

Unit Name: Attorney General's Office

- 1. Academic Units:** Please provide a 1-2 page description of how your unit will fund growth plans identified in the Annual Academic Plan workbook through current or anticipated incremental revenue to your unit. Please provide specific fund source names and projections (in dollars). If these plans assume additional Provost Reinvestment Funds (supplement), please make that clear in this section.
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N/A

- 2. Academic Units:** If you are recommending the creation of a new tuition category, please identify the original tuition category, the proposed category, a suggested tuition rate for FY14 and a percentage increase for FY15. If you plan to move only a subset of your programs into a new category, please identify those programs.
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N/A

- 3. Administrative Units:** Please provide a 1-2 page overview of your current strategic plan and include a summary of any operational risks that the UW must work to mitigate over time. Note that there are very few Provost Reinvestment Funds, so your summary should provide a clear sense of how your unit intends to minimize risk, maximize service, and if necessary, repurpose existing funds to do so.
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Operational risks.

The *Strategic Priorities* of the UW Attorney General's division are to provide comprehensive, cost effective legal advice and representation to the University of Washington. The operational risks are the 1) overload of work for our attorneys and staff, 2) attrition of attorneys and staff, 3) increased response times for legal advice, and 4) the increasing utilization and cost of outside attorneys.

a) Comprehensive, cost effective legal advice and representation.

- 1) The AG Division is comprised of 15 attorneys, evenly distributed to our Employment Team, Healthcare Team and General Practice Team. Each team is supported by one paralegal and one legal secretary. We have 10 support staff in total.
- 2) The average practice experience of our attorneys is 20 years of practice. The average number of years in the division is seven years. The experience and talent level of our attorneys enable us to respond to the legal support needs of the University.

b) Operational Risks.

- 1) Workload. Our attorneys work heroic but unsustainable hours. Our lawyers average more than 200 hours of work each month. This involves working nights and weekends.
- 2) Attrition of attorneys. Over the course of the last 24 months, we have lost 6 lawyers from the division. The workload and the stress of the work are factors in our losing our lawyers, but the most common factor is inadequate salary. Based upon salary surveys of the Attorney General's Office, AAGs are paid 20% less than is paid to government lawyers by the county and city. As compared to attorneys for corporations of the magnitude of the University, our lawyers are underpaid by a factor of 2. Our lawyers have not had a salary increase in five years, and have been subject to a 3% salary reduction for 2011-13.
- 3) Increased wait times for client advice. For a client department or manager, the effectiveness of legal advice hinges upon timeliness and responsiveness. The current workload for our attorneys affects how quickly they can respond to clients and the depth of response. Client calls and emails are triaged as to urgency, with matters of less urgency receiving delayed response. Complex legal issues requiring

expedited analysis or involving substantial research and analysis now may require the engagement of outside counsel.

- 4) Use of outside attorneys. The expenditure for the use of outside attorneys is increasing. In part, this increase is a function of the increased technical legal expertise required by the University. More often, it is also caused by the lack of workload capacity of the AG Division to take on the work being sent outside. It is becoming increasingly difficult for our lawyers to undertake extended legal research issues, to represent the University at administrative hearings and superior court, and to develop new areas of legal expertise being required by the University.
- 5) Mitigation. Workload pressure is a dilemma being faced by all administrative units on campus. The AG Division being understaffed affects not only the workload capacity of the office, but also increased legal costs to the University. Legal work is being sent to outside firms that could be more cost effectively provided in-house. More specifically there are identified areas of client services that generate a consistent volume of legal work that if brought back in-house would result in significant cost reduction for the University. We look forward to discussing these scenarios.

4. Academic and Administrative Units: Considering your strategic plans (particularly if they assume growth) please provide a short summary (1-2 pages at most) that relates these plans to your current space assignment. In particular, you might consider the following questions when drafting your response:

- a) Does your current space inventory meet current programmatic requirements? Contrarily, does the type or quality of the space place any constraints on your ability to meet program requirements? If not, please provide specific quality or space type concerns (location, specific quality concern, etc.).
 - b) Will your unit be able to accommodate your growth plans within existing inventory of space? If additional space will be necessary, please describe the amount, type, or quality of *additional* space you may need to meet programmatic objectives and growth plans.
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Space assignments.

- a) Current space. Space is inadequate. File room, work room, and office space is needed.
- b) Growth plan. The addition of two attorneys and a support position is needed and can be justified by net legal cost savings. This addition of staff will require additional two enclosed offices and a work station.

5. Academic and Administrative Units: Should the 2013 Legislature lift the ongoing salary freeze and allow increases, we certainly hope that state funding will be provided for GOF increases. In the event that state funding for compensation is not available, all units should have plans to cover GOF/DOF salary increases out of tuition or other fund sources. Should no tuition revenue be available to your unit, 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; this model is designed to give you a sense of the magnitude of the support that will be required at various percentage increases.

Salary increases.

The AG Division support staff are UW employees. Our AAGs are paid through the Attorney General's Office, the UW is billed for those expenses, and the UW applies appropriated funding. Provost Reinvestment Funds would be necessary to pay for any campus wide salary increase for UW professional and classified staff assigned to the AG Division.

- 6. Academic and Administrative Units:** Your unit may have identified growth plans in the Annual Academic Plan workbook; if so, as part of question 1 your unit should have included a description of the funds necessary, including Provost Reinvestment Funds, to support such growth. For this section, however, please provide specific requests of Provost Reinvestment Funds for new initiatives. Please provide a one-page summary of these requests, articulating how much funding is requested by an initiative, whether temporary or permanent funds are requested, and how the funds would be spent (new positions, systems, etc.).
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