

Academic Unit Name: Evans School of Public Policy & Governance

*Please complete this Word document and the accompanying Excel workbook, and submit them to the Office of Planning & Budgeting on or before **Friday, November 20**. Please email your materials to Becka Johnson Poppe.*

In addition to the questions in this document, academic units will be asked to provide information about anticipated growth or contraction over the next five years. These materials, however, will not be distributed to academic units until October 30 and will not be due until Wednesday, December 23. In order to ensure some consistency and common information across responses, academic units will be given templates with projections of student growth. Units will be asked to review these growth trajectories and provide detailed notes about any planned deviation(s).

1. Since the Washington state legislature reduced resident undergraduate tuition rates for the 2015-16 and 2016-17 academic years, we are giving academic units an opportunity to revisit and, if needed, revise tuition rate recommendations for 2016-17 (FY17).

Please review the FY17 tuition rate(s) previously recommended by your unit – copies are available at the FY16 Unit Budget Submissions webpage – and please **either confirm your previous recommendation or provide a new recommendation with accompanying justification** for the change.

If you have a new recommendation, please use the “Tuition Rec Worksheet” tab of the “FY17 Academic Budget Worksheets & References” Excel workbook to identify your new proposal.

As always, **if your recommendation involves creating a new tuition category**, please be sure to identify the original tuition category, the proposed category and a suggested tuition rate 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.

Over the last several years we have sustained previously realized growth and continued to increase our productivity to meet student demand for our programs. Although we experienced substantial cuts in state support during the years following the recession, last year’s reinvestment by the administration recognized and helped to offset the significant cost of concurrency that disproportionately affects the Evans School. Accessibility and excellence continue to be the two driving factors shaping our budget decisions. It remains critical that we keep tuition increases to a minimum to remain competitive with our peers and accessible to our students. We also know we must invest in our faculty and staff to maintain the excellence of our academic programs, retain and attract top talent, and comply with the provost’s excellence initiative.

A. Tuition-Based Programs

For FY17, we are seeking a 3% tuition increase to both our in-state and out-of-state tuition rates for the MPA program. Without additional state or central administrative resources, the 3% tuition increase is necessary to cover a 2% school-funded increase in faculty and staff salaries. Our tuition policy has been to remain competitive with our peers and accessible to students by keeping our tuition at the median of our peer institutions. We do not know what all of our peers’ tuition rates will be for FY17 but based on recent trends we believe a 3% tuition increase will allow us to retain our current competitive position. See the peer non-resident tuition comparison chart below.

2015-16 Peer Tuition and Fee Rates

Peer Institution	US News Rank	2015-16 Tuition and Fees*	
		Resident	Non-resident
University of Texas-Austin (Johnson)	16	\$10,684.00	\$20,534.00
Florida State University (Askew)	16	\$10,115.72	\$23,375.12
University at Albany-SUNY (Rockefeller)	16	\$12,477.00	\$23,817.00
Arizona State University	16	\$14,124.00	\$23,836.00
University of Wisconsin-Madison (La Follette)	12	\$11,934.84	\$25,261.72
University of Kentucky (Martin)	16	\$11,652.00	\$26,154.00
University of Georgia	4	\$11,872.00	\$27,118.00
Indiana University - Bloomington	2	\$12,631.00	\$27,608.00
University of Minnesota-Twin Cities (Humphrey)	16	\$20,507.00	\$30,789.50
George Washington University (Trachtenberg)	12	\$32,252.50	\$32,252.50
University of Kansas	9	\$14,858.15	\$33,498.75
American University	12	\$34,276.00	\$34,276.00
University of Washington (Evans)	9	\$20,886.00	\$36,636.00
University of California-Berkeley (Goldman)	6	\$25,778.50	\$38,549.50
New York University (Wagner)	6	\$40,528.00	\$40,528.00
University of Southern California (Price)	6	\$41,196.00	\$41,196.00
University of Michigan-Ann Arbor (Ford)	12	\$23,708.38	\$42,858.38
Duke University (Sanford)	16	\$45,117.00	\$45,117.00
Princeton University (Wilson)	5	\$45,350.00	\$45,350.00
Carnegie Mellon University (Heinz)	9	\$46,658.00	\$46,658.00
Harvard University (Kennedy)	3	\$49,732.00	\$49,732.00
Syracuse University (Maxwell)	1	\$56,528.00	\$56,528.00
Average		\$26,948.46	\$35,076.07

*Includes tuition and mandatory fees for comparable programs at top 22 schools of public affairs (ranked 16 or higher). Peers are listed in ascending order by non-resident tuition and fee total.

We support the Graduate School's recommended 0% tuition increase for the Graduate Tier I tuition rate – the rate to which our PhD program is currently assigned. We also plan to continue exploring the possibility of increasing stipend rates for our PhD students to remain competitive nationally for highly recruited applicants.

For FY18, we will continue to focus on excellence while closely monitoring tuition rates at peer institutions. Additional state resources dedicated to excellence may alleviate the need for further tuition increases.

As requested, we are submitting the Excel workbook with this document to identify proposed changes to tuition rates. Our recommendations within the workbook assume new central administration resources for merit salary increases.

B. Fee-Based Programs

We will provide tuition increase information to Professional and Continuing Education regarding course fee increases for our fee-based programs, including the Executive MPA program and Part-Time program option in the MPA program. Consistent with last year's submission, we are considering a 3% increase in FY17 for all fee-based programs to cover regularly expected increases in program delivery costs. We believe such an increase will not threaten our competitiveness in this market due to strong demand and the programs' outstanding reputations.

2. Though the Provost will soon be announcing requirements for FY17 merit increases, **please tell us how your unit plans to deploy funds for merit increases and unit adjustments in FY17.** A salary and tuition revenue model WILL BE available on the [FY17 budget development website](#) by October 26; this model is designed to give you a sense of the magnitude of the support that will be required at various salary percentage increases.

Based on the baseline Tuition Revenue and Salary Increase Model, OPB estimates that the School will net approximately \$200,000 which will cover salary and benefit increases for faculty and staff. This baseline model assumes 3% increase in both resident and non-resident MPA tuition and a steady state in student FTE.

Our estimate of salary and benefit costs for different employee types follows:

Employee Type	2% salary increase	Associated benefits *	Total	4% salary increase	Associated benefits *	Total
Faculty	82,377	20,018	102,395	164,754	40,035	204,790
Professional Staff	34,160	10,419	44,578	68,319	20,837	89,157
Classified Staff	6,102	2,404	8,506	12,203	4,808	17,011
Academic Student Employees	8,309	1,471	9,780	16,619	2,942	19,560
Totals	130,948	34,311	165,259	261,896	68,622	330,518

* based on FY16 Fringe Benefit Rates

Given the baseline Tuition Revenue and Salary Increase Model and our projected salary and benefit costs, the School can fully fund a 2% salary increase for all employee types, but would not be able to fully cover a 4% salary increase for all employee types.

Additionally, we expect to cover faculty promotional salary increases for two faculty members. We estimate that salary amount to be approximately \$16,000 plus benefits of \$3,888.

3. As you may recall, last summer, the UW was the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. This audit reinforced the importance of monitoring expenditures against budgets on a biennial basis, ensuring that academic 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 academic units **provide itemized obligations against fund balance** (as estimated by OPB for the close of FY15, going into FY16) using the **“Carryover Worksheet”** tab of the “FY17 Academic Budget Worksheets & References” Excel workbook. Please be as specific as possible.

- In the space below, **please indicate what your unit will do to contribute to an overall decline in the UW’s fund balance**. If your unit has no fund balance, or a negative balance, you need not answer this question.
 - If you would like to describe any items from the worksheet in greater detail, please use the space below.
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For the biennium ending June 30, 2015, the Evans School carryover was fairly small—a total of \$93,165, of which \$76 was GOF and \$93,089 was ICR. We have committed the ICR carryover funds to supporting faculty hired in FY16. Please see the ‘Carryover Worksheet’ tab in the jointly-submitted Excel workbook for more detailed information on our carryover funds.

We generally provide new faculty with summer salary support, a research account, and research assistant funding. Faculty have flexibility in the timing of utilizing this funding, so it is hard to estimate with certainty the amounts used from year to year. We appreciate the flexibility of carrying over such funding, which allows us to recruit nationally competitive faculty members.

4. The Provost will be making the decision to deploy *permanent* Provost Reinvestment Funds **primarily, if not exclusively, to cover for compensation increases. The only possible exceptions for permanent funds will be for critical compliance issues.** However, requests for temporary funds will only be entertained in areas of high institutional priority and in consultation with faculty, staff and students.

If your unit has a Provost Reinvestment Fund request that fits within these strict parameters, please describe it using the framework below.

Title	Funding	FY	P/T	Years Needed (If Temp)
1. On-Going ABB Losses: Concurrency	\$500,000	FY17	T	1 Year
Description: We appreciate the administration's support of our previous request for temporary reinvestment funds to cover the revenue losses associated with concurrency. The Graduate School Council has been charged with reviewing the issue of concurrency on behalf of the ABB steering committee. We are requesting \$500,000 in FY17 in temporary funding while the Council completes its review and until a permanent solution is developed.				
2. FY17 Faculty Hires (2)	\$261,038	FY17	P	
Description: We are seeking funding to hire two faculty members in FY17. These faculty members are necessary to maintain program quality, improve the student experience, and bring us closer in line with our peer institutions' student/faculty ratios. These faculty members would also accommodate for the gains in productivity the Evans School took on over the last several years. We estimate two new state-supported faculty will require \$261,038 (\$210,006 for salaries and \$51,032 for benefits) in permanent funding from the central administration.				
3. FY17 Faculty Hires (1)	\$130,519	FY17	T	1 Year
Description: We are seeking funding to support the implementation of the new undergraduate degree program. In FY17, to assist with the phase in of the program, we ask for temporary funding for one faculty member. In FY18 & 19, we will request temporary funding for three faculty positions as implementation takes place. These faculty salaries will eventually be covered by ABB revenue associated with the undergraduate program but we are requesting temporary funds given the two-year lag in ABB distribution. For FY17, we estimate one new state-supported faculty will require \$130,519 (\$105,003 for salaries and \$25,516 for benefits) in temporary funding.				
4. Tuition Waiver Losses	\$250,000	FY17	T	1 Year
Description: We are seeking temporary funding to offset losses we incurred in FY15 and FY16 related to Evans School students obtaining RA and TA positions in other schools and colleges. We estimate the cost of waivers during this time period for Evans students working outside the School to be \$250,000. For most other schools and colleges, costs associated with cross-departmental hiring can be addressed internally. However, when our students are hired in other schools and colleges we cover the cost of their tuition, healthcare, and stipend or the portion thereof not covered by grant funding but don't receive any benefit from their work. We are seeking temporary funding while we work with our colleagues in other units to develop a more equitable and permanent solution.				

We would like to recognize the challenge you face every day in balancing the university's competing priorities and thank you for all of your outstanding efforts. We appreciate the opportunity to share with you our vision for our future and, as the dean, I look forward to meeting with you to discuss our plans in greater detail.

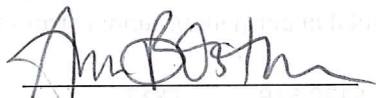
5. Please confirm that faculty councils – and, to whatever extent may be possible, student leaders – within your unit/campus have been consulted as part of this budget planning exercise and given the opportunity to provide input. To confirm this, please do one of the following:

- Briefly describe who was consulted and when, and provide a point of contact for your faculty council.
 - OR
 - Include a signed letter from your faculty council chair (a scanned PDF is fine) when you submit the rest of your materials.
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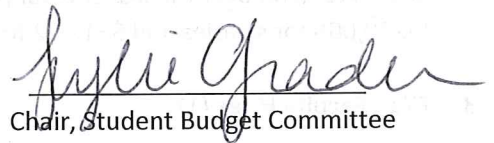
The Evans School has a long tradition of engaging faculty and students in critical conversations about the budget planning process and the strategic direction of the School. The dean presents proposed budget priorities, including a draft of this submission to the School's faculty council and student budget committee in a joint meeting where faculty and students are encouraged to provide feedback. Key staff also work with the student budget committee in advance of the joint meeting to respond to any questions they may have about the university and school budget process. Faculty and student feedback inform the School's budget submissions and the dean reports back to faculty and students about final budget allocation decision.



Dean, Evans School



Chair, Faculty Council



Chair, Student Budget Committee

Academic Unit Carryover Usage Plan

Unit name: Evans School of Public Policy & Governance

Carryover going into FY16: 93,165

Please feel free to add rows, as needed.

Expense Category	Description	Amount
General Reserves/Uncertainty		
		\$ -
		\$ -
Education Initiatives		
		\$ -
		\$ -
Equipment		
		\$ -
		\$ -
Facility/Space Investments		
		\$ -
		\$ -
Faculty Start-Up Expenses		
Professor (1.0)	2 months summer salary; RA support; research account	*
Assoc. Professor (1.0)	2 months summer salary; research account	*
Asst. Professor (1.0)	4 months summer salary in first 5 years; RA support; research account	*
Assoc. Professor (1.0)	2 months summer salary; RA support; research account	*
Assoc. Professor (1.0)	4 months summer salary in first 2 years; RA support; research account	*
Professional Development		
		\$ -
		\$ -
Recruitment		
(Please note discipline and # FTE)		\$ -
		\$ -
Research Initiatives		
		\$ -
		\$ -
Student Aid & Waivers		
		\$ -
		\$ -
Temporary Salaries		
(Including student employees)		\$ -
		\$ -
Other		
(Please be specific)		\$ -
		\$ -
TOTAL		\$ 93,165

* Amount of faculty start-up expenses remaining is greater than the carryover amount; the precise distribution of carryover dollars among the faculty members noted above has not yet been determined.