

**Academic Unit Name: School of Law**

Please complete this Word document and the accompanying Excel workbook (both of which were provided to your unit via email), and submit them to the Office of Planning & Budgeting (OPB) on or before **Friday, November 18**. Please email your materials to [Becka Johnson Poppe](mailto:Becka.Johnson.Poppe@u.washington.edu).

1. In the **“Planned Expenditures”** tab of the Excel workbook, please:
  - a) Describe what your unit (school, college, or campus) is doing to **pursue excellence within existing resources**;
  - b) Describe what your unit is doing to **streamline activities, and pursue additional efficiencies**; and,
  - c) Provide information regarding your unit’s **projected FTEs and planned expenditures for FY17 and FY18**:
    - i) When reporting FTE, please assume that 1.0 FTE faculty is equivalent to a nine-month appointment, and 1.0 FTE staff is equivalent to a twelve-month appointment. If this is problematic for any reason, you may report FTE in different terms, but please clearly state your assumptions.
    - ii) Expenditure estimates should be broken down by:
      - *Fund type*: permanent ABB funds (i.e. GOF and DOF, excluding carryover) and, if applicable, funds derived from self-sustaining efforts, grants and contracts, philanthropy, and other sources.
      - *Expenditure type*: salaries and benefits, goods and services, contractual services, travel, and other.
    - iii) Please describe any assumptions you are making in your response, such as those related to the availability of state or federal funding or projections based on the first complete month of expenditures in FY17, etc. Also, please explain the “other” category, if you put expenses into that column.

For guidance, please see the example posted at the [FY18 Budget Development webpage](#).

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Note: other category is used for expenses related to student loans, scholarships, stipends, tuition & fees

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2. Using the “**Tuition Recommendations**” tab of the Excel workbook, please provide your **tuition rate recommendations for 2017-18 (FY18) and 2018-19 (FY19)**.<sup>1</sup> Please note that units will have an opportunity to revisit their 2018-19 tuition recommendations during the FY19 unit budget process.

As always, **if your recommendation involves creating a new tuition category**, please be sure to identify the original tuition category, the proposed category and suggested tuition rates for FY18 and/or FY19 (depending on the year the new category would begin). 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.

**For each recommended tuition increase, please provide the following information in 500 words or fewer (total):**

- *Please provide information to justify the increase. This can include information about enrollment plans, peer comparisons, and/or market analyses. Please include information about how the incremental revenue generated will be spent by the school/college/department.*
- The School has kept tuition in the JD program largely flat for several years to address a highly competitive admissions market and concerns about student debt. We have modestly increased tuition in our graduate programs to align with our peers and assure outstanding quality in our educational programs. Together with continued enrollment pressures in the JD program, and minimal increases we have not kept pace with rising operational costs, particularly with mandated salary pools for faculty, staff, and student employees. The School has implemented significant cost reduction and efficiency measures and will continue to prioritize this strategy in order to keep any tuition increases modest. To best balance all competitive and other factors, the school will continue to prioritize cost containment over tuition increases. As a result, our tuition recommendation here is an “outside” placeholder. As we resolve several major outstanding questions about our financial model discussed herein, and as we take the next month under our new skilled leadership in finance to determine whether additional program savings are possible and prudent, we hope to adjust these recommendations downward as the budget process proceeds. Our elected faculty council strongly prefers that we first look to all prudent cost containment measures in order to keep any tuition increases to a minimum.
- The recommendation of increasing resident tuition more than non-resident, and to increase entering student tuition more than continuing student tuition, is supported by our student body leadership and market realities. The attached charts demonstrate our tuition positionality in the JD program for both resident and non-resident tuition vis-à-vis our peers. Students felt strongly that because resident students also qualify for more financial assistance than non-resident students, and because the mix of resident/non-resident students is so important to the quality and employability of the JD class, that we should reduce the spread between the two. Students also felt strongly that it is better for students to have the price of their education set upon entry (rather than changing during the course of study) so that students can fully plan for the costs in their education and make the most informed choice about where to enroll.
- Incremental revenue generated will be directed at funding personnel costs.
- *Please describe whether you expect any substantial enrollment changes (including a change in the resident/nonresident composition) or any changes in the waivers likely to be awarded to your unit’s students.*

While the School of Law plans to seek modest growth in all programs, if able to do so while maintaining student excellence, our expectation is that our JD and LLM enrollments will remain very similar to current levels and that

<sup>1</sup> Please note rate recommendations for *fee-based* programs are handled through a separate process than tuition-based programs.

we will see modest growth in our MJ program. We do not yet know how the political environment in the US might affect international students and so we are watchful on this score because several of our LLM programs have high numbers of students from other countries.

- *Discuss the impact on student debt load.*
  - Our student debt is less than peers; we have increased scholarship support from private resources so average debt has decreased from 100k to 60k. (National averages for law students are upward of 100K). Debt load is an important consideration for our graduates, who experience a bi-modal salary distribution upon graduation. While graduates who enter large firms may earn entering annual salaries over \$120K, many graduates choose careers in public service/interest or smaller private firms where salaries can range from \$45,000 to \$100,000 on entry. There are currently good public service and income-based loan repayment programs available federally (and a modest one within UW Law), but the continuity of these programs is at issue in the current political environment.
  - *Confirm (yes/no) that tuition recommendations were discussed with students.<sup>2</sup>*
  - Yes, the School has engaged the Student Bar Association (SBA) in this process. The SBA understood the need for modest tuition increases but strongly prefers that increases be focused on new students rather than continuing students so that students can plan for their likely costs upon entry rather than experience annual increases.
3. A number of variables (e.g. the outcome of the 2017 legislative session) will heavily influence the availability of funds for FY18 merit increases and unit adjustments. Despite these unknowns, planning for compensation increases has no doubt begun already. **Please describe how your unit plans to deploy existing resources, establish new revenue streams, and/or pursue additional efficiencies to support merit increases and unit adjustments in FY18.**

If tuition increases are a critical aspect of your plan, please make sure to contemplate potential new revenue streams or increased efficiencies. *Please respond in 300 words or fewer.*

A salary and tuition revenue model will be available on the [FY18 Budget Development webpage](#) by **Tuesday, November 1**. This model is designed to give you a sense of the magnitude of support that will be required at various salary percentage increases.

The School of Law will continue to be challenged to fund mandatory increases and appropriate equity and compression adjustments in the current fiscal environment. As a result, the following will all need to be part of meeting this challenge:

- 1) An adjustment to the funding model for the law library;
- 2) Converting several newer LLM programs to the same tuition model of existing programs;
- 3) Directing summer tuition for the JD program to the law school;
- 4) Modest tuition increases for incoming students to keep pace with rising program costs;
- 5) Continued aggressive operational discipline for all non-personnel costs;

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<sup>2</sup> If the meeting schedules of faculty and student leadership groups present a challenge, please make accommodations to get approval within the necessary timeframe. However, please note that OPB reviews tuition recommendations on a monthly basis. If necessary, you may submit an update to OPB at a later date, after faculty and students have had an opportunity to review.

- 6) Limiting the addition of any personnel (faculty and staff) to core needs that cannot be met with existing personnel;
  - 7) Enhanced grant activity to support faculty research and programs;
  - 8) Increased attention to developing additional revenue from programs, including Continuing Legal Education and Visiting Scholars, that are growing in demand;
  - 9) Increased attention to developing new and additional tuition revenue from graduate degree programs and tracks for which there is demand and in which we can deliver our characteristic high academic quality. Specific areas require further discussion and planning but may include new tracks for Masters and LLM education.
4. In-depth conversations about academic personnel needs and policies will occur in other settings throughout the year. However, since such needs and policies are inextricably linked to budgeting, **please provide a high-level overview of your unit's emerging or changing personnel needs.** In your response, please contemplate faculty, including lecturers, *and* staff. *Please answer in 300 words or fewer.*

At your unit's meeting with the Provost, **please be prepared to discuss** your unit's succession planning activities and adherence to the [instructional responsibility policy](#), the Provost's [guidelines for appointment of full-time and part-time lecturers](#), and faculty compensation policies.

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We have hired modestly and very successfully over the past several years (at the same time that we have had several retirements) in order to reduce the overall size of our full-time faculty (and our costs) and limit tuition increases for our students. We plan to conduct a major assessment during this academic year of our priorities and whether we can meet our current and prospective curricular needs with current faculty. While it is likely that the overall size of the faculty will not increase, we do anticipate some further refinements in faculty status, particularly in our experiential programs, to better align with our peers and emerging campus-wide norms for faculty security of position.

While the law school has and will continue to seek efficiencies in every area of staffing, there are two current areas that need additional staff to meet core business needs:

- 1) 1 FTE, Student Service- to address career coach to student ratio to enhance job placement for graduates;
- 2) 1 FTE, Human Resources- to address the increased complexity and administrative workload in preparation for the HR/P rollout in June 2017. Currently we have 1 FTE (AHR/ HR Director) to support all faculty, staff, and student employees, which is far less than campus norms.

We will first explore whether any current positions can be restructured to permit us to meet our current business needs without a net increase to staff FTE.

5. **Please identify any significant obstacles or challenges** that your unit faces, other than resource constraints. **Please plan to discuss these with the Provost.** If applicable, please summarize any operational risks that, from your perspective, the UW must work to mitigate over time. *Please answer in 300 words or fewer.*
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In addition to resource constraints, the School of Law is also challenged by:

- (1) Structure of historical and present funding model via-à-vis our peers;
- (2) Human resources processes that create significant operational barriers and legal risks;
- (3) Significant competition for staff from private sector that causes disruptive turnover in key roles;
- (4) Limitations of university's financial management tools and outdated systems infrastructure;
- (5) Absence of federal or state grant funding for legal research;
- (6) Structural changes to legal profession from growing social inequality, technological advances, and increasing globalization.
- (7) Physical facility that requires substantial updating for functionality with current methods of legal education.

6. What is your unit doing to promote and engage in **new research and educational collaborations with other UW schools, colleges, and campuses?** *Please answer in 200 words or fewer.*
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The School of Law conceives of law as a vital partner to every other discipline. Because legal research is not often funded as a stand-alone area, we hope to increasingly partner with all units on research grant applications that would benefit from an interdisciplinary perspective that includes law and policy. We actively seek to partner with other units and are currently pursuing the following specific collaborations:

- Through our Global Business Law Institute, working with the Jackson and Foster schools;
- Through our Center for Environmental Law, working with the College of the Environment on all areas including Energy, Natural Resources, Climate, Sustainability, Oceans and Water, Arctic and Ice;
- Through our Center for Advanced Study & Research in Innovation Policy (CASRIP) and the Tech Policy Lab, we seek additional growth at the intersection of law and innovation, working with Co-Motion and GIX, along with our current Tech Policy Lab partners (iSchool and Computer Science);
- Through our Center for Law, Science and Global Health (with Medicine, Public Health, Population Health) to address issues in Population Health together with other units.

7. Please **update the carryover usage plan you submitted as part of last year’s budget development process**. To do so, please complete the **“Updated Carryover Usage Plan”** tab of the Excel workbook. Please note:
- Your worksheet is pre-populated with the carryover usage plan you submitted last year and new estimated carryover totals.<sup>3</sup>
  - Please provide updated numbers under "Updated Plan" (Column F).
  - If you have new line items, please add rows, as needed.
  - For any major updates, please provide a brief description of the change (Column G).

Please note, although cost allocations for the HR/Payroll Modernization Program won’t be available until the new system goes live, units are encouraged to incorporate the original allocations (from the HR/Payroll Cost Allocation plan) into their carryover spending plans. For units that made prepayments, all funds have been held in reserve, and will be applied to your future cost allocations.

If you would like to describe any items from the worksheet in greater detail, please use the space below. For **additional guidance**, please see the example posted at the [FY18 Budget Development webpage](#).

If your unit has a **deficit** instead of a carryover, please confirm that you have an updated deficit mitigation plan in place with OPB. If you do not, please explain why.

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Carryover is not applicable. Appropriate level of GOF funding and mitigation plans for law under discussion with Provost and OPB.

8. For FY18, the Provost will be deploying *permanent* Provost Reinvestment Funds (PRF) primarily, if not exclusively, to cover compensation increases. Thus, **units are asked to limit PRF requests to temporary funding needed to address critical compliance and/or high institutional priority needs.**<sup>4</sup>

If your unit has a PRF request that fits within these strict parameters, please describe it in the **“PRF Request”** tab of the Excel workbook. Please also indicate what resources you are willing to commit as a match for PRF support.

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The School of Law requests PRF for the mandated compensation increases for faculty, and librarians for the biennium, see PRF Request tab.

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<sup>3</sup> As a reminder, carryover balances are calculated at the end of each biennium and can only be *estimated* mid-biennium.

<sup>4</sup> Please refer to the University’s [Sustainable Academic Business Plan](#) for more information about top institutional goals.

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9. **Please confirm that faculty councils AND student leaders within your unit/campus have been consulted** and given the opportunity to provide input as part of this budget planning exercise.

To confirm this, please do **one** of the following:

- Briefly describe who was consulted and when, and provide points of contact for your faculty council and student leadership.  
**OR**
  - Include signed letters from your faculty council chair and student leadership (a scanned PDF is fine) when you submit the rest of your materials.
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The process of completing this document has included (or will include next week) consultation by the Dean and the Assistant Dean for Finance and Administration with the following groups and the opportunity for their input directly to both the Dean and the Assistant Dean:

- The Law Leaders (our team of faculty and staff leaders of each key area in the school);
- The Elected Faculty Executive Council (chair, Professor Shannon McCormack (sw8@uw.edu));
- The Elected Student Bar Association (An Nguyen, President (anvng@uw.edu)).

In addition, all unit heads in the School of Law are part of the internal budget allocation process.

## FY17 & FY18 Planned Expenditures - Academic Units

Please use the fields below to provide information for your school, college or campus.

For guidance, please see the example posted at the FY18 Budget Development webpage: <http://opb.washington.edu/fy18-unit-budget-development>

BT = Budget Type    OC = Object Code

<b>NAME OF AREA: School of Law</b>						
<p><i>Please describe (in 200 words or fewer) what your unit is doing to pursue excellence within existing resources. Over the past several years as the admissions market for JD students has become increasingly competitive, we have pursued excellence within existing resources through a number of means, including: increasing expectations for and support of faculty research productivity; rigorous hiring and tenure standards; greater attention to faculty development and work planning; enhanced attention to diversity and equity; pursuit of operational efficiencies and staff changes to align with current business needs; prioritization of key substantive areas with greatest social relevance and interdisciplinary opportunity (e.g., law and technology; global business law; law and science (health and environmental); and law and social justice (public service and clinical programs); innovation in program offerings (e.g., undergraduate offerings, a new masters' degree in law, and new LLM tracks).</i></p>						
<p><i>Please describe (in 200 words or fewer) what your unit is doing to streamline activities and pursue additional efficiencies. Several efforts are consistently underway such as restructuring business processes to better align existing resources and gain operational efficiencies; implementing shared services models for key areas (e.g., graduate programs, library, business office); greater accountability for performance in each area; providing professional development opportunities by expanding staff roles and responsibilities that also better synchronize activities throughout the school; implementing best practices in core areas of operations.; reviewing curriculum for appropriate adjustments to calibrate reliance on part-time faculty; better coordination with central offices in key areas (e.g., development, communications, facilities, library) to gain efficiencies.</i></p>						
FISCAL YEAR 2017						
Fund Source	FTE	Projected Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	122.83	\$ 15,444,871	\$ 1,171,160	\$ 12,317	\$ 53,609	\$ -
Self-Sustaining Funds (BT 10, 11)	36.76	\$ 4,063,039	\$ 196,285	\$ 19,827	\$ 25,364	\$ 1,775
Grants & Contracts (BT 05)	7.42	\$ 2,859,571	\$ 499,553	\$ 521,412	\$ 475,688	\$ 428,328
Philanthropy, or Gifts & Discretionary (BT 06)	27.02	\$ 458,991	\$ 956,397	\$ 146,966	\$ 483,899	\$ 8,835,675
<b>Total</b>	<b>194.03</b>	<b>\$ 22,826,472</b>	<b>\$ 2,823,395</b>	<b>\$ 700,522</b>	<b>\$ 1,038,560</b>	<b>\$ 9,265,778</b>
FISCAL YEAR 2018						
Fund Source	FTE	Planned Expenditures (in \$)				
		Salaries & Benefits (OC: 01, 07)	Goods & Services (OC: 03, 05, 06)	Contractual Services (OC: 02)	Travel (OC: 04)	Other (OC: 08-21)
GOF/DOF, excluding carryover (BT 01)	129.83	\$ 16,062,666	\$ 1,230,889	\$ 12,945	\$ 56,343	\$ -
Self-Sustaining Funds (BT 10, 11)	36.76	\$ 4,225,560	\$ 206,100	\$ 20,818	\$ 26,633	\$ 3,187
Grants & Contracts (BT 05)	7.42	\$ 2,973,953	\$ 499,553	\$ 526,412	\$ 475,688	\$ 428,328
Philanthropy, or Gifts & Discretionary (BT 06)	27.02	\$ 477,351	\$ 1,004,217	\$ 154,314	\$ 508,094	\$ 9,277,459
<b>Total</b>	<b>201.03</b>	<b>\$ 23,739,530</b>	<b>\$ 2,940,759</b>	<b>\$ 714,489</b>	<b>\$ 1,066,758</b>	<b>\$ 9,708,974</b>
(1) Note: other category is used for expenses related to student loans, scholarships, stipends, tuition & fees						



## Provost Reinvestment Fund Request(s)

Please limit Provost Reinvestment Fund (PRF) requests to temporary support for issues of critical compliance and high institutional priority (such as enhancements to the faculty or student experience) and in consultation with faculty, staff and students. Please also indicate what you are willing to commit as a match for PRF support. Repeat the following fields as needed.

<b>One Sentence Explanation:</b>	Temporary support to help bridge merit increases				
<b>Requested PRF (per year):</b>	\$ 250,000				
Number of years needed:	2				
Starting In:	FY18				
<b>Unit Match/Contribution:</b>	The merit increases for faculty and librarian salaries in FY17 was \$513,686 plus benefits. We are asking for minimal temp support to help bridge these permanent increases over the next biennium.				
<b>Full Explanation of Request:</b>	We need to be able to support our faculty and librarians while managing other fixed costs that continue to rise. Having this temp funding would allow the School to be able to shift allocations in the next biennium to be on target for absorbing this.				
<b>Connection To Other Units:</b>	This request is specific to the School of Law, and does not have any duplicative activities or services in other units across the UW.				
<b>FTES and Expenditures</b>	<i>In the table below, please outline what the TOTAL funds (requested PRF + unit match) would buy. Please add lines as needed.</i>				
<b>Job Title</b>	<b>FTE</b>	<b>Total Yearly Cost</b>	<b>Amt covered by unit</b>	<b>Amt covered by PRF</b>	
Faculty/ Librarian Salaries	80+	513,686	263,686	250,000	faculty/ librarian salaries
<b>Other Expenditures</b>	n/a	<b>Total Yearly Cost</b>	<b>Amt covered by unit</b>	<b>Amt covered by PRF</b>	
N/A					