

Academic Unit/Campus Name: School of Social Work

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.

The academic vitality of the School of Social Work from strategic planning and hiring to student related goals and university initiatives all are inter-related. The School above all else values social justice, empowerment, and inclusion. Our major goals not only imbue these values but involve the entire community of faculty, staff, students, and constituents external to the University of Washington with the intention of transforming our school and institution that creates long lasting impact in the field of social work and populations the profession serves.

Goal #1: Implementing an equity driven innovation to impact vision:

The School of Social Work has embarked on an ambitious new vision over the last two years: Equity-driven innovation to impact. The School's ambitious vision for the future centers upon our school wide commitment to achieving lasting, positive change in the lives and life chances of the people and communities we exist to serve. The School "doubles down" on our commitments to core values while requiring major transformation in our traditional approaches to research, teaching and community service, and involves the development of:

- A commitment to a new model of "Impact Science" for social work;
 - Major curriculum transformation to emphasize knowledge and skills to achieve and assess scientifically sound and culturally dignifying change in real-world settings;
 - Development of a new "innovation" function and capacity to serve Washington's social service sector;
 - New "social compacts" that harness our strengths as a leading school of social work in a world-class, public research university
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Goal #2: Exploring new models of sustainable academic planning:

The School must look beyond the university’s current academic business model, which we believe relies too heavily upon tuition and historic patterns of federal support for university research. Exploring alternative sustainability models is a key goal for the future. Our analysis suggests the following are needed for future sustainability:

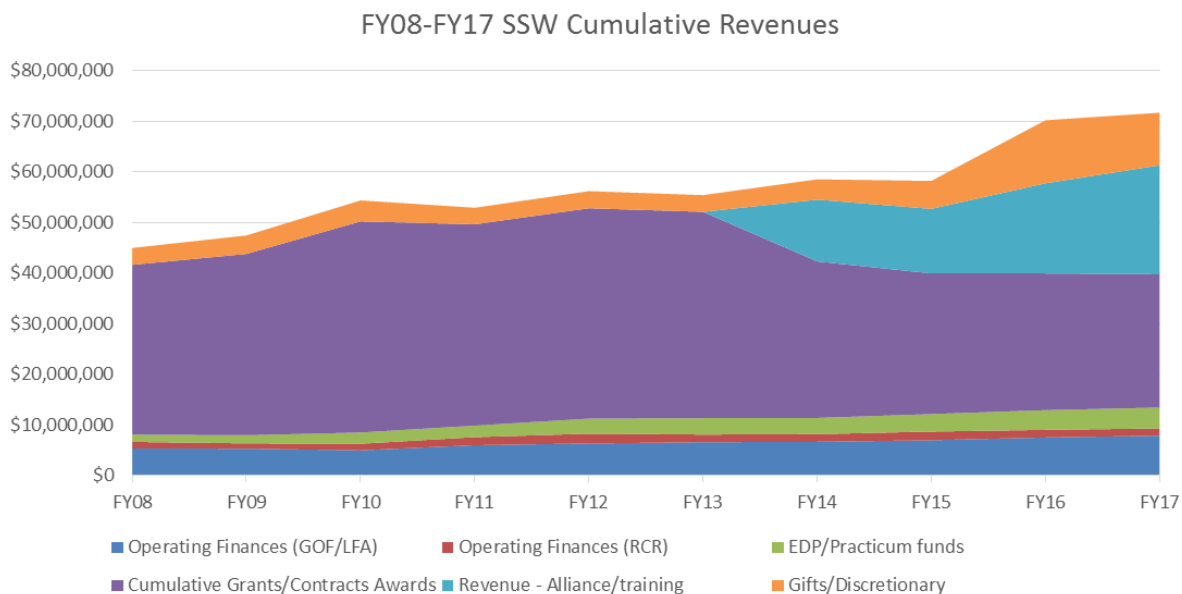
- Emphasis on societal impact;
- Commitment to social work values;
- Capacity to develop innovative collaborations both on and beyond campus;
- Investing in the acceleration of the “innovation to impact” pipeline for the social service sector;
- Continuing emphasis on diversifying resource base;
- Re-envisioning bold, new public sector partnerships

Goal #3: Deepening our commitment to shared Governance

The School of Social Work has had a long and successful track record in shared governance in long term academic business planning and on future directions of the school. While shared governance is a given, a goal is to strengthen the ties between our four part governance model so that all groups have strong and consistent representation on our visioning in the following groups:

- Faculty Council
- Staff Advisory Council
- Student Advisory Council
- Executive Team

All values, goals and participation can be seen by our long term changes on our funding and our continual growth despite years of recession:



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.

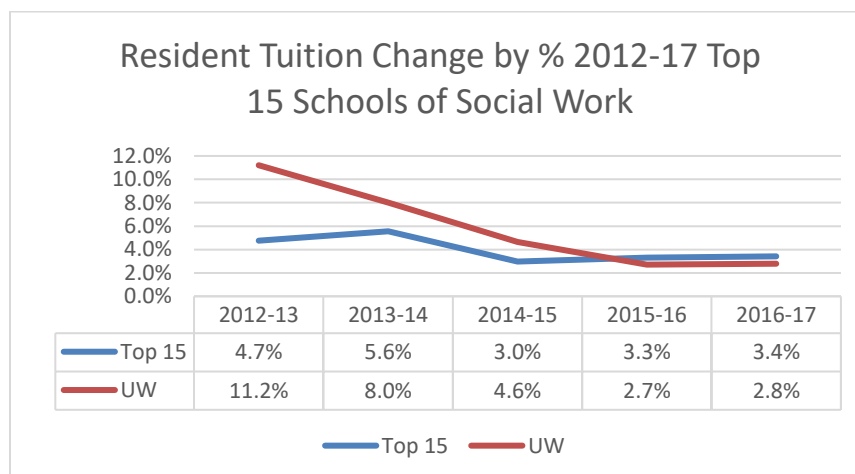
3. What are your school, college, or campus’s tuition recommendations for 2018-19 (FY19)?

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.**

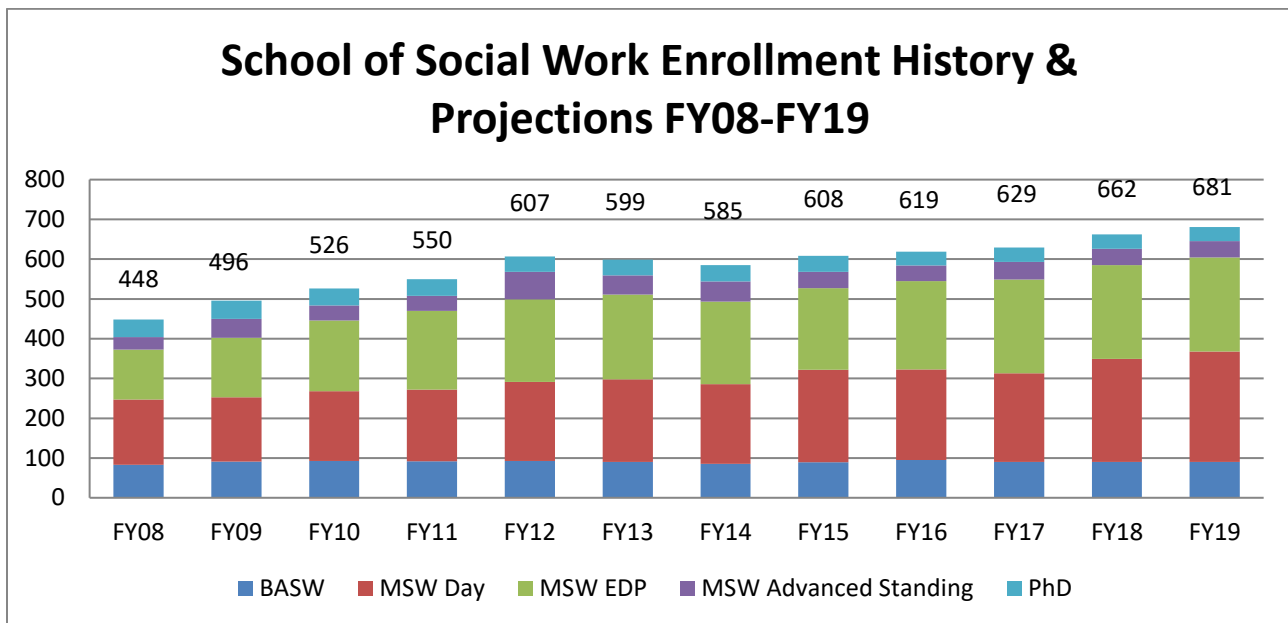
The School of Social Work is recommending a tuition increase both for resident and non-resident tuition of 3% both for FY19. We also recommend 3% for our fee based MSW program.¹ The tuition increases are needed to achieve a predictable source of revenue to offset current and emerging expenditures including annual merit and institutional costs such as the UW Tech Fee and Workday fees along with maintaining the excellence expected of our curriculum. As a top ranked School of Social Work nationally, the University of Washington currently is in the 53rd percentile for resident tuition and 40th percentile for non-resident tuition for comparison schools based on OFM, Top 15 and Global Challenge schools though we are 3rd nationally by program. Further, when compared to top 15 Schools of Social Work that are public, the University of Washington is in the 38th percentile for resident and non-resident tuition. Given both our commitment to access and affordability continued increases of 3% will keep us on par with our peers while allowing the School to meet our financial obligations.



¹ Please note rate recommendations for *fee-based* programs are handled through a separate process than tuition-based programs.

- 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.

The School has embarked on an MSW cohort increase starting Fall 2017 and will continue through the 2018-19 academic year. This is in addition to annual tuition increases of 3%. A cohort in the MSW program is 22-23 students; therefore, over 2 years, the total increase will be 44-46 students or a 19.5% enrollment increase in our MSW program. With stationary enrollments anticipated for the BASW and PhD programs, overall enrollment increases by 8% from 2017-2019. This increase was anticipated since spring 2016 when the School embarked on its own sustainability discussion.



- Discuss the impact on student debt load.

The UW Office of Student Financial Aid has determined that out of the 545+ MSW students that enroll in our program the following holds true (as of 2015 figures):

- Over 73% of MSW students were eligible for federal student financial aid
- Out of the 399 students eligible 391 students (over 98%) applied for aid
- 355 students or 65% of the total SSW MSW student population received aid averaging \$27,000/student annually for combined student aid of \$8.7M to cover tuition, fees, room and board

Upon graduation, students leave the UW with average debt of \$37,375 and newly hired social workers make on average \$31,000 annually. With an industry median salary of \$41,000² and assuming a 10 year repayment on loans, newly graduated students would need to pay approximately \$430 monthly³ or close to 20% of net pay monthly to pay off average debt. As a cornerstone of its mission and tied to its campaign, the School has sought to ameliorate student debt both through low tuition increases and more importantly thru aggressive donor support. Back in early 2016, the School received a transformative gift that would strive to lessen student debt. This endowed scholarship gift of over \$15M currently provides over 100 scholarships of \$6,000 annually to students based on need. In addition to this, the School has actively sought out federal and foundation funding opportunities for MSWs resulting in 3 year training grants that

² [http://www.payscale.com/research/US/Job=Social_Worker_\(MSW\)/Salary](http://www.payscale.com/research/US/Job=Social_Worker_(MSW)/Salary)

³ <http://www.finaid.org/calculators/scripts/loanpayments.cgi>

support students between \$3,000-\$10,000 annually. Since our Dean's inception in 2007, emphasis on student support and reduction of student debt has meant a steep increase in student support overall. In ten years, student scholarship endowments have grown from less than \$1 million to over \$27 million (2007-2017). During AY 2017-18 student support commitment in scholarships, fellowships and traineeships is nearly \$5 million. *"In terms of scholarships and funding of MSW graduate students, the School of Social Work is in fact a leader in this realm."* (UW Graduate School, 2017)

- **Confirm (yes/no) that tuition recommendations were discussed with students.⁴ Please discuss your recommendations with students, even if they are the same as the FY19 proposals you submitted last year.**

Faculty, staff, and students were consulted both on the need and recommendations for tuition increases and enrollment growth. Initially, this included 15+ meetings in the winter/spring 2016 as well as meetings to update progress during the 2015-16 academic year. At that time 3 general recommendations were forwarded to the Dean for her consideration (1) a 5% increase in non-resident enrollments (2) annual tuition increases of 3% and (3) enrollment increases over 2 years to bring MSW day enrollments up from 267 to 319. All three strategies have been adopted and are in place. The non-resident enrollment increase and 3% tuition increases took place Fall 2016 while the cohort increases have been recruited for Fall 2017. No additional changes to resident/non-resident enrollments are expected. It was determined that all 3 factors would help the School of Social Work support itself financially for the near term. For the 2017-18 academic year, reiteration of our original plan was presented to Faculty Council, and faculty/staff meetings in January 2018. Our 2017-18 Student Advisory Council (SAC) were presented with the same recommendations and planning in January 2018.

⁴ 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.⁵
- 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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For the FY19 Provost budget narrative exercise, both our faculty council and student advisory councils were consulted. Our faculty council, led by faculty chair, Dr. Gunnar Almgren (email mukboy@uw.edu) were advised on 2 separate occasions (1) initial discussion and reiteration of planning back on 12/12/17 and more forward looking planning on 1/23/18. Our student advisory council (staff contact, Student Services director Lin Murdock email linm@uw.edu) was advised of our long term plan back on 1/26/18. In addition our staff council was advised of our plan back on 1/9/18.

As mentioned previously, the School of Social Work is in the midst of a multi-year sustainable planning effort. Discussions late fall/early winter were created to inform the communities of the agreed plans from 2016 but to also set the stage for further inclusive planning winter and spring quarters as we adopt an innovation to impact (I to I) transformation paradigm in our organizational structures. I to I will change how we fund priorities and recommendations that come with them to meet both the university's tripartite mission and the School of Social Work strategic goals.

⁵ As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.