

Unit Name: UW Law School

- 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.

The strength of UW Law is the quality of the education and the vibrancy of the faculty. By every measure, our students receive the very best that legal education has to offer. UW Law anticipates hiring up to four faculty members for 2013-14. With two retirements, and two (perhaps three) departures for 2013-14, these additions leave our faculty numbers at two fewer faculty than in 2009. The quality of our hires is extraordinary, allowing us to continue to build on the momentum the law school has generated over the past three years. It is imperative to strengthen our faculty and to add to its diversity to achieve our mission as Leaders for the Global Common Good and to enhance our national and international rankings vis-à-vis our peers. It is our intention to fund three of the four new hires internally with tuition monies through our ABB allocation as well as our LLM revenue. We have received assurances of support for the fourth hire through faculty diversity initiatives launched by the Provost Cauce and Vice-Provost Fraga. We anticipate requesting tuition to be increased between 7 and 9% for in-state students and 5% for out of state students. This additional revenue will allow us to fund our planned faculty hires as well as anticipated salary increases for faculty and staff (if not supported by enhanced state funding).

Tuition Increase - Calculated ABB Amount

	7% in State and 5% Out of State			9% In State and 5% Out of State		
	2013	2014	2015	2013	2014	2015
JD In State	6,045,340	6,468,535	6,468,535	6,045,340	6,589,358	7,182,375
JD Out of State	4,189,180	4,398,639	4,398,639	4,189,180	4,398,639	4,618,611
LLM In State	564,298	600,680	600,680	564,298	615,091	670,441
LLM Out of State	2,196,571	2,267,937	2,267,937	2,196,571	2,306,400	2,421,723
PhD In State*	214,459	287,420	287,420	214,459	294,316	320,800
PhD Out of State*	331,894	442,586	442,586	331,894	450,092	472,597

*PhD numbers are calculated based on new Grad Tier category for the Law School

- 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.

Currently, the Law School has separate tuition categories for both its JD and Asian Law LLM students; however our Ph.D. students are combined with in the Graduate Tier I Category. The Grad Tier I category has the largest percentage taken out for waivers and other financial aid. Since most, if not all, of our Ph.D. students pay the full tuition rate and are not given waivers for Teaching or Research Assistantships (TA/RA) or supported on grants, the Law school is interested in separating our Ph.D. students into a new category. Presently, the Law School is receiving

a very small amount of ABB funding from Grad Tier 1 tuition. This is mainly due to the small amount of tuition dollars that are left after paying for waivers and financial aid. The Law School Ph.D. students do not follow the same funding model as the bulk of Ph.D. students in the rest of the university, and as such, we feel they should be in a new category. It will also be important to increase the tuition amount to match what our LLM students are paying since both represent graduate level work above a J.D., \$17,890 for in state and \$34,839 for out of state. The establishment of a new Grad Tier category for the Law School will help the law school become more self-sustaining.

The Law School is currently working on developing and improving our Ph.D. programs. We are in the process of hiring a Ph.D. coordinator and look forward to growing our Ph.D. program and gaining a national and international reputation for its excellence, however we feel we cannot accomplish this without a new Grad Tier category.

- 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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It is important that the Law School continues to demonstrate that it can be competitive as a top tier law school. Because of our small size of student body, we have been able to remain quite competitive in the area of faculty-student ratio. This has led us to continue to increase in the rankings, currently ranked 7th among public universities, pushing us closer to our goal of being the top ranked public law school in the nation. To maintain our ranking is a delicate balance between having a strong and diverse faculty, sometimes with higher end salaries, and moderate student costs. Increasing tuition has been a difficult decision for law schools over the last several years. While the UW has not seen a drop in the number of law students, many universities have seen a decline because potential students do not want to take on the added debt of law school in an uncertain job market. It is important that we do not increase tuition to the point where we would see a decline in our enrollment numbers. The Law School has chosen to modestly raise tuition as well as increase our student enrollment. To help maintain our ranking, and keep our faculty to student ratio low, the Law School intends to increase our JD student enrollment over five years from 180 to 200 students. We are also looking at increasing our LLM students by at least 5% per year and pursuing the enhancement in our PhD program described above.

While we have not experienced faculty retention issues to any significant extent thus far, the risks are increasing due to the four years of wage stagnation that we have experienced. As a result, it is critical for the university to “mark to market” the law school faculty and staff salaries and to provide a unit adjustment to bring us more in line with our peers.

The Provost has asked that we ween ourselves off of a temporary investment of approximately \$600,000 that was provided to law the past two years. The above plans account for doing so and thus not being dependent upon these temporary funds as requested.

- 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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William H. Gates Hall, home of the law school, is now almost ten years old. In those years, the law school has grown in some ways and reoriented in others. This has led to an increasing disconnect between our space inventory and our needs. The two notable areas of need are more efficient student space and more faculty/visiting scholar offices.

When the building was designed in the late-1990s, student organizations had offices to work from, so student offices were created in a central location. Since then, with wireless Internet access and mobile devices, the need for distinct offices has decreased. As a response to this change, many law schools have moved to a more open-plan student organization area, which is shared by all students and amenities are used by all, rather than just by those sharing an office. The law school needs a more substantial student space both to continue to attract top-tier students and serve our students' leadership efforts and development.

The current plan is to place the new student organization space where there are library stacks in the Gallagher Law Library. Although we hope to be able to keep all the books on site, it is possible that we will need to move some books to an off-site location. The space freed up by the move of the student organizations would be repurposed for faculty and visitor offices. In the past five years, the law school has seen substantial faculty and visiting scholar growth. We no longer have enough offices to house everyone.

Beyond these immediate project, further building improvements include repurposed space to create a communal space for programs and informal interaction, and will seek funding to do this renovation as a next step. We are also interested in partnering with a possible expansion of the Burke museum to enhance the entrance to campus from 15th Avenue and to relocate some of our community-facing operations (such as our law clinic) to new and enhanced space.

- 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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Assuming a flat budget from the state and provost for law, we plan to fund these critical investments as noted above through enhanced revenue and continued operational discipline.

- 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.).

The Law School is not proposing any new degrees in the upcoming biennium. We will be focusing on developing our Ph.D. program and increasing the number of Ph.D. students we have. We are in planning stages for several initiatives that would be proposed in the next biennium. Some of those include a Legal Technician program (spurred by an upcoming change in Washington law) , an undergraduate degree in law, various interdisciplinary certificates in law, and part-time legal education options.
