

## VII. STANDING COMMITTEES

### A. Academic and Student Affairs Committee

#### UW Fee-Based Educational Programs 2005-2006

#### **UW Educational Outreach: Mission and Scope**

- Provides a way for colleges, schools and departments to offer fee-based programs, which address their academic missions
- Offers **access** to the resources of the UW
- Major activities: hundreds of **credit and noncredit** programs
  - **Fee-based degree programs**
  - **Summer Quarter**
  - **Extension: certificates, institutes and courses**
  - **International programs**
  - **Online learning**
  - **Conferences**
  - **English language programs**
  - **Community partnerships**
- **Focus on collaboration and partnerships**
  - Education: R1edu, Waseda University, Chulalongkorn University, Heritage University, WUN, K-12
  - Business: Pearson/Prentice Hall, Amazon.com, Microsoft, Boeing
  - Professional Associations: IEEE
  - 800 Community Advisory Board Members
- Current staff: 240 FTE and 64 part-time employees
- **The top Extension unit nationally**, in terms of scope, innovation, budget, enrollments and return on investment

## Total Fee-based Students at the UW

### All Activity: Credit and Noncredit

Enrollments/Registrations	<b>102,398</b>
Headcount (approx.)	60,596

### Credit Activity Only

	<u>Students</u>	<u>Student FTE</u>	<u>Programs</u>
Degrees	2,433	2,008	42 degrees
Summer Quarter	13,960	6,673 (1 qtr.)	2,000 classes
Online Courses	1,690	157	375 classes
Shared Access	2,261	329	2,529 classes
Onsite Courses	5,569	797	391 classes
UW in the High Schools	2,428	405	51 schools
<b>TOTALS</b>	<b>28,341</b>	<b>10,369</b>	

### Certificate Programs

More than 100 certificate programs serving nearly 2,500 students annually

**Projected Growth:** Revenue/enrollments will likely grow 8 percent annually with the greatest increase in **onsite fee-based degrees** and **professional development programs** domestically and internationally.

## Instruction in Fee-based Programs

### Fee-based Degrees

- All faculty appointed by academic units
- 77 full-time faculty appointments funded by the fee-based degree programs

### Summer Quarter

- Regular UW faculty teach Summer Quarter classes
- Summer Quarter 2006:

	Seattle	Bothell	Tacoma	All 3 Campuses
Professorial Teaching Faculty				
Professor	610	5	9	624
Associate Professor	308	10	8	326
Assistant Professor	228	9	21	258
<b>Sub-total</b>	1146	24	38	1208
Other Faculty				
Clinical	38	0	0	38
Affiliate/Adjunct	220	1	3	224
Research	113	0	0	113
Emeritus/Retiree	26	0	0	26
Visiting	31	0	0	31
Other	146	5	5	156
<b>Sub-total</b>	574	6	8	588
Instructor/Lecturer	293	16	21	330
<b>TOTAL</b>	2013	46	67	2126

### Extension Classes

- Approximately 200 UW faculty teach for additional pay
- Extension Lecturers:
  - 898 Hourly
  - 35 Quarterly
  - 30 Annual

## **Financial Profile**

- Gross Tuition Revenues for Fee-based Education at UW: \$91.6 million
- \$21.1 million annual net return to UW from UWEO (not including UW faculty salaries)
- \$8.8 million in state funding returned centrally in transfer of degrees to fee basis since 2002
- \$7.1 million in faculty salaries supported by fee-based programs at UWEO
- \$12.7 million in grants at UWEO from 1999-2006

## FEE-BASED DEGREES through UW

### Current Degrees

#### **College of Architecture and Urban Planning (2)**

- Masters in Real Estate (2009)
- Master in Strategic Planning for Critical Infrastructures (online 2003)

#### **College of Arts and Sciences (11)**

- Master in Applied Math (2007)
- Master in Speech and Hearing Sciences with a specialty in Medical Speech-Language Pathology (2006)
- Post baccalaureate Program in Speech and Hearing Sciences (2006)
- Masters in Linguistics with a specialty in Computational Linguistics (2005)
- Doctorate in Audiology (Autumn 2004)
- Master in Museology (Autumn 2003)
- Baccalaureate Degree – Arts and Sciences (English, Communication, humanities and social sciences majors) – evening (Autumn 2002)
- Master in Communications with a specialty in Digital Media (2002)

#### **School of Business Administration (7)**

- Master in Professional Accounting in Auditing and Assurance (daytime/evening) (Autumn 2004)
- Executive MBA –North America (2002)
- Master in Business Administration (evening) (Autumn 2002)
- Master in Professional Accounting in Taxation (daytime/evening) (Autumn 2002)
- Master in Business Administration, Technology Management (2001)
- Master in Information Science (2001)\*
- Global/Global Executive MBA (1995)
- Executive MBA – Regional (1983)

#### **College of Education (3)**

- Masters in Instructional Leadership (2007)
- Master in Education with a specialty in Intercollegiate Athletics Leadership (2006)
- Doctorate (Ed.D.) in Leadership for Learning (Summer 2002)
- Master in Education – Teaching Learning Partnership (Summer 2002)\*

#### **College of Engineering (8)**

- Professional Master in Computer Science (Autumn 2002)
- Master in Construction Engineering - Sloan -funded development (2002) (also Architecture)
- BS in Computing and Software Systems (onsite and online) (2001)\*
- Master in Technical Communication (2001)
- Master in Medical Engineering (1998)
- EDGE degrees (4 engineering distance learning master degree programs) (1983)

- Aeronautics and Astronautics
- Aerospace Engineering
- Manufacturing Engineering
- Mechanical Engineering

### **Information School (3)**

- Masters in Information Management (day) (2005)
- Masters of Information Management –weekend executive (2002)
- Master in Library and Information Science (onsite/evening) (Autumn 2002)\*
- Master in Library and Information Science (online/intensive onsite – Autumn 2002)

### **School of Law (2)**

- Master of Intellectual Property Management (2002)
- Master of Law in Taxation (1995)

### **School of Medicine (1)**

- Doctorate in Physical Therapy (Autumn 2003)

### **College of Nursing (1)**

- Master Entry Program in Nursing (Summer 2004)

### **School of Pharmacy (2)**

- Master in Biomedical Regulatory Affairs (2008)
- PHARM D (online/intensive onsite) (1996)

### **School of Public Affairs (1)**

- Executive Master in Public Administration (Summer 2003)

### **School of Public Health and Community Medicine (3)**

- Executive Master in Health Administration (Autumn 2003)
- BS in Health Informatics and Information Management (2001)
- Extended Masters in Public Health (1980)

### **School of Social Work (1)**

- Master in Social Work (outreach) (Autumn 2004)
- Master in Social Work (evening) (Autumn 2003)\*

**Total Current Degrees: 45**

### Planned Fee-Based Degrees Ideas (most pending approval)

- B.S.E.E. Electrical Engineering (online)
- Masters in Electrical Engineering

- Master in Digital Animation
- Master in Geographic Information Systems
- Master in Physics
- Masters in Clinical Informatics for Patient Health Care (online)
- Masters in Medical Imaging
- Masters for the Clinical Nurse Leader
- Masters in Medical Engineering (online)
- Masters in Teaching for the Health Professions
- Masters in Teacher Certification (online)
- Doctorate in Community College Leadership (Ed.D.)
- Executive Masters in Public Affairs (Poland)

\* Phased Out

CHRONOLOGY OF CERTIFICATE PROGRAMS  
UW Educational Outreach

Start Date	Certificate Program	Location
1985	Paralegal Studies	Seattle
1986	Data Communications (Network Engineering in 2003)	Seattle, Bellevue
1986	*Film and Video (Filmmaking in 2001) (Film and Video Production in 2003)	Seattle
1986	*Management of Records and Information (Information and Records Management)	Seattle
1986	*Microcomputer Manager	Seattle
1986	Training Specialist	Seattle
1987	Fundraising Management	Seattle
1987	*Library Automation	Seattle
1987	*Library Management	Seattle
1987	*Management Skills	Seattle
1988	Commercial Real Estate	Seattle, DL
1988	*Screenwriting and Advanced Screenwriting	Seattle
1988	*Studies in the Humanities	Seattle
1989	*Computer Aided Design (Integrated Design Technology)	Seattle
1989	*Communication Skills (Managing Organizational Communications)	Seattle
1989	Advertising (Marketing Communications, Integrated Marketing Communications in 1992) (Marketing 2003)	Seattle
1989	*Actuarial Science	Seattle
1989	*Perioperative Nursing	Seattle
1989	*Studies in Visual Expression	Seattle
1989	Writers' Program	Seattle, Bellevue and DL (2000)
1990	Data Resource Management	Seattle, DL
1991	*Computer Graphics (Digital Production for Graphic Design) (Graphic Production for Print and Web)	Seattle
1991	Facilities Management (Facility Management in 2003)	Seattle, DL
1991	Project Management	Seattle, Bellevue, DL
1991	Public Relations	Seattle
1991	*Software Engineering	Bellevue
1991	Software Product Management	Bellevue
1991	Technical Writing and Editing	Seattle, Bellevue
1992	C Programming	Seattle, Bothell, DL
1992	Contract Management	Seattle
1992	Genealogy and Family History	Seattle
1992	Health Information Administration	Seattle
1992	Human Resource Management	Seattle
1992	*Studio Art	Seattle
1993	Sound Production (Audio Production)	Seattle
1994	C++ Programming	Seattle, Bothell, DL
1994	*Career Development (revised in 2003)	Seattle
1994	*Planning and Community Development	Seattle
1994	Construction Management	Seattle



1994	*Documentary Video Production (Documentary Production)	Seattle
1994	*Environmental Manager	Seattle, Tacoma
1994	*Primary Care Nurse Practitioner	Seattle
1994	Photography	Seattle
1994	*Total Quality Management (Managing for Organizational Excellence)	Seattle
1994	Wetland Science and Management	Seattle
1995	Accounting	Seattle
1995	Administration and Management	Seattle
1995	*Advanced Writing	Seattle
1995	*Aging	Seattle
1995	International Business (Global Business Management in 2003)	Seattle
1995	Multimedia (Multimedia Design & Production)	Seattle
1995	*Purchasing Management	Seattle
1995	*Scientific Illustration	Seattle
1995	Management in Technology Companies (Management of Technology Organizations) (Management in the Technology Sector)	Bothell Bellevue (2003)
1996	*Client/Server Management (Distributed Computing)	Seattle, Bellevue
1996	Medical Engineering: Basic Medical Sciences	Seattle, Bellevue
1996	Medical Management	Seattle
1996	*Microcomputers and Networks (Basic Network Technologies)	Seattle, Bellevue and DL (2000)
1996	*Managing Network Operations	Seattle
1997	Geographic Information Systems	Seattle
1997	Medical Engineering: Medical Diagnostics	Seattle, Bellevue
1997	Museum Studies (Museum Collection Management and Interpretation)	Seattle
1997	*Professional Languages	Seattle
1997	*Public Health Training Graduate Program	Seattle
1997	School Library Media Specialist (School Library Professional)	Seattle
1997	*Teaching, Learning and Technology	Seattle
1998	JAVA Programming (JAVA 2 Enterprise Programming)	Seattle, Bothell and DL (2000)
1998	C Programming	Distance Learning
1998	C++ Programming	Distance Learning
1998	*Data Communications	Distance Learning
1998	Project Management	Distance Learning
1998	*Teaching, Learning, and Technology	Distance Learning
1998	Writers' Program	Distance Learning
1998	Medical Engineering: Medical Devices and Commercialization	Bellevue
1998	*New Media (Web Content Development)	Seattle
1999	*Systems Analyst	Seattle
1999	*NT Administration	Seattle
1999	PERL Programming	Bellevue
1999	*Windows Programming	Bellevue
1999	Software Testing	Seattle, Olympia
1999	Database Management	Seattle, DL
1999	Visual Basic.NET Programming	Seattle
1999	Medical Engineering: Biosensors and Biometrics	Bellevue
1999	*E-Commerce and Web Marketing (E-Commerce: Starting an Internet Business) (E-Commerce Management)	Seattle, Distance Learning (2000)
1999	UNIX/Linux Administration	Seattle
1999	Web Database and E-Commerce Programming (Advanced Web Applications Development in 2003)	Seattle

1999	Forensics	Seattle
1999	Small Business Webmaster (Web Consultant for Small Business)	Seattle, DL
1999	Construction Management	Distance Learning
1999	*Curriculum Integration in Action	Distance Learning
1999	Data Resource Management	Distance Learning
1999	Gerontology	Distance Learning
1999	School Library Media Specialist (School Library Professional)	Distance Learning
1999	Web Administration	Seattle, DL
2000	*Sales Management	Seattle
2000	*Computer Aided Modeling	Seattle
2000	Basic Internet Programming (Internet Programming)	Distance Learning
2000	Facilities Management (Facility Management)	Distance Learning
2000	JAVA 2 Programming (JAVA 2 Enterprise Programming)	Distance Learning
2000	Small Business Webmaster (Web Consultant for Small Business)	Distance Learning
2000	Distance Learning Design and Development	Distance Learning
2000	Oracle Applications Development	Seattle/Bellevue
2000	*Software Localization (Localization in 2003)	Seattle
2000	*Technical Computing Using MATLAB	Distance Learning
2000	Intellectual Property Management	Seattle
2000	*XML Standards and Technologies	Seattle
2000	Biomedical Regulatory Affairs	Seattle
2000	Web Technology Essentials (Web Technology Solutions in 2003)	Seattle
2000	Nonprofit Management	Seattle
2000	*Creative Writing	Seattle/Distance L
2000	Object Oriented Analysis and Design Using UML	Bellevue/Dist. L
2000	*Playwriting	Seattle
2000	*Computing and Software Systems	Seattle/Bothell, DL
2000	Data and Internet Security (IT Security)	Seattle
2000	Drawing and Painting	Seattle
2000	*Introduction to Screenwriting	Seattle
2000	Writing the Screenplay (Screenwriting)	Seattle
2001	*Internet Marketing	Seattle
2001	Embedded and Real Time Systems	Seattle, DL
2001	Business for International Professionals	Seattle
2001	Brain Research in Education	Distance Learning
2001	*Teaching in the Multicultural Classroom	Seattle
2001	Arts Management for the Performing Arts	Seattle
2001	*Business Advantage	Seattle
2001	*Technical Trainer	Bellevue
2001	*Site Planning	Distance Learning
2001	*Advanced Drawing and Painting	Seattle
2001	Editing	Seattle
2001	Child and Adolescent Mental Health	Bellevue
2001	*Fundamentals of Electrical Engineering	Distance Learning
2001	Geriatric Mental Health	Bellevue
2001	*Human Services Management	Bellevue
2001	*Time-Effective Therapies	Bellevue
2001	*Windows 2000 Server Administration	Seattle
2001	Environmental Law and Regulation	Seattle
2001	*Danforth Principals	Seattle
2002	Game Development	Seattle
2002	*Game Animation	Seattle
2002	*Business Foundations	Distance Learning

2002	Private Investigation	Seattle
2002	Heavy Construction Project Management	Distance Learning
2002	*Supervision	Seattle
2002	Clinical Trials	Seattle
2002	*Land Use Law	Seattle
2003	*Management Decision Making	Seattle
2002	Design Firm Leadership and Management	Seattle
2002	Global Supply Chain Management	Seattle
2003	Sports Management	Seattle
2003	User –Centered Design	Seattle
2003	*Linguistic Diversity in the Classroom	Seattle
2003	Infrastructure Construction	Distance Learning
2003	House as Architecture	Seattle
2003	*3D Rapid Prototyping	Seattle
2003	*Romance Writing	Seattle
2003	Content Management	Seattle
2003	*Advanced Oracle Applications Development	Seattle
2003	Wireless Communications Technology	Bellevue
2003	*Broadcast Media	Seattle
2003	Sports Medicine and Human Performance	Seattle
2004	Art for the Children’s Market	Seattle
2004	Songwriting	Seattle
2004	Program Evaluation	Seattle
2004	Senior Project Manager	Bellevue
2004	Java 2: Web and Distributed Application Development	Bellevue
2004	Addiction and the Brain	DL
2005	*Advanced Education in Trauma Treatment	Seattle
2005	Computer Forensics	Seattle
2005	Information Assurance & Cybersecurity	Seattle
2006	Advanced 3D Art for Games	Seattle
2006	Appraisal of Fine and Decorative Art	Seattle
2006	Basic Medical Sciences	Bellevue, Seattle
2006	Biosensors and Biomaterials	Bellevue
2006	Biotech Project Management	DL
2006	Building Rich Multimedia Applications	Seattle
2006	Business Development	Seattle
2006	Quantitative Construction Management	DL
2006	Emerging Infections and Biopreparedness	DL
2006	Fiber Arts	Seattle
2006	Figure and Portrait Art	Seattle
2006	Healthcare Corporate Compliance	Seattle
2006	Health Research Methods	DL
2006	Independent Filmmaking	Seattle
2006	Infrastructure Integration	Bellevue
2006	Intro to 3D Art for Games	Seattle
2006	Managing for High Performance	Seattle
2006	Mathematics—Science Integration	DL
2006	Medical Devices and Commercialization	Bellevue
2006	Medical Diagnostics	Bellevue
2006	Natural Science Illustration	Seattle
2006	Psychological Trauma: Effective Treatment and Practice	Bellevue
2006	SQL Server Specialist	Seattle, Bellevue
2006	Systems Analysis	Seattle, Bellevue

2006	Technology Commercialization	Seattle
2006	Therapeutic Gardens	Seattle

\* Certificate program is inactive

May 30, 2007

## OVERSEAS INSTITUTIONS WITH UWEO RELATIONSHIP

### **Abu Dhabi**

UAE Academy

### **China**

Sichuan University (now Western China University), Chengdu

China Medical University, Shenyang

South Central Medical University, Chengsha

Southwestern University of Science and Technology

Western China University of Medical Sciences

Zhejiang University

### **Germany**

University of Dresden

### **Hong Kong**

Chinese University: Chung Chi College

### **Japan**

Bunka Women's University

Fukuoka International University

Fukuoka Law Univesity

Hachinohe Institute of Technology

Himeji Institute of Technology

Hiroshima International University

Hokkaido University of Education

ICC (International Cross-Cultural Committee) - Tokyo

IDCJ (International Development Center of Japan)

International Kagoshima University

Ishinomaki Senshu University

Japan Teachers (Council on International Educational Exchange)

Jissen Women's University

Kanagawa Institute of Technology

Kanazawa Gakuin University

Keio University

Kobe University

Kyushu University

Meijo University

Murata Girl's High School

Nihon University Department of Forestry

Ohu University

Osaka Graduate School

Ritsumeken University

Seibudai High School

Setsunan University  
Shibaura Institute of Technology Junior High School  
Shimonoseki City University  
Showa University  
Tohoku Bunka Gakuen University  
Tohoku Fukushi University  
Tokyo Express International  
Tokyo Joho University  
Tokyo Kasai Gakuen Group  
Tokyo Management College  
Tokyo Rissho Junior College  
Tokyo University of Pharmacy and Life Sciences  
Total Health Education Network  
Waseda University

**Korea**

Jeollanam-do Provincial Government  
Kangwon National University  
Keimyung University  
Samsung Life  
Sunkyong  
Sunkyong Telecom  
Posco – Pohang Steel Company  
Yonsei University

**Mexico**

ITESM

**Singapore**

Nanyang Technological University

**Taiwan**

Fujen Catholic University  
Kaohsiung Medical University  
JENS Education Service

**Vietnam**

Danang University

## FEE-BASED DEGREE PROGRAMS

### Rationale and Purpose

Offer access to students when the State does not have adequate funds to subsidize all UW educational initiatives.

### Location/Time of Day

Most programs offered in the evenings, summers and on the weekends to best utilize the UW facilities and cater to the needs of the student population.

### Student Profile

Most students are working professionals with family and work responsibilities. Currently, UW offers five undergraduate majors and nearly 45 professional master and doctorate programs.

### Admission Process

Admission process replicates the process for State-funded programs. Students must meet the standards established by the UW and the appropriate colleges, schools and departments.

### Students Status

Students in fee-based degree programs have the same rights and access to the same services as all UW degree students (e.g. all pay the S&A fee, etc.).

### Faculty

Faculty in fee-based degree programs represent the same faculty who teach in State-funded programs. Generally, the fee-based program funds additional FTE faculty, and the departmental faculty as a whole pledge to deliver the courses in a fee-based degree program.

### Approval and Review

Fee-based degree programs must undergo the same approval and review processes as State-funded programs.

### Revenue

The funding comes from the student fees.

- In the case of undergraduate programs, students pay approximately the same amount of money in fees as the undergraduate tuition. However, no tuition cap exists and students pay for each credit taken.

- In the case of graduate programs, fees have been established at market value after an analysis of market competition, industry demand and student demand. Many programs have a flat fee with no nonresident fee structure.

### Student financial aid

- Some programs, especially the undergraduate programs, have some of the fees used to defer the cost for needy students.
- Fee-based students are eligible for federal and state financial aid programs.
- The Student First program can be used for fee-based students.

### Program Expenses

#### Instructional

- Faculty
- Instructional materials
- Equipment and supplies (e.g. labs, etc.)
- Travel

#### Administrative: UWEO (program management and infrastructure)

- Planning and program development
- Budgeting
- Risk assessment
- Accounting and reporting
- Bad debt collection
- Third-party payments
- Market research
- Marketing
- Public relations
- Intellectual property management (online)
- Facilities for off-site programs
- Program management
- Registration
- Human resources
- Computing, database development and communications
- General operational questions
- Financial risk assumption

#### Administrative: Departmental (specific position funded by the fee-based degree)

- Advising
- Recruitment
- Application processing

#### Administrative: UW (15% overhead on gross revenues plus S&A and Technology fees)

- Facilities
- General infrastructure (e.g. electricity, networks)



- Libraries
- Financial aid
- Disability services
- S & A-covered services (e.g. Hall health, IMA, student legal services)
- UW police
- Graduate school: applications and review
- Registrar office
- General university administration

# FEE-BASED DEGREE PROGRAMS

## Principles and Guidelines

### **Introduction**

THE FEE-BASED FUNDING MODEL OFFERS THE UNIVERSITY OF WASHINGTON A MECHANISM TO LEVERAGE STATE FUNDING TO HELP REALIZE ITS MISSION AND TAKE ADVANTAGE OF PROGRAMMATIC OPPORTUNITIES BY PROVIDING STUDENT ACCESS AND RESPONDING TO EMPLOYER NEEDS.

### **Principles**

1. Fee-based programs should be consistent with the overall academic/fiscal plan and enrollment goals of all UW campuses.
2. The programs should be part of the general strategic plan of the university, the colleges, the schools and the departments.
3. The programs cannot lead to a decrease in opportunities for state-subsidized students.
4. Fee-based programs should be considered an integral part of the UW.
5. The faculty/department/college has the responsibility to maintain the same quality standards for educational programs regardless of funding source.
6. The fee-based degrees will enhance rather than detract from the brand name of the specific academic units and the UW.
7. The UW depends upon a strategic mix of funding sources, including the fee-based educational model, to achieve its goals.
8. A fee-based degree should cover instructional costs, risk/opportunity costs, additional fees (e.g. the technology and S&A fees), marginal space costs and a contribution to UW overhead, which should be reassessed over time.

### **Guidelines**

#### *Approvals and Coordination*

1. The program must have all the necessary University and state approvals (e.g. HEC Board).
2. Fee-based degree initiatives, as with state-funded proposals, will be coordinated by the Provost's Office, and approved by the Provost.
3. The fee-based degrees should be coordinated on a three-campus basis.

### *Financial*

1. A variety of funding models may be possible, including mixed models with transitional funding and/or partial state funding. The decision to establish a partial state-funded or hybrid funding model will be determined on an individual basis for each program.
2. The fee-based degree must have an approved budget with target enrollment projections.
3. A risk-sharing agreement should be created for each program.
4. Program fees should be increased over time to support increases in instructional and administrative costs, should be reviewed annually and approved by the Provost.
5. If a positive financial contribution is realized, it will be returned to the colleges/schools and the departments that offer the program.
6. A degree should not be transitioned from a state-funded to a fee-basis to the detriment of the overall UW budget.

### *Students*

1. Fee-based students must commit to a curriculum in the fee-based degree program into which they are admitted.
2. Fee-based students will be allowed to take no more than one state-funded class on a space-available basis during their matriculation and will pay for this course on a per credit basis through UWEO at the rate established for credits in the fee-based degree. The tuition generated by fee-based students in a state-funded course will be applied to the revenues of the fee-based degree program.
3. State-funded students generally can take courses in a fee-based degree program on a space-available basis only. The course limit in each fee-based course will be established by the instructor/department.

### *Planning*

1. A fee-based degree must have an approved plan for such issues as faculty and staff resources, faculty status, pricing, faculty and staff workspace, start date, curriculum, and student/faculty/course support services. The plan should cover the program from start-up to steady state.
2. The decision to hire new tenure-track faculty positions in a fee-based degree program must be based upon the willingness and ability of the college or school to guarantee these positions on a long-term basis through retirements, vacancies and other means. The college or school must demonstrate an exit strategy to manage the risk of tenure-track faculty in case of program termination. All decisions to hire tenure-track faculty in fee-based programs must also be approved by the Provost.
3. The fee-based degree must have a robust market(s) as determined by market studies and must attract an agreed-upon minimum number of applicants in the first year before the program can begin.
4. An exit strategy must be developed to anticipate program failure to achieve its academic goals and/or financial requirements. The exit strategy should include clear responsibility for possible tenured faculty in the case of program termination. Students already enrolled

in fee-based degree programs must have the opportunity to finish their degree program, if the program is terminated.

5. The program plan and financial agreement for risk should be evaluated at least every five years.

**Health Informatics and Health Information Management (HIHIM)  
2007-08 Budget**

**Instructional Program Expenditures:**

Full-Time Faculty	\$204,029	
Auxiliary Faculty		
Teaching Assistants		
Research Assistants		
Classified Staff	17,375	
Professional Staff	2,500	
Hourly Instructors	<u>38,000</u>	

**Total Salaries** \$261,904

**Personal Service Contracts and Other Purchased Services** 24,296

**Other Contractual Services** 29,200

**Travel** 2,000

**Supplies and Materials** 2,000

**Equipment** 2,500

**Total Benefit Costs (based on salaries)** 59,896

**Total Instructional Expenditures** \$381,796

**UWEO Administration**

Program Management	22,500	
UWEO Infrastructure	7,330	
Risk-Opportunity Fund	0%	
UW Overhead	15%	<u>78,641</u>

108,471

**Total Expenditures**

**\$490,267**

**Revenue**

	Average	
	Per	
	Student	
	<u>Revenue</u>	
Students	\$19,275	27
Courses per student		17
Credit Hours per Course		4
Course Fee per Credit Hour		<u>\$278</u>

**Net Revenue**

**\$524,274**

**Program Income to the Department**

**\$34,007**

## TUITION EXEMPTION

### Current Policy

- Enabled by RCW 28B.15.558 for state employees  
<http://apps.leg.wa.gov/RCW/default.aspx?cite=28B.15.558>
- Other RCWs enable tuition waivers for other groups (e.g. veterans)
- Operationalized by Administrative Policy Statement 22.1, section 3  
<http://www.washington.edu/admin/rules/APS/22.01.html>

### Rationale for exemption of fee-based degree programs

Most programs would not be able to sustain themselves through fees.

- Example

### Implications for fee-based degree programs

- Very difficult to budget for tuition exempt students.
- Given their audience and time of day, a greater number of tuition exempt students would apply to these programs.
- Difficult to enforce tuition exemption on a space-available basis for degree-seeking students.
- Some programs would have a majority of tuition exempt students (e.g. social work, education, etc.).
- Tuition exemption does not necessarily equal financial need.
- Some tuition exempt students have other sources of fees (e.g. veteran's benefits, social workers have Title 5 funds, etc.).

### Possible actions

- No change.
- Eliminate the programs and access to a majority of the students.
- Fund tuition exemptions centrally.