

Academic Unit Name: School of Social Work

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.

The recommended rate increases for FY17 our MSW programs both for resident and non-resident students will stand at 3%. Market research with top 30 public and private Schools of Social Work nationally show that the UW School of Social Work is at the 53rd percentile for resident tuition and at the 40th percentile for non-resident tuition. In comparison with our public institutions only, we are in the 50th percentile for resident tuition and in the 37th percentile for non-resident tuition for the top 15 Schools of Social Work. The UW School of Social Work currently ranks 3rd nationwide for its signature MSW program; therefore, our percentile reflects an adherence to affordability and is a great value for our status as a top 3 school. This rate and our comparison to peer institutions has been communicated in public presentations for faculty, staff, and students both during FY15 and in recent governance meetings for FY16 with faculty, staff, and student committees.

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.

Since FY14, the School of Social Work has taken a proactive stance on payment of merit for all employee classifications. The School has a diversified funding model that requires merit to be integrated not only in GOF funding but in DOF-ICR funds and within our major self-sustaining MSW program administered via UWEO. The models the Office of Planning & Management provided assist with GOF; yet, the School has created its own model to confirm that we consider all sources of funds that run the core operations of the School for sustainability. Based on core employees of faculty, staff, and student employees who support our core missions of teaching, research (support only not direct research FTE), and service, the School has calculated the following inclusive merit needs for 4% (salaries and benefits included):

Costs needed for annual merit (compounds annually)				
FY16	FY17	FY18	FY19	Total
\$305,467	\$317,686	\$330,393	\$343,609	\$1,297,155

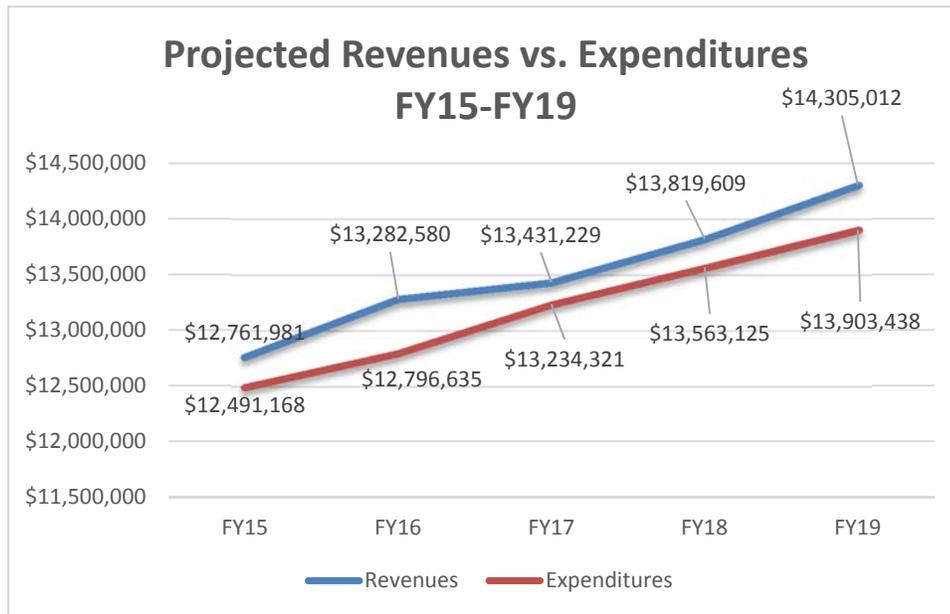
Based on recommendations of both a 4% merit increase and with the State of Washington/UW centrally paying upwards of 2% of the merit for GOF only, the School calculates the approximate financial obligations from all sources:

Unit	FY16	FY17	FY18	FY19	Total
Provost	\$126,000	\$128,520	\$131,090	\$133,712	\$519,323
SSW	\$179,467	\$189,166	\$199,303	\$209,897	\$777,832
SSW portion	59%	60%	60%	61%	60%

Combinations of 3% tuition increases for both tuition and fee based MSW programs along with calculations of ICR returns based on 3 year rolling averages demonstrate our ability to continue to pay for increases for FY17 for all fund types. For GOF funds, strategy discussions of increasing the distribution of resident vs. nonresident admits along with a new cohort starting Fall 2017 help the School with sustainability short term as the School embarks on long range visioning of its future:

Projected GOF increases based on 4 year planning					
Net Increases	FY16	FY17	FY18	FY19	totals
Incremental	\$124,500	\$116,000	\$116,000	\$116,000	\$472,500
Added strategies		\$36,350	\$272,000	\$370,100	\$678,450
total GOF increments	\$124,500	\$152,350	\$388,000	\$486,100	\$1,150,950

As a larger budget picture, the School projects the following expenditures vs. revenues to achieve and maintain sustainability:



While longer term planning will be addressed at length with Growth Planning that is due December 2015, a snapshot of all revenues (GOF, DOF, DOF-ICR, and Self-Sustaining) shows that with permanent FTE and operations commitments along with annual merit and revenues that the School should be solvent and has the ability to continue to pay for merit so long as the State of Washington continues to contribute to the merit.

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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The School of Social Work had a very small ICR balance of \$74,000 at the close of FY15. This balance has been allocated to support faculty funding obligations. The majority of our fund balances are located in our self-sustaining revenue account that is also known as reserves. At the close of FY15, our reserves stood at \$1.1M. Reserves are returns from self-sustaining entities that come in annually and are created by function of the fact that the School cannot put 100% of costs on self-sustaining budgets. The reserves form the backbone of our contingency funds for times of emergency and are used for times of strategic investment by the Dean to forward the vision of the School including funding of initiatives, student support, or to support the recruitment of key faculty hires. Currently the \$1.1M makes up approximately 8% of our current permanent core operating expenditures of \$12.7M. Given the Provost and Office of Planning and Management’s recommendation to hold 10% in reserves, the funds will continue to hover between \$1.1M-\$1.4M to be at the 10% level.

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)
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None requested

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.

The School of Social Work embarked on a longer term sustainability exercise beginning Winter 2015 to discuss ongoing permanent obligations against available and projected revenues. With sponsorships of both the Dean and our Faculty Council, both the Director of Finance & Administration and Associate Dean for Academic Affairs embarked on a 4 month planning process from education of budget planning to discussion of medium term sustainability and presented several options for consideration. Final recommendations were presented to faculty, staff, and student populations both within governance groups and were invited to open forums to discuss medium range sustainability. This fall we shared our updates with faculty council, at a fall faculty meeting, with deans and directors and most recently with our Student Advisory Council on the medium range plan. In all over 15+ sessions were concluded between January 2015-November 2015 to provide information and transparency in our budget process and the decisions and options in front of the school to continue solvency.

Academic Unit Carryover Usage Plan

Unit name: School of Social Work

Carryover going into FY16: 74,625

Self sustaining carryover from fee-based programs: \$1,100,000

Please feel free to add rows, as needed.

*PLEASE NOTE: You are **not** expected or required to have carryover line items for each Expense Category.*

Expense Category	Description	Amount
General Reserves/Uncertainty		
	Funds to cover recommended 10% reserve practice (self-sustaining)	\$ 1,100,000
Education Initiatives		
		\$ -
		\$ -
Equipment		
		\$ -
		\$ -
Facility/Space Investments		
		\$ -
		\$ -
Faculty Start-Up Expenses		
(Please indicate # of FTE)		\$ -
		\$ -
Professional Development		
		\$ -
		\$ -
Recruitment		
(Please note discipline and # FTE)		\$ -
		\$ -
Research Initiatives		
	funds for faculty research commitments	\$ 74,625
		\$ -
Temporary Salaries		
(Including student employees)		\$ -
		\$ -
Other		
(Please be specific)		\$ -
		\$ -
TOTAL		\$ 1,174,625