

UW Bothell/UW Tacoma, Seattle College/School Name: UW School of Law

1. Please provide a **1-2 page description with visualizations if possible of how you intend to grow or contract over the next five years**. Please provide these strategic plans at the college or departmental level, if you so choose. Where significant growth is anticipated, please provide specific fund source names and projections (in dollars). If these plans assume additional Provost Reinvestment Funds (supplement), please make that clear. If you wish to include a summary of growth plans, services or activities supported by sources other than GOF/DOF, please do so. If cross subsidy is required from other sources, please summarize the extent of that subsidy.

Global convergence pressures and rapid technological innovation are fundamentally altering the content and form of legal education. At the same time, the gap in access to justice in the U.S. and around the world grows ever wider. As a result, there is growing demand for law-trained persons alongside growing diversity in the forms of legal education offered by law schools to meet that demand. As a result, UW Law is in the midst of a significant transformation in its history as it begins to respond to the demand for multiple entry points into the global legal services industry.

While JD applicants have declined nationwide by 59 percent since 2009, UW Law has competed well in this new market and intends to continue to hold its academic quality at or above current levels while admitting a consistent level of approximately 160 new JD students each year. In addition, as the demand for advanced and specialized knowledge of law continues to expand, we plan to expand our current LLM program admissions by around 10% for each of the next three years while also maintaining academic quality. Our Sustainable International Development LLM plans to add an optional track in Indigenous Rights which will further bolster their enrollment. Our PhD program will remain consistent, admitting 3-5 students per year and carrying approximately 25 candidates at various states of their academic and dissertation work. A new Master's of Jurisprudence (MJ) program will begin next fall, and we are currently marketing the program. The Master's program will appeal to persons whose careers include or would benefit from legal knowledge and skills but who do not intend to practice law as a bar-certified lawyer. We have begun teaching classes for undergraduate students and hope to build on this program, both at UW Seattle and at UW Tacoma. Legal education is undergraduate education in most countries and many US law schools have created undergraduate curricula, even full majors, over the last several years. Critical to this venture is an appropriate and fair sharing of ABB revenue. The table below is a conservative estimate on the anticipated new revenue for the LLM, Master's and undergraduate programs.

New UW Law Program Revenue

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Current LLM Growth (10% increase in admissions & tuition increase)	\$209,500	\$408,000	\$271,000	\$176,000	\$118,000
Master's in Jurisprudence (start Fall 2016)	-	\$377,000	\$528,000	\$754,000	\$754,000
New Sustainable International Development LLM option	-	\$47,000	\$59,000	\$97,000	\$121,000
Undergraduate Courses	-	\$61,500	\$123,000	\$123,000	\$123,000
Total New Revenue	\$209,500	\$893,500	\$1,118,000	\$1,150,000	\$1,116,000

2. Please identify significant administrative, academic or other obstacle(s) present in achieving the growth or strategic plans identified as part of Question 1. **Please plan to discuss these with the Provost.** If applicable, please summarize any operational risks that the UW must work to mitigate over time from your perspective.
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Over the past few years, UW Law has gained significant momentum and addressed many critical issues necessary to thrive in today's market for legal education. Our main obstacle is garnering short-term financial support to assist the school with balancing its budget as it transitions to the "new normal" as previously described. If the school is to retain the quality gains of the past few years as it resets its financial model, it requires and respectfully requests: (a) \$819,000 in one-time temporary funds to bridge the retirements of four faculty as the school right-sizes its faculty; (b) a permanent source of central funding for the ABA required Gallagher Law Library, a major part of the UW library system and critical public resource of \$1.8M (one-half the cost of operating the library); (c) temporary funding as the school resets its financial model to fund university set merit pools and a 5% unit adjustment pool for faculty salaries, which (per OPB data) are more "off market" than any others in the University; and (d) \$320K from Capital Projects funds to offset that same amount in costs from a critical remodel of Gates Hall last summer to benefit our students.

3. Using the "Tuition Rec Worksheet" tab of the "Worksheets and Reference Materials –Academic" Excel workbook ([http://opb.washington.edu/sites/default/files/opb/Budget/Worksheets and Reference Materials Academic.xlsx](http://opb.washington.edu/sites/default/files/opb/Budget/Worksheets%20and%20Reference%20Materials%20Academic.xlsx)) please identify proposed changes to current tuition rates in FY16 (2015-16) and FY17 (2016-17).

If you are recommending the creation of a **new tuition category**, please describe those changes below and be sure to identify the original tuition category, the proposed category, a suggested tuition rate for FY16 and (if applicable) a percentage increase for FY17. If you plan to move only a subset of your programs into a new category, please identify those programs by major name, pathway, level, and type.

Do you have any long-term plans for tuition that warrant discussion? If yes, please describe them below.

In the market described above, it has not been practical to raise tuition on a yearly basis, and the Provost and Dean agreed that we should hold quality of applicants even if enrollment suffered. Fortunately, the school has done very well in this environment, and has had less enrollment declines than many of its peers. Due to the market challenges, we are not proposing any JD tuition increase in the next biennium.

As recommended by the graduate school, the law school proposes to increase graduate tuition for our LLM programs that fall under ABB. While the graduate school recommended a 3% increase we are requesting an increase of 25% in 2016, 27% in 2017 and 24% in 2018 for in state residents bringing in state tuition to approximately \$22,361 (\$559 per quarter credit), \$27,952 (\$699 per quarter credit) and \$34,660 (\$867 per quarter credit) respectively. Currently, in state tuition for these LLM programs significantly lag behind both the non-resident tuition and our self-sustaining LLM programs which charge between \$600 and \$825 a credit. In three years, we anticipate all of the LLM programs will be in tuition parity. The law school is also proposing a modest increase of 3% for the PhD programs for both in state and out of state students.

The Law School has developing a new Master of Jurisprudence degree which was authorized by the Graduate School and approved by the Regents in 2013-14. This will be developed into several tracks to appeal to persons whose career

development will be enhanced by legal education but who do not wish to practice law, and thus do not need the JD (Human Resources, Corporate Compliance, Public Policy, Medicine and Health, etc.). We are also actively exploring additional programs, such as new LLM offerings, more undergraduate education, and certificate programs. While some of these can be launched with existing resources, some may require some initial investment before revenue exceeds expenses.

The Master of Jurisprudence will require a new tuition category for the Law School. Since this Master's degree will not require a JD we have targeted tuition to be \$550 a credit, with 45 credits being required for completion of the degree. Students will be able to complete the Master's in one year, or have to option to go part-time.

4. Please describe your school or college's emerging or changing faculty needs, including information about faculty hiring trends and the recruitment and appointment of lecturers.

We anticipate approximately twelve retirements in the next five years. We had one retirement last year, and Dean Testy is currently negotiating retirement terms with four faculty members at present. The market for entry-level faculty is exceptional at present. Thus, our plan is to hire steadily, but slowly, and to hire on a 3 retirements/1 hire basis. With this model we will be able to reduce our faculty labor costs by over \$850,000 as the attached spreadsheet demonstrates.

We request that the University permit us to manage our hiring in this manner. For this year, that would mean that for the retirements of five faculty members we would hire just two positions. One is a search for a Director of our Clinic. We received bridge funding to do this search as our current director retires. ABA Standards require clinical education and thus this position is one that we cannot do without. The other hire would be an entry level person in required first year subjects, with a priority on adding to the diversity of the faculty. ABA Standards require that all first-year and required courses in law be taught by tenured or tenure track faculty. Thus, again, the holes our retirements have left mean that we cannot meet our ABA responsibilities without one entry-level hire for required first-year subjects.

To further reduce faculty costs, we will also be paring down our specialized courses where possible to reduce part-time lecturer costs and we will look for other appropriate cost saving opportunities.

	Year Attrition or Hiring Impacts Budgets				
	Year 1- FY16	Year 2- FY 17	Year 3- FY 18	Year 4- FY 19	Year 5- FY 20
Attrition	2	3	3	4	4
Hiring	2	1	1	1	1
Teaching	Clinic Director/ 1 st year courses	Immigration/PR	Business	1 st year courses	

5. In the event that state funding for compensation adjustments in FY16 is not available, **all units** should have plans to **cover GOF/DOF salary increases out of other fund sources**. Should no tuition revenue be available, 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 at <http://opb.washington.edu/content/fy16-budget-development>; 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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Over the past two years, the Law School has self-funded 4% merit raises each year. While we were happy to be able to make these increases, this has put a continued strain on our budgets. We also requested, but did not receive, temporary funding for merit increases as part of our 14-15 budget. According to OPB's comparison of faculty salaries compared to other AAUDE schools, our faculty salaries are more "off market" than most others in the University. Our request for a unit adjustment was denied. We hope that in the future this salary inequity can be addressed, or we risk losing outstanding faculty members. The Law School is requesting \$772K to address both merit increases as well as faculty market adjustments in 2016.

6. This summer, the UW has been the sole subject of a state-required audit of net operating fee (tuition) and local fund accounts. This audit has revealed the importance of monitoring expenditures against budgets on a biennial basis, ensuring that colleges, schools and administrative units have plans to spend fund balance in a reasonable and mission-driven manner and that these plans are acted upon. As such, we ask that colleges and schools provide itemized obligations against fund balance, as estimated by OPB for the close of FY14. These obligations may be categorized by the following general classifications in the example provided, but greater detail is expected and will be relevant in discussions with the Provost.
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The Law School does not have any GOF/DOF fund balance. The Law School did have an internal audit of our gift/endowment funds and the Internal Audit Department concluded that there were no control weaknesses, gifts are spent in accordance with donor intent and University policy and gift budget activity is adequately monitored by management.

7. **Though we believe that few, if any, state funds will be available and any new Provost Funds may be dispatched for mitigating cuts or providing salary increases, please indicate what Provost Reinvestment Funds are being requested.** Requests for funds should be identified by a unique title, accompanied by the amount requested, the year funding is requested, whether the request is for permanent or temporary funds, the number of years funding is needed in the case of a temporary request and a brief description, not to exceed 500 words. **Successful requests will provide better experiences for students and faculty, contribute to the long-term financial health of the University, and/or reduce institutional risk¹.**

Importantly, requests for new funding will be considered alongside carryover spending plans. Schools or colleges with growing temporary fund balances will be asked to explain why new funding is needed to support program enhancements.

1. Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
Library Acquisitions	\$1,800,000	FY16	P		Y

The Gallagher Law Library continues to face pressures of above-inflationary cost increases for all materials and a steep demand for more electronic materials. Due to its heavy use by not only law students, but the UW community and the general public, we are eager to explore whether there may be central library support for the operation of the law library. Having a law library is an ABA requirement, and of course is also critical to our state and university.

2. Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
Faculty Merit Increase	\$318,000	FY16	P		Y

Over the past two years, the Law School has self-funded 4% merit raises each year. While we were happy to be able to make these increases, this has put a continued strain on our budgets. We request permanent funding for continued merit increases.

3. Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
Faculty Retention	\$454,000	FY16	T	1	Y

While we have not experienced faculty retention issues to any significant extent thus far, the risks are increasing. 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. This funding request will allow the Law School to continue to offer merit increases as well as address market adjustments. This includes funding for a 4% merit increase as well as a 5% pool for market adjustments.

¹ Please refer to the FY16 Budget Development web page at <http://opb.washington.edu/content/fy16-budget-development> for more information about the University’s Sustainable Academic Business Plan goals and top institutional risks.

4. Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
Faculty Bridge Funding	\$819,000	FY16	T	1	Y

The Law School is looking to right-size our faculty and we look to have twelve retirements in the next five years. Thus, our plan is to hire steadily, but slowly, and to hire on a 3 retirements/1hire basis. With this model we will be able to reduce our faculty labor costs by over \$850,000 over the next five years.

Title	Funding	FY	P/T	Years Needed (If Temp)	DOF Requested (Y/N)
Student Space Remodel	\$320,000	FY16	T	1	Y

Since William H. Gates Hall was constructed, there have been only two capital projects completed and both were for student use. The first was to create a consolidated area for student orgs to promote collaboration. This work was completed in the fall of 2013. The second project, which is scheduled to be completed in fall of 2014, is an expansion of dedicated space for student run journals. These projects were necessary to promote collaboration between various student groups and also freed up much needed office space. While the student org workspace was partially funded with capital project funds, the Law School has had to come up with the balance of funding both projects. We would appreciate consideration of whether we might be able to offset these costs with Capital Project funds.

*Should your school or college wish to resubmit for consideration a proposal from FY15 budget development process **that did not receive funding**, please contact Sarah Hall (sahall@uw.edu) or Becka Johnson Poppe (jbecka@uw.edu) in OPB.*