

**Unit Name: ARTS & SCIENCES**

- 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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From FY 2008 to FY 2012, A&S increased its total annual SCH by 3% (24,500 SCH), and increased its annual degree production by more than 17% (c. 1000 degrees). Virtually all of this growth was at the undergraduate level. We accomplished this despite a 4% reduction in the number of our tenured and tenure-track faculty and essentially no growth in our full-time lecturer ranks. From FY 2013 to FY 2017, we anticipate a smaller cumulative increase in SCH and another significant increase in the number of degrees we award. Growth in degrees will be driven mostly by the continuing increase in the number of students doing double degrees and double majors. By 2015, we plan to have restored the number of our tenure-track faculty to their FY 2008 levels, while increasing the number of our full-time lecturers by approximately 20 FTE. These modest shifts in faculty composition will be funded by reducing the number of our part-time instructors; from new ABB revenues resulting from increased SCH and degree production; and from the salary differential between retiring senior faculty and newly-hired junior faculty. As we have been doing for the past several years, we will continue to bridge to future retirements, especially in the natural sciences with their high start-up costs, by appointing excellent junior faculty in a "down" job market. By 2017, however, we anticipate that we will begin to see salary savings from this strategy as the economy stabilizes and very senior faculty begin to retire in larger numbers than we are seeing at present.

For a College of our size, this represents a nearly steady-state budget projection. The modest adjustments we propose within the categories of our instructional faculty are intended to enhance quality and access for students to our classes.

Additional growth in SCH beyond what we have projected here is constrained by the limited availability of appropriately sized and equipped general assignment classrooms. The size of the tenure-track and core instructional faculty is similarly constrained by the non-availability of additional faculty offices and appropriately-sized and equipped research labs.

We do not anticipate, nor do we request, any Provost Re-Investment Funds to accommodate the modest changes we project in SCH, degrees awarded, and faculty numbers. Should Provost Re-Investment Funds be available to finance new classrooms and laboratories, however, we might then be able to increase SCH more significantly than we expect to be able to do between FY 13 and FY 17.

- 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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Arts & Sciences is not recommending the creation of any new tuition categories.

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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Not applicable.

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:
- 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.).
  - 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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The space that the College occupies, roughly 1.2 million assignable square feet (asf), is grossly insufficient to meet its current and future needs in both research and teaching. All A&S buildings are crammed to capacity. During the College's Precinct Planning process in conjunction with the Office of Planning and Budgeting (OPB), it was determined that the College needs an additional 426,500 asf (35.7%) to adequately support its current missions of research and teaching. This number assumes absolutely no growth in faculty, staff or students. As noted in an earlier section, the College projects minimal increases in faculty, staff, and graduate student headcounts over the next five years, with the exception of growth in the number of the faculty to ramp up the Social Science online degree completion major.

The low quality of the space that the College occupies is as detrimental as the low quantity. The quality is woefully inadequate to meet modern research and teaching requirements. The College's buildings are old (the newest building – the addition to Chemistry – was constructed in 1995), antiquated (inappropriate for modern research and instruction) and inefficient (incurring high costs of maintenance and remodeling). In recent years, increases in grant and contract awards have occurred in UW units that have had room to accommodate new research initiatives. In contrast, the College's severe space limitations strongly constrain the College's capacity to increase grant and contract awards. In spite of these challenges, departments in the College have on average increased their grant and contract expenditures over the past five years.

The College benefited from the Restore the Core plan through major renovations to Johnson, Guggenheim, and Savery Halls. Unfortunately, State funding for this plan froze in 2008, and it is unclear when/if the State will provide capital funds for slated major renovation projects. Thus, essential renovations of Denny Hall (\$50M) and Lewis Hall (\$17M) remain in limbo. Several other older buildings are also in need of major remodeling (Smith, Gowen, Raitt, Thomson, and

Padelford). Coupled with the University-wide problem of a shortage of classrooms of appropriate quality and seat count, all units in A&S face challenges in providing the quality of instruction that our undergraduates deserve.

The College obtained a major portion of Lewis Hall this past year. After completing a small fraction of the remodeling that this building needs, we will move the Applied Math department into our portion of Lewis Hall. This additional space will allow Applied Math to significantly expand its Computational Finance and Applied Mathematics Master's degree programs. Our gain of approximately 9000 asf in Lewis Hall is substantially offset by the impending removal and demolition of Lewis Annexes 1 and 2 (5300 asf), which house many staff and teaching assistants. Thus, the minimal net gain in asf from the Lewis Hall exchange will not allow the College to alleviate the space constraints that face our social science and humanities units.

The most pressing need of the College is (and has been for the past ten years) a new life sciences building. Kincaid and Hitchcock Halls (both constructed in the early 1970s) are simply too outdated to support modern biological research. A new life sciences building will create essential new space for a growing Biology department and allow Kincaid Hall to be completely remodeled (\$48M). The College has worked carefully with OPB and consultants to develop the predesign and initial cost estimates for a new life sciences building that will provide labs for 22 PIs, office space, teaching labs, greenhouses, and some general classrooms, with a total of about 177,000 asf. In the near term, wet labs and animal care facilities in Guthrie Hall need remodeling. In the longer term, Psychology will need a new building attached to Guthrie of approximately 87,000 asf to meet increasing research and clinical needs. This building will bring together clinical researchers who currently occupy a large number of disconnected, small, and antiquated buildings. The lack of adequate space in both quantitative and qualitative terms for our natural science units, most notably Biology and Psychology, inhibits their ability to generate more grants and contracts and to operate successfully in an increasingly competitive federal research landscape.

During the precinct planning process, two longer term critical needs were identified for Arts units. First, given the heavy usage of Meany Hall, a new hall that will seat 400-600 people is required to meet the performance needs of both Music and Dance. Second, a new Art building is needed since the current facility is too small, is too difficult to renovate to meet environmental, health and safety standards, and is inadequately designed to meet current and future needs for studio arts, design, and gallery space.

Finally, as noted above, the College anticipates an increase in faculty in the social sciences as a consequence of the proposed online social science degree completion major. We do not know exactly how many new faculty will be added or how quickly this expansion will occur. We do know that we have absolutely no space to house additional faculty, staff or teaching assistants associated with this new program. The College has already begun meeting with the UW Real Estate office to consider lease options off campus. To date, identifying space to lease that is sufficiently close to campus has proven impossible.

- 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.

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Arts & Sciences has done detailed five-year forecasts of our future revenues and costs under a variety of scenarios. We are confident that we have a sustainable academic business model that will allow us to fund ordinary and additional merit increases for both faculty and professional staff, if these are permitted by the Legislature and authorized by the Provost and the Senate Committee on Planning and Budget. We will also be able to fund the raises that have already been negotiated for GSA's represented by the United Auto Workers. For faculty we will also be able to fund projected promotion and retention raises over the next five years.

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.).

Our very modest growth plans do not require or anticipate any Provost Reinvestment Funds. Should such funds be available, our highest priorities for such funds would be to use them for capital projects: to support the construction of a new Life Sciences Building; to renovate and equip existing general assignment classrooms with 21<sup>st</sup> century technology; and to build new such classrooms.

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