

UW Bothell/UW Tacoma, Seattle College/School Name: School of Social Work

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 these plans assume additional Provost Reinvestment Funds (supplement), please make that clear. 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.
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In 2010, the School of Social Work debuted our five year goals that account for not only our strengths, accomplishments and future ambitions but compliment the University's larger vision and mission. The growth of the School as a whole has been and will continue to be driven by these goals. Our strategic goals and priorities include the following:

Goal #1: Grow and support a diverse, world-class student body, dedicated to leadership and service

- Expand student recruitment efforts to attract wider pool of candidates , including those who may initially be drawn to other professions or disciplines
- Increase student enrollments at the bachelor's and master's levels, focusing particularly on "high demand" areas of practice
- Aggressively increase financial support to SSW students through student scholarships, grant support , opportunities for paid field practica, and other strategies, to maintain **diversity** and assure **access**—hold ourselves institutionally accountable for growth in support

Goal #2: Retool our educational programs to best meet needs and opportunities of the 21st century

- Develop model(s) for compelling, sustainable, highest quality education that capitalize(s) upon our distinctive strengths
 - Initiate ongoing strategic forecasting and periodic reviews of our educational programs
 - Invest in creating human, analytic, and technical infrastructure to sustain and enhance our educational programs
 - Invest in pedagogy: support the constant evolution of teaching that meets the needs of our students, current and future

Goal #3: Invigorate our commitment to the practice community

- Continue to strengthen and deepen our relations with our field placement agencies, including through development of field-based Learning Centers
- Lead the national dialogue for a sustainable health and human service workforce excellence

Goal #4: Position ourselves as leaders in designing collaborative, sustainable solutions to social problems—locally, globally

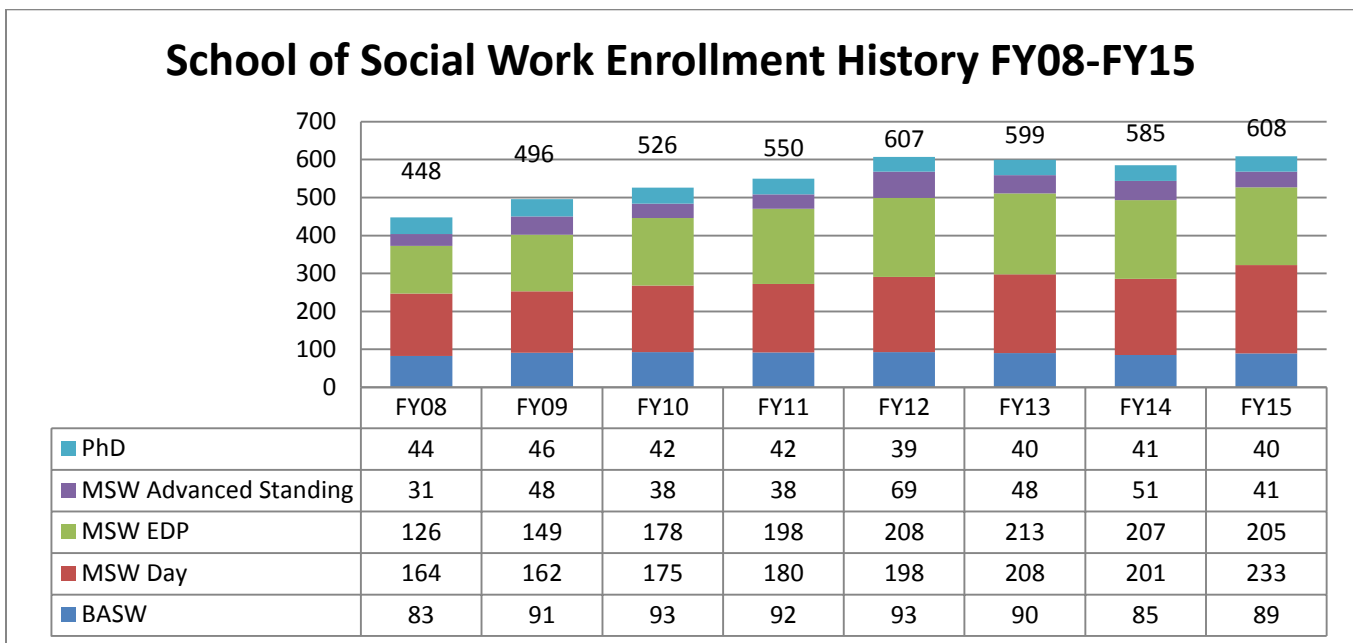
- Continue successful track record in securing resources, capitalizing on opportunities for strategic, sustainable partnerships that leverage our strengths and problem-solving capacities;

- Support the evolution and expansion of our researchers, and research centers/groups, toward solutions-focused discovery
- Strengthen our technical capacity to assess partnership performance, outcomes, scalability, and impact—lead scholarship on public/private/university partnerships

Goal #5: Sustain a diverse and flourishing academic community (maximize intellectual, cultural, human organizational and financial conditions for thriving)

- Continue to strengthen our collective skill at public dialogue about **common purpose** and **the greater social good**
- Continue to craft organizational policies and norms that reinforce diversity, inclusivity and participation, transparency, and reflective & responsible shared governance
- Continue to develop hybrid funding model and evolution toward “open book management”

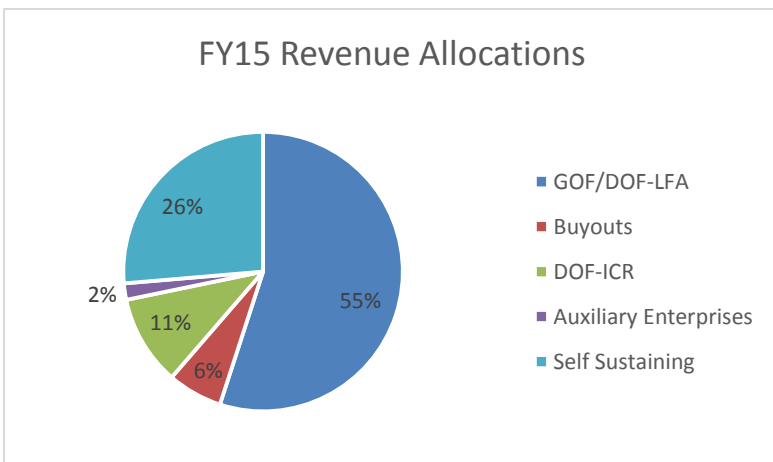
The School of Social Work continues to adhere to these goals both in real time and in new conceptualizations in how we engage faculty, staff, and students in new models of ownership and leadership going forward over the next five year. Currently, the School has focused on 21st century issues such as prevention science and health equity at the forefront of our recruitment needs for world class faculty and students. Since FY2010, we have increased enrollment by 28% while continuing to build upon the strengths of our scholarship.



We have recruited 3 world class faculty specifically towards future thinking of health equity and prevention science. Given the strengths of our scholarship and research, the UW School of Social Work currently is ranked #3 in the country among all Schools of Social Work. The School has been a major thought leader nationally in creating and responding to Grand Challenges that affect the world of Social Work in solving 21st century issues from health disparities to child welfare advancement. We have expanded a new chapter of partnership with public-private entities to bring in alternate sources of income via the Alliance for Child Welfare Excellence that have direct benefits to the School of Social Work,

UW at large, and the larger State of Washington community in applied research and training. We have done this while keeping costs of tuition manageable and in line with our peer institutions. For FY15 for our signature MSW program, we are in the 50th percentile for resident tuition among public schools of social work in the top 15 and in the 37th percentile for non-resident tuition among public schools of social work in the top 15. For all private universities in the top 15, the School of Social Work is at the very bottom. Our continual refinement of tuition with our peers has allowed tuition to stay in check while balancing our annual commitments to teaching, research, and service.

In FY15, the School of Social Work continues to diversify its funding as traditional state funding cannot support our entire enterprise for our core faculty, staff, and student populations exceeding a headcount of 720+. The School anticipates total revenues of \$12.9M and expenditures of \$12.5M. Of revenues anticipated, the School plans the following fund types:



The fund types shown do require cross subsidies from auxiliary and self-sustaining enterprises both for core costs such as staff and operational support. While the School of Social Work cost allocates all its self-sustaining enterprises, many costs to run these programs cannot be charged directly to them; therefore, cross subsidization allows all educational programs and supports to be holistically managed. As permanent commitments continue for merit, hires, and other institutional expenses, the need to cross subsidize will continue for the foreseeable future.

The School strategically looks to explore avenues of growth in both 21st century fields of prevention science and towards unexplored alternative degree programs within our self-sustaining MSW Extended Degree Program to provide access to students. Within the next five years, we plan to increase 1 cohort of 24 for our day programs and 1 distinct cohort of 24 for an accelerated Advanced Standing Program in our MSW self-sustaining program. Overall, this would increase our MSW day student population by 17% between FY15-FY19 and by 11% for our overall self-sustaining program. Increasing access to newer programs does take time; therefore, engagement with our faculty, staff, and student leadership and community to receive necessary inputs on the effects of potential changes including costs to run them will be needed and will begin in earnest during FY15 with final recommendations for implementation starting FY17. Our faculty are aware that simply staying the current course will not work longer term given continued pressures on permanent costs. Assuming that the suggested areas of growth in establishing a prevention science concentration and additional accelerated self-sustaining MSW Extended Degree Program are adopted, the following provides a project estimate of incremental revenues that will be brought into the School of Social Work:

Total net revenues for merit - Additional cohort(s) FY17 + 3% tuition increases annually

	FY15	FY16	FY17	FY18	FY19	Compounded totals
GOF	\$228,426	\$150,000	\$350,000	\$400,000	\$150,000	\$1,278,426
Self-Sustaining Net	\$0	\$0	\$295,345	\$295,345	\$295,345	\$886,035
Total	\$228,426	\$150,000	\$645,345	\$695,345	\$445,345	\$2,164,461

From FY14 to FY15 our overall programs have experience a 3.8% growth in student enrollment. For FY15 our signature MSW program has increased 7.9% in enrollments according to 10th day enrollment. Figures above for FY15 account for that growth and are in process of being accrued (ie additional true up for FY15). Exploration of growth both in the area of prevention science and an advanced standing (accelerated MSW) program in our self-sustaining MSW program starting potentially in FY17 allows our incremental increases keep pace with our overall permanent obligations.

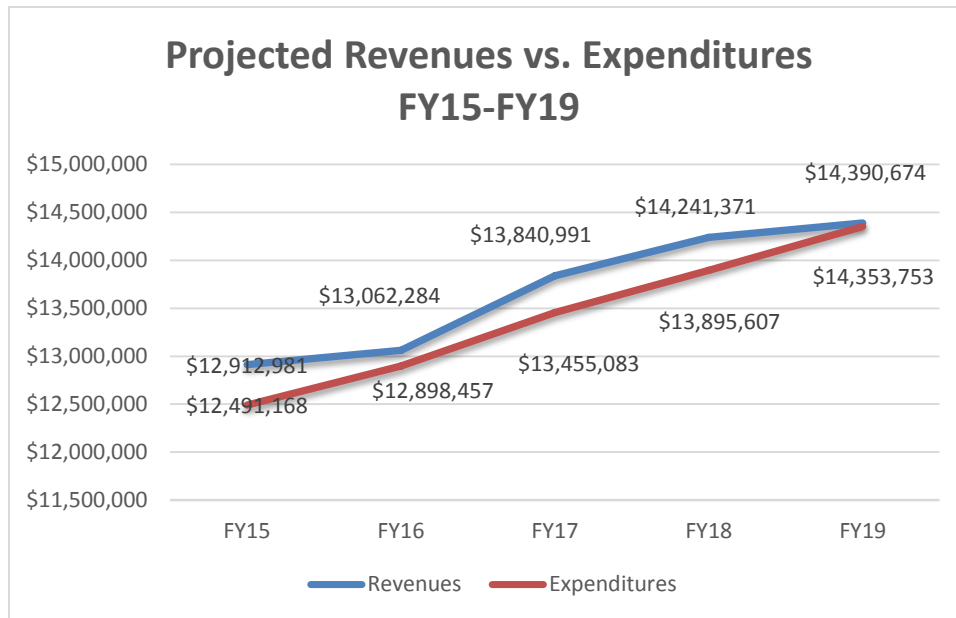
	FY15	FY16	FY17	FY18	FY19
Revenues	\$12,912,981	\$13,062,284	\$13,840,991	\$14,241,371	\$14,390,674
Expenditures	\$12,491,168	\$12,898,457	\$13,455,083	\$13,895,607	\$14,353,753
Difference	\$421,813	\$163,827	\$385,908	\$345,764	\$36,921

Finally, the School needs to consider continued tuition increases to keep in step with permanent obligations. The School is exploring an annual tuition increase for the next biennium of 3% annually. This amount is in step both with suggested UW Graduate School increases and is in step with our peer schools past increases. Combinations of resident vs. nonresident student populations and tuition increases yield approximately a \$50,000 increment/% increase. The School currently is engaging with our donor community to bring a “zero debt” solution for students so that the costs to educate are not a barrier for current and future students. There is a lot of interest to make social work a debt-free degree and the School plans to leverage some of its own resources along with our philanthropic community to ameliorate debt.

Please note that the growth plans outlined in this document are considered to be provisional as they still need to be vetted by the School of Social Work's constituent groups, including faculty, staff and students, all of whom may be impacted by these plans. The time constraints of this report precluded us from gathering that input prior to submitting the report, but we intend to gather input on specific strategic growth plans from constituent groups over winter and spring quarters in 2015. In particular, we intend to meet with governance groups such as the Faculty Council, Student Advisory Council, Staff Council and Academic Program Committees, as well as offering multiple opportunities for individual faculty, staff, and students to provide input on the School's strategic planning.

- 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.

Looking forward to the next 5 years, the School will explore new avenues of growth with continued adherence to the “bottom line” so that we are good stewards with both our revenues and expenditures that are brought in to run the School of Social Work daily. Continued pressures to self-fund merit increases, promotions, new hires, and other institutional obligations such as systems improvements do not allow many degrees of freedom except that either the School needs to raise revenue and/or cut expenses. The comprehensive portfolio of the School of Social work is over \$50M including direct research, gifts, and self-sustaining funds; however, the abbreviated budget below accounts for our core operational expenditures to run our curricular offerings in our BASW, MSW day and self-sustaining programs, and our PhD programs and to provide support in different areas of the school from teaching and service to indirect research support for faculty, staff, and student costs. The budget includes projections of additional cohorts and average tuition increases of 3% annually.



Our major obstacles in our future sustainability lie squarely on the continued pressure of self-funded raises. Based on our current obligations, the School must raise the following permanent resources annually to meet merit among all fund types:

costs needed for COLA annually

FY15	FY16	FY17	FY18	FY19	total COLA
\$398,000	\$407,289	\$423,581	\$440,524	\$458,145	\$2,127,540

With the pressure of annual increases, simply cutting costs will not due. Over 75% of our permanent costs currently are tied up in tenure track faculty, additional instructional and field faculty, contractual obligations to PhD students, and overhead. With less than 25% to maneuver with, simply cutting expenses (ie staff and operations) is not prudent. Simple reductions of this magnitude will deplete our staffing abilities to run programs and to keep faculty to student ratios within reasonable limits; therefore, beyond FY19 if there are no changes to how merit is funded at the UW and from the State of Washington, the School may need to fundamentally change its current model of teaching, research, and service so that Social Work continues to be a viable and affordable option for students and in attracting world class faculty.

- 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) 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.

Currently, we are proposing a 3% tuition increase both for our resident and non-resident programs. This is in alignment with the predominant Graduate School tiers and with our top 15 peer public institutions. While the 3% keeps us at market rate with our peers, as other universities explore their options, further consideration of downward changes in increases may need to be explored so we stay competitive. There are no other tuition category changes anticipated.

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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Currently, the School of Social Work is in the midst of a 3 year hiring plan. The School has hired an Associate Professor for Prevention Science and looks forward to hiring 2 additional Assistant Professors during the FY16 and FY17 fiscal years that address our future in the field of Social Work. The School plans to hire based forth coming retirements; however as our student population grows, consideration of additional hires will be needed to keep class sizes at an appropriate level for our graduate programs while growing the School's offering of teaching, research, and service.

In our lecturer pool, the School currently is transitioning part time hires into full time, long term lecturer appointments. We are in the midst of nationally recruiting 2 full time lecturers. The addition of the lecturers will benefit our students in terms of experience and continuity in the classroom and will benefit our faculty community as they will be able to participate fully in the governance and service of the school in voting and representation on key committees of the school from curriculum to 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.
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Based on projections in answers #1 and #2, the School does plan on covering annual merit increases from a variety of consistent resources including GOF incremental revenues and additional funds from our Extended Degree programs and other self-sustaining revenues that currently support key academic and administrative costs that state statutes prohibit direct billing of. Based on current models of all our major fund types (GOF, DOF-LFA and DOF-ICR and our self-sustaining funds) we can cover our merit through FY19; however, beyond FY19, further solutions to raising \$400,000+ will need to be explored if we are to continue to hire faculty and accommodate staff to service the school's major areas of teaching, service, and research administration.

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.

Currently, the School of Social Work does not have any carryover balances in GOF/DOF categories outside of approximately \$90,000 in DOF-LFA that is a research start up obligation in one of our research units that currently is being spent down. An additional \$251,000 in DOF-ICR is earmarked for matching commitments for research grants for NIH (\$151,000) and the remaining \$100,000 is funding earmarked for faculty startups to be used over 5 years

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 risk¹.**

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.

Detailed description:

1. Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
Faculty hire for FY17	\$135,000	FY17	T	2	Y

Depending on the outcome of exploration of our increased enrollments in prevention science and our self-sustaining MSW accelerate degree program, temporary funding for a permanent hire will be requested so that we have the appropriate faculty in place while funds from increased enrollments accrue. This hire will be in addition to our planned 2 hires for FY16 and FY17 as this will be in response to new enrollments, not retiring faculty.

*Should your school or college wish to resubmit for consideration a proposal from FY15 budget development process **that did not receive funding**, please contact Sarah Hall (sahall@uw.edu) or Becka Johnson Poppe (jbecka@uw.edu) in OPB.*

¹ 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.

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
Seattle Campus						
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	0.0%	\$15,594	0.0%	\$15,594
	Non-Resident	\$27,837	0.0%	\$27,837	0.0%	\$27,837
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	3.0%	\$17,130	3.0%	\$17,643
	Non-Resident	\$28,569	3.0%	\$29,427	3.0%	\$30,309
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
	Non-Resident	\$43,086	0.0%	\$43,086	0.0%	\$43,086
Master of Business Administration (Continuing) ¹	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 ²	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 ²	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 ²	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 ²	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
Bothell Campus						
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 ¹	Resident	\$22,371	0.0%	\$22,371	0.0%	\$22,371
	Non-Resident	\$28,329	0.0%	\$28,329	0.0%	\$28,329
Tacoma Campus						
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 ¹	Resident	\$19,536	0.0%	\$19,536	0.0%	\$19,536
	Non-Resident	\$32,517	0.0%	\$32,517	0.0%	\$32,517

¹ 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.

² 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 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.