

Unit Name: Provost 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.

Not Applicable

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.

Not Applicable

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.

The Provost's Unit is comprised of the following offices: Office of the Provost (Core), the Secretary of the Faculty/Faculty Senate Office, Office of Academic Personnel (AP), Office of Global Affairs (OGA), and the Associate Vice Provost for Faculty Advancement (AVPFA).

Please note that this response covers only the Office of the Provost (Core).

Overview:

The Provost and the office work closely with deans/chancellors of schools, colleges and campuses, vice provosts/vice presidents, staff and students to achieve the mission of the university which is excellence in teaching, research and service.

Members of the Provost's Office Core support that mission by providing the central coordination and communication of the University's vision and strategic goals with our campuses, stakeholders, regulatory agencies and the public. Our office provides and facilitates a collaborative and cooperative environment in which we work across units and disciplines to achieve the highest level of excellence. We continue to adhere to these principles:

- Responsiveness to campus community and the public
 - Communication and information
 - Transparency
- Promote a supportive university-wide environment

- Provide a cooperative and collaborative forum to advance the University's academic and research mission and initiatives
- Support academic and professional development
- Plan today for tomorrow
 - 2y2d Initiative: Strategic Academic Business Plan and Organizational Effectiveness
 - Enhance services and identify time saving methods

Promote Communication, Build Collaboration, and Facilitate Coordination

Since January 1, 2012, the new provost administration has placed renewed emphasis on communication, collaboration and coordination. This will enhance effective planning, development and implementing new initiatives, programs and services that enrich student learning, teaching and research across multiple departments or units. The Provost's Office believes that our collective strengths can advance us further than if efforts were done separately.

Communication

The first step toward collaboration and coordination is effective communication. The ability to share thoughts and ideas in a supportive environment allows for synergies to be identified and, from there, plans and actions.

In recent months, we have begun the Provost Report Series, which is to focus on changes in higher education and provide the campus community with important related information. We are also creating a core communication/marketing team to provide the Provost with consultation and support in her campus communication. These efforts are provided by current members of Provost's Office and other UW staff, who are volunteering their time.

Collaboration

Collaboration is exemplified by the effort to identify and integrate common themed activities that are currently managed separately in Undergraduate Academic Affairs (UAA), Office of Minority Affairs and Diversity (OMAD), Student Life and the Graduate School. Some areas of synergies are, but not limited to: leadership, undergraduate research, service learning, careers and internships, advancement and study abroad. With the appointment of the Senior Vice Provost for Academic and Student Affairs to provide leadership and oversight to this initiative, work has begun on building this dynamic structure. Based on these same principles, the Provost's Office will also work on fostering deeper collaboration between other vice provost and vice president units to realize greater gains from our collective strengths and resources.

Coordination

An example of coordination within the Provost's Unit is utilizing shared resources. The Provost's Unit, as mentioned above, is comprised of five offices. However, they are all served by one Finance and Administrative team (F&A). The Provost F&A team was established in 2007 to consolidate services such as human resources, payroll, purchasing, travel, equipment, and other business operations functions. This eliminated the need for each office to hire additional staff to manage their own finance and administrative functions and needs. At minimum, each office has saved \$70,000, on an annual basis, in salary and benefits to support their F&A services. Even if we had not experienced such a dramatic economic recession, which forced some departments to consolidate services, the

shared resource structure is still optimal and allows for consistency of business policy, procedures and processes. However, we anticipate increased needs for F&A services as there is corresponding growth in Academic and Student Affairs, Academic Personnel and Global Affairs. Specifically, growth in Global Affairs involves establishing new policies and procedures related to international activities which can be very complex and time consuming. International activities increase risks and place additional compliance requirements on the organizational unit and university. The F&A team manages all internal and state audits for the Provost Office. We are responsible for identifying areas of non-compliance and implementing the necessary changes to comply with university, state and international laws and regulations as appropriate.

The work described above is funded with existing resources within the Provost's Office, but a considerable amount of project work is provided by talented and enthusiastic colleagues, from other units, who are contributing their time and expertise. However, at some point, to sustain the efforts long-term and address new Provost's initiatives and service need growth, new additional resources will be required.

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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.
- Permanent space assignment for new Advancement Sr. Director
 - New additional dedicated space for Provost to utilize for potential new positions as a result of new initiatives and projects.

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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.

All expenses associated with salary increases would need to come from Provost Reinvestment Funds. The Provost's Office has no tuition or fee revenue to cover salary increases.

The amount required to affect a 2% merit increase is \$42,900. For a 3% merit increase, we would need \$64,400.

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.).

- **Provost's New Initiative: Leadership Excellence and Academic Development Initiative (LEAD)**

We propose creating a vibrant leadership training program for faculty (to learn administrative leadership skills and perspectives) as well as collaborating with key units to build a professional staff development program for administrative leadership.

A request of \$50,000 in permanent funds in FY2014 will be used to support faculty and staff salaries for initiative development work. Once the initiative is fully developed and implemented, the funds will be used for faculty course buy-outs, leadership fellowships and staff support.

- **Provost's Finance and Administration:**

Growth in service needs by Provost's Unit offices, specifically Office of Global Affairs and Academic Personnel: 1 FTE for Provost F&A Team, professional staff, approximately \$75,000 of permanent funds (inclusive of salary and benefits)
