Academic Unit/Campus Name: School of Law

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.

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Strategic Goals

- Reducing the projected budget deficit. We are working to develop a sustainable, workable, and transparent budget process, involving ongoing expenditure reductions and the constitution of a task force charged with developing a plan to reduce costs, increase efficiencies, and develop new sources of revenues.

- Increasing and retaining diverse students. We are pursuing ways to increase the diversity of our student body and retain diverse students, including by offering more and larger scholarships, forming strategic partnerships with other organizations, and bolstering our academic support and mentoring resources.

- Increasing community outreach. We are working to increase outreach to all communities beyond the law school, including by capitalizing on all opportunities to build relationships with alumni and prospective donors and expanding our outreach to all members of the community, especially those needing access to legal services.

Faculty Hiring

- Hiring trends. We have hired three new tenure-track faculty in the past two years (in FY16 and FY17), which is consistent our hiring practices in the previous several years.
• **Hiring expectations.** We did not conduct a search in FY18 and expect to hire sparingly, given that, as we continue to evaluate our financial outlook, we are discerning that, in the near-term, a 5-to-1 hiring objective (five retirements for every hire) may be appropriate.

**Student Initiatives**

• **Course selection guidance.** We just adopted a policy that designates additional upper-level courses as required JD courses and designates other upper-level courses as strongly recommended JD courses.

• **Curriculum re-evaluation.** We are working toward curricular changes emphasizing additional experiential opportunities, technological innovations in law practice, and how technology can increase access to legal services.

• **Campus-wide course offerings.** We are working to provide additional guidance to students as to what courses in other units might help enrich their legal education.

• **Employment initiatives.** We have launched an Academic Success Committee tasked with developing methods to help struggling students and are improving employer recruitment processes, implementing job-attainment strategies, and expanding mentorship opportunities and professional development programming.

**University Initiatives**

• **Population Health.** Our health law program is working with other units (Medicine, Public Health, Nursing) to address issues in Population Health, and faculty member Sallie Sanford is on the PHI Executive Committee.

• **Race and Equity.** We are fully implementing our Strategic Plan for Diversity, Equity, Inclusion, and Multiculturalism (“DEI”); producing our first annual DEI progress report; and developing an annual DEI climate survey, and our programs and clinics continue working to further the interests of diverse constituencies.

• **CoMotion.** Our Entrepreneurial Law Clinic helps with corporate and IP law questions for potential spinouts and runs a CoMotion-UW Law joint presentation series, and faculty members recently participated on a CoMotion grants committee and periodically give presentations to CoMotion tech managers.

• **GIX.** On an ongoing basis, our faculty will teach courses on corporate and IP law in the GIX Master’s program in Technology Innovation.

• **Urban@UW.** Within Urban@UW’s Homelessness Research Initiative, faculty member Lisa Kelly spearheads the Doorway Project (with Nursing and Social Work), which, with community collaborators, provides resources for homeless youth in the U District.
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.
  2. Provide full revenue and expenditure plans for FY18, FY19, FY20, and FY21.
  3. 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.
  4. 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):
  1. FVRowByRowDefinitions Tab: row-by-row general and unit specific parameters used to compile data in the Fiscal Vitality Reports Summary and Fund Source tabs.
  2. BgtTypeInfoTab: list of budget types, classes, super classes, family, and community that are referenced in the FVRowByRowDefinitions tab.

- 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.
  1. Biennium To Date Budget Balances
  2. Remaining Balance by OrgCode and Category
  3. 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.

The School has recommended a tuition increase of 5% for first-year JD students and 4% for all other JD students and all graduate students.

The School has kept tuition in the JD program largely flat for several years to address a highly competitive admissions market and concerns about student debt. In FY17 we modestly increased tuition for first-year JD students and graduate students. However, continued enrollment pressures in the JD program have prevented us from keeping pace with rising operational costs. Although we are proposing to increase tuition for FY19, we are in the process of implementing significant cost reductions and seeking to increase our non-tuition revenues so that we are able to keep the tuition increase modest and keep tuition in line with that of our peers.

We will use the incremental revenue generated by the increase primarily to pay for mandatory salary increases. However, in consultation with our faculty council, we determined to recommend an increase that is slightly greater than what is necessary to cover salary increases in order to address other budget needs.

In addition to consulting with faculty and students, we engaged with key leadership, including our Assistant Dean for Admissions and our graduate program directors, in reviewing peer tuition data to help us ensure that our tuition will remain appropriately positioned within market ranges.

- 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.

Similar to last year, the School plans to seek modest growth in all programs, if able to do so while maintaining our admission standards. We expect that our LLM enrollments will be relatively stable and that we will see modest growth
in our JD and MJ enrollments. We are watchful regarding how the US political environment might affect international student enrollments because several of our LLM programs have high numbers of international students.

We plan to request waiver support for the JD program that is consistent with what we have received in previous years. We expect that, for our tuition-based graduate programs, we will receive approximately the same number of waivers as in previous years, and we plan to continue self-funding partial tuition waivers for our self-sustaining programs.

- **Discuss the impact on student debt load.**

  Our student debt is less than that of our peers. Because we have increased scholarship support from private resources, the average debt load of JD graduates has decreased from $121K in FY16 to $107K in FY17. (National averages exceed $111K). Debt load is an important consideration for our graduates, many of whom pursue careers in public service/interest or smaller private firms where starting salaries can range from $45,000 to $100,000. At the same time, the continuity of public service and income-based loan repayment programs is uncertain.

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

  Yes, the School engaged the Student Bar Association (SBA) in our analysis of tuition increases. SBA members understood the need for modest tuition increases but strongly preferred that increases be focused on entering students rather than continuing students so that continuing students have relatively consistent tuition rates throughout their time at the School. SBA members also urged that any tuition increases be as small as possible.

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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.

The School intends to submit a deficit mitigation plan to the Provost by the end of the winter quarter. We are currently in the process of evaluating our expenditures and revenues and taking steps to reduce our projected short- and long-term deficits and develop a sustainable, transparent, and understandable ongoing budget process.

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.

We consulted with both the elected faculty council and Student Bar Association (SBA) members in our analysis of tuition increases. We provided these groups with 1) data on historical tuition increases, 2) peer market data for the past five years, and 3) a forecast of the dollars to percent increase for each tuition category. Each group had an opportunity to reflect on these materials, ask questions, and provide input. Professor Shannon McCormack (swm8@uw.edu) is faculty council chair, and third-year JD student Mary Opler (mary.opler@gmail.com) is SBA president.

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