

Academic Unit/Campus Name: College of the Environment

Please complete this Word document and the accompanying Excel workbook (both of which were provided to your unit via email), and submit them to the Office of Planning & Budgeting (OPB) on or before **Thursday, February 1, 2018**.

Please email your materials to [Jason Campbell](#).

Please note that the responses you provide in this Word document **will** be posted to the OPB website.

1. What is the academic vitality of your school, college or campus?

Please provide both quantitative and qualitative information, leveraging published materials and [previous submissions](#) where possible. In your response to this question, you may wish to include responses to some or all of the following prompts. Please note that these are suggestions, not requirements.

- What are the top 3-5 **strategic goals** of your unit? Could any of these goals increase expenditures or decrease revenue for other units?
- What are your unit's **faculty** hiring trends from the last 2-3 years and faculty hiring expectations for the next 2-3 years? (you may provide information by department, if relevant)
- What are your unit's **student**-related initiatives, trends, or goals? (E.g. Curriculum innovation, student engagement in the Husky Experience, trends in your student credit hour production)
- What has your college done in relation to key **university initiatives**? (E.g. [Population Health](#), [Race and Equity Initiative](#), [Husky Experience](#), [Transforming Administration Program](#))

Please respond in 500 words or fewer and please use bullets, rather than dense prose.

Addressing compensation and academic sustainability

- Our faculty and administrative staff continue to address compensation in the context of opportunities created by the revision of UW's policies on merit, unit adjustments and retention raises.
- The dual tasks of 1) identifying desired unit budget priorities and allocations, and 2) proposing funding mechanisms rest in the hands of the College faculty, led by our unit chairs and directors.
- This consultative process in the College of the Environment is focused on addressing the overarching question: "What do we need to continue to be national leaders in 2-3 decades?"

Academic leadership

- We are leading efforts to expand interdisciplinary education in the marine sciences, involving over 50 faculty self-identified as marine biologists in at least six undergraduate degree-granting units across two colleges and three research units. The Marine Biology major, expected to launch formally in Aut2018, will be regionally and globally responsive, allowing students to gain core knowledge and to specialize in areas of interest, with emphasis on both discovery and solution-driven science practiced within marine systems.
 - Our educational structure provides not just technical and scientific skill development, but a framework for problem-solving that translates to every industry and aspect of modern life. To do this, we are prioritizing immersive learning, a comprehensive vision for environmental education that provides essential support for all students to gain critical "in the field" experience. We are especially committed to expanding opportunities for low-income students, first-generation college-goers and students from underrepresented groups.
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University Initiative Leadership

- We recognize the power of interdisciplinary, cross-campus collaboration. We strategically invest resources, including faculty lines, to position UW to catalyze new modes of collaboration and innovation. In the past several years we have launched several large-scale initiatives (e.g., Future of Ice with APL, A&S; Freshwater Initiative with Engineering, Evans, CBE, UWT; M9-Earthquake Early Warning System with A&S, CBE, Evans and Engineering).
- We saw the need to do more to ensure that our scholarship and engagement scales from local to global. The current capital campaign provided the opportunity to "be boundless" - hence the launch of EarthLab as a platform for UW's cross-campus collaboration on truly grand challenges. EarthLab facilitates and integrates the work of faculty, students and staff across UW together with colleagues and stakeholders around the region and the world. EarthLab partners with the Population Health Initiative to provide the scientific understanding of the many ways environmental resilience affects the health and wellbeing of 7+ billion people on the planet.

Ethics, Integrity and Community in the College

- We now have an Assistant Dean for Diversity, Equity and Inclusion, whose role is to collaborate with College leadership and stakeholders to strengthen the College's diversity programs and policies in alignment with the UW Diversity Blueprint and support the university's goal in becoming a truly inclusive and equitable environment for learning, research, service, and outreach. Priorities include:
 - Build on the College's efforts to actively recruit and retain a diverse student body, faculty and staff.
 - Identify opportunities and strategic partnerships that deepen the College's engagement with issues of environment and equity as arenas for scholarship, learning and public engagement.

2. What is the fiscal vitality of your school, college or campus?

To answer this question, please complete the following tabs in the Annual Review Excel workbook:

- On the **purple tabs, i.e. the “Fiscal Reports,”** please:¹
 - Review the prepopulated FY16 and FY17 fields on each fund source tab. The “Fiscal Vitality References and Tools” workbook (described below) provides information to help with this review.
 - Provide full revenue and expenditure plans for FY18, FY19, FY20, and FY21.
 - If there is an area of your unit that you wish to isolate in more detail (i.e. significant departmental self-sustaining, clinical, etc.), feel free to submit an additional fiscal (i.e. dark purple) tab.
 - Enter totals from each of the tabs into the Summary tab.
- On the **“Alternative Assumptions”** tab, please clearly identify and briefly explain any assumptions used in your calculations that are *different* from the Central Budget Assumptions on OPB’s [FY19 Annual Review Materials webpage](#). You are encouraged to refine and adjust the central assumptions, which are (in many cases) general and imperfect.
- On the **“Fiscal Vitality Qualitative Assessment”** tab of the Fiscal Vitality Report Excel workbook, please describe your unit’s overall financial health. If your unit’s fiscal data shows any negative (i.e. financially unhealthy) trends, please propose actions that your unit will take to improve its financial position.

The following resources are available to help you complete this work:

- **“Fiscal Vitality References & Tools” Workbook** (available on the [FY19 Annual Review Materials webpage](#)):
 - FVRowByRowDefinitions Tab: row-by-row general and unit specific parameters used to compile data in the Fiscal Vitality Reports Summary and Fund Source tabs.
 - BgtTypeClassInfo Tab: list of budget types, classes, super classes, family, and community that are referenced in the FVRowByRowDefinitions tab.
 - FVExpendituresPivot and FVBudgetRevenue&CarryoverPivot Tabs: budget number detail supporting the Summary and Fund Source data in the purple tabs of the Annual Review Excel workbook.
- **FY18 GOF/DOF Budget Base:** By November 22, OPB will provide FY18 permanent and temporary budgeted values, as of October 2017 fiscal month end. You can build off these for your FY18 plan, but you will need to adjust for any budget revisions that have occurred (or will occur) since October 2017 fiscal month end.
- **BI Portal Reports** (click on the B.I.Portal link under “Products”): Each report has Overview, Technical Information, and Interpretation tabs that describe the report, what is included in the data, the data sources, and how to use the report. Note, data may differ between reports, but they can still be used as resources.
 - Biennium To Date Budget Balances
 - Remaining Balance by OrgCode and Category
 - Forecasting Template by Fiscal Year and OrgCode (please note, this tool will imperfectly forecast expenditures if units employ fund shifts or cost transfers)
- **Central Budget Assumptions** (mentioned above), which includes additional resources and guidelines.
- **Q&A Sessions on November 28 and 30.** See the [FY19 Annual Review Materials webpage](#) for details.

In completing this work, please consider the tuition rates that you are recommending as part of Question 3.

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¹ Please note that grants, contracts, and gifts are included in the report to provide the Provost with a more holistic view of a unit’s financial activities. The amounts can be reconciled to FAS for biennium 2015-17. However, the grants & contracts amounts will differ from the Annual Report, prepared by the Office of Research. Also, grants, contracts and gifts amounts might differ from the BI Portal “Remaining Balance by OrgCode and Category Report.” In both cases, and possibly with other BI Portal reports, this is due to differences in data elements, context, and reporting period parameters. While the information is not perfect, it is included to facilitate discussions about the unit’s overall financial health.

3. What are your school, college, or campus’s tuition recommendations for 2018-19 (FY19)?

Using the “Tuition Recommendations” tab of the Excel workbook, please provide tuition rate recommendations for 2018-19 (FY19). For each recommended tuition *increase*, please provide the information outlined below in 500 words or fewer (total). Here are a few notes and reminders:

- In last year’s budget process, units submitted *preliminary* FY19 tuition recommendations, along with their FY18 tuition recommendations. You can review last year’s submissions at [this webpage](#), along with a summary of FY19 (and FY18) [tuition recommendations](#). You may reuse responses, if they are still relevant.
- Rate recommendations for **fee-based programs** are handled through a separate process than tuition-based programs. Please see the [Provost’s letter](#) to deans and chancellors for more information about that process.
- The legislature sets resident undergraduate (RUG) tuition rates. OPB anticipates a 2.0 percent RUG tuition increase in FY19.
- If your recommendation involves creating a **new tuition category**, please be sure to identify the original tuition category, the proposed category and suggested tuition rate for FY19. 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. Please contact Jed Bradley (jedbrad@uw.edu) for instructions on how to modify the “Tuition Recommendations” tab.

- *Please provide information to justify the increase. This can include information about enrollment plans, peer comparisons, and/or market analyses. Please include information about how the incremental revenue generated will be spent by the school/college/department.*

For the College of the Environment Graduate Programs tuition category, we expect to continue to match the rates proposed for the University-wide Graduate Tier II tuition rates. Recommendations for these tuition levels have not yet been made.

For the Masters in Earth Space Science: Applied Geosciences (MESSAGe) tuition category we recommend a tuition increase of 4% for both the resident and non-resident categories for FY19 to maintain program sustainability. There was not a tuition increase from FY16 to FY17, yet there was a >4% increase in salaries and benefits or the program’s faculty and staff from FY16 to FY17, a 2% increase from FY17 to FY18 and an expected increase of >4% from FY18 to FY19. Salaries and benefits are the bulk of the cost of the MESSAGe program, which is expected to be self-sustaining.

- *Please describe whether you expect any substantial enrollment changes (including a change in the resident/nonresident composition) or any changes in the waivers likely to be awarded to your unit’s students.*

We do not anticipate any substantial enrollment changes

- *Discuss the impact on student debt load.*

The impact on student load debt will be nominal – especially given that the vast majority of graduate students in the College of the Environment are fully funded through RA- and TA-ships.

- Confirm (yes/no) that tuition recommendations were discussed with students.² Please discuss your recommendations with students, even if they are the same as the FY19 proposals you submitted last year.

² If the meeting schedules of faculty and student leadership groups present a challenge, please make accommodations to get approval within the necessary timeframe. If necessary, you may submit an update to OPB at a later date, after faculty and students have had an opportunity to review.

4. Please **update the carryover usage plan you submitted as part of last year's budget development process**. To do so, please complete the **"Updated Carryover Usage Plan" tab** of the Excel workbook. Please note:

- Your worksheet is pre-populated with the carryover usage plan you submitted last year and new estimated carryover totals.³
- Please provide updated numbers in the "Updated Plan" column.
- If you have new line items, please add rows, as needed.
- For any major updates, please provide a brief description in the "Explanation of Changes/Updates" column.

If you would like to describe any items from the worksheet in greater detail, please use the space below. **For additional guidance**, please see the example posted at the [FY19 Annual Review Materials webpage](#).

Please note:

- If your unit has a **deficit** instead of a carryover, please confirm that you have an updated deficit mitigation plan in place with OPB. If you do not, please contact [Lisa McDonald](#).
 - If you believe the carryover for your unit is negative due to timing and if you anticipate a positive balance soon, please discuss this below and feel free to provide an updated carryover spending plan.
 - Since the Office of the President and the Attorney General's Office do not retain carryover funds, as a matter of University policy, those two offices are not expected to complete this question.
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5. **Please confirm that faculty councils AND student leaders within your unit/campus have been consulted** and given the opportunity to provide input as part of this budget planning exercise.

To confirm this, please do **one** of the following:

- Briefly describe who was consulted and when, and provide points of contact for your faculty council and student leadership.
OR
 - Include signed letters from your faculty council chair and student leadership (a scanned PDF is fine) when you submit the rest of your materials.
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Faculty and student leadership have been heavily consulted in the multi-year development of each of the priorities described herein. Detailed schedules of engagement and outreach are documented in other published documents can be provided upon request.

The College Council chair is John Marzluff (corvid@uw.edu, 206-616-6883). The co-chairs of the College Student Advisory Council are Ethen Whattam (ethen.whattam@gmail.com) and Bryan Pelach (bpelach@gmail.com).

³ As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.