

Academic Unit/Campus Name: UW Bothell

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?
 - Increasing access to and success in higher education through:
 1. Learning centered transformative practices articulated through UW Bothell's 3 Cs: cross-disciplinarity, connected learning, and community engagement
 2. Preparing students for 21st century skills
 3. Investing in infrastructure, including capital projects and eLearning
 4. Use evidence-based decision-making that amplifies impact
 5. Continue developing strong community college partnerships for student pathways
 - Implement new modified approach to Responsibility Centered Management budget model
 - Begin to expand space on campus, now that the Campus Master Plan has been approved by the Board of Regents, City of Bothell and Cascadia College Trustees
 - Engage with Tri-Campus activities
- 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)
 - Focus on faculty composition:
 1. Continue to increase percentage of FT Faculty FTE
 - a. Continue progress towards goal of 15% PT faculty FTE with target of 18% by 2020;
 - b. Increase the percentage of TT faculty to at least 50% by 2021 with longer-term goal of 60% TT;
 - c. Continue to hire principally at junior level in high-demand areas;
 - d. Continue hiring and supporting research-active faculty, such as recent 4 NSF CAREER awardees.
 - Sustain and enhance faculty diversity

- 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)
 - Sustain focus on equity and inclusion through:
 - Student Diversity Center
 - Veterans Life initiative
 - Develop approach to providing campus health services
 - Support parents through the Childcare Advisory Committee
 - Implement outcomes of the Mapping Project that reviewed undergraduate experience, including:
 - Systemic integration of high impact practices within the student experience;
 - Smoothing transition into majors;
 - Enhancing advising interventions and coordination
 - Continue strong trend of retention and persistence of Pell-eligible and URM students, with increased attention to intersection of Pell/URM population
 - Reorganization of Academic Affairs to focus on key student learning outcomes
 - Support trend of increased student enrollment in School of STEM

- What has your college done in relation to key **university initiatives**? (E.g. Population Health, Race and Equity Initiative, Husky Experience, Transforming Administration Program)
 - Race and Equity:
 - development and implementation of campus Diversity Action Plan;
 - opening of new student diversity center;
 - annual student-led Diversity Conference;
 - faculty and staff diversity training, including training for search committees;
 - Latina Health and Equity Initiative
 - Campus Civic Dialogues Project
 - Population Health initiative:
 - New NHS minors in population health;
 - Campus-wide Research in Progress speaker series on population health;
 - Husky experience:
 - Participation in Husky 100;
 - Participation in Husky Leadership Initiative;
 - Tri-campus collaborations around mindset and belonging and resiliency;
 - Development of Integrated Learning Guides;
 - High-Impact Practice Assessment
 - TAP:
 - Improve presence of Campus Safety and provide safety forums and trainings
 - Establish mini-max throughout campus
 - Upgrade content management system for improved digital communications
 - Centralize and improve services for printing and copying
 - Improve student satisfaction with registrar's and financial aid services

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.

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- 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.

Masters in Nursing (proposed increase – 3%): In line with the three-campus UW School of Nursing, UW Bothell proposes a 3% tuition increase to support continued excellence. The incremental revenue will be devoted to supporting and retaining high-quality faculty and staff in support of student learning and completion.

Master's in Business Administration Incoming (proposed increased – 3%): UW Bothell proposes a 3% tuition increase for the incoming class to support continued excellence. The incremental revenue will be devoted to supporting and retaining high-quality faculty and staff in support of student learning and completion, as well as contributing to escalating lease costs in buildings Business occupies: Beardslee Building and the Eastside Learning Center (ELC).

- 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.

Masters in Nursing: No changes are anticipated.

Masters in Business Administration: No changes are anticipated.

- Discuss the impact on student debt load.

The majority of students in the Master's in Nursing program are working professionals who enroll in the MN to advance their careers. While the student debt load is increased, students expect that the degree will be associated with increased opportunities and compensation.

The majority of the students in the Masters in Business Administration program are working professionals. While some receive financial support from their employers, others recognize the financial benefit that the MBA provides in future income.

- Confirm (yes/no) that tuition recommendations were discussed with students.² Please discuss your recommendations with students, even if they are the same as the FY19 proposals you submitted last year.

Master's in Nursing: Tuition increases were discussed with student representatives on the Master's in Nursing Council. Students expressed concerns about increasing costs of education.

Master's in Business Administration: Because no tuition increases were proposed for continuing students, existing student groups had limited comment about the proposed increase for incoming students. Among incoming students, concern was expressed that they had expected previous tuition rates to apply for their entering class. For students for whom the proposed increase is financially disruptive, the School of Business is considering offering one-time scholarship support to bridge this gap.

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.
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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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The UW Bothell budget is advised by a number of bodies including, Chancellor's Leadership Council, Chancellor's Cabinet, General Faculty Organization Executive Committee, Campus Council on Planning & Budgeting, ASUW Bothell, Chancellor's Advisory Council for Students, Council of Academic Deans, General Staff Organization, Academic Council, Administration & Planning staff, and more. We consulted with all those below to develop the FY 2019 budget. UW Bothell budgeting process is based on active participation and collaboration across campus.

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

CHAIR, COUNCIL OF ACADEMIC DEANS

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UW Bothell Campus Vetting

Group Name	Date	Time
Advisory Board	Nov 1	3:30pm-6:00pm
ASUWB	Nov 1	5:45pm-8:00pm
Enrollment Management	Nov 3	8:00 am – 9:00 am
Administration & Planning	Nov 3	1:00pm-2:30pm
Academic Affairs Leadership Group with Deans	Nov 4	2:00pm-3:00pm
Campus Council on Planning & Budgeting with General Faculty Organization Executive Leadership	Nov 8	10am-12pm
Chancellor/Vice Chancellor team	Nov 8	1pm-5pm
General Staff Organization	Nov 9	11:30am-12:30pm
Chancellor's Leadership Council	Nov 14	1pm-2pm