programs have a cohort tuition structure (that is, there are different rates for incoming and continuing students). For these programs, it must be understood that the change in tuition is not applied to students but is applied to the rate for a category. For example, a Seattle MBA resident student who entered in Fall 2012 paid tuition of \$26,530; although the MBA resident continuing rate shows a 4% increase, the increase is applied only to that tuition category; the MBA student entering her/his second year will be charged tuition of \$26,530 for 2013-14.

<sup>2</sup>The DDS program also has a cohort tuition structure. Again, the tuition increase for a given tuition category should not be confused with the tuition increase that will be faced by students in a given cohort. For example, in the rate for second year DDS students increases 19% in FY14. This does not mean, however, that the Class of 2017 faces a 19% tuition increase. Rather, resident students in the Class of 2017 were charged \$31,870 in 2012-13, and they will be charged \$35,060 in 2013-14. This represents a 10% increase for those students - not a 19% increase.