

Minutes
Faculty Senate Meeting
Thursday, March 10, 2011, 2:30 p.m.
Savery Hall, Room 260

1. Call to Order and Approval of Agenda.

The meeting was called to order at 2:35 by Chair JW Harrington.
The Agenda was approved.

2. Report of the Chair – Professor James “JW” Harrington. **{Exhibit A}**

Harrington remarked that his written report highlights contexts in which he has represented faculty at various venues. He reported on plans for agendas for future meetings of the Faculty Senate. In April Provost Lidstrom is planning to present the President’s report and discuss budget planning. Also likely at that meeting will be the introduction of Class A legislation on instructional title changes in the Faculty Code and clarification of some procedures related to lecturers. In May, Board of Regent’s Chair Simon will attend the Senate meeting. In response to a question about the status of the Presidential search, Harrington stated that the matter was presently before the Board of Regents.

3. Report of the President – Interim President Phyllis Wise.

Interim President Wise’s remarks focused on the progress and prospects for additional cuts in the State budget allocations to the University, and the implications of any Federal cuts on the University. Provost Lidstrom is currently reviewing unit budget narratives with all Deans and other unit heads. Senators’ questions to her included recognition of the importance of US Department of Energy funding of University research (in addition to NIH, NSF, and DoD), implications of State budget cuts for tuition, and the need to maintain internal communication about budget processes.

4. Opportunities for Questions and Requests for Information.

- a. Summary of Executive Committee Actions and Upcoming Issues of January 10, 2011.
 - i. Approval of January 10, 2011, Senate Executive Committee Minutes.
 - ii. Approval of January 27, 2011, Faculty Senate Minutes.
 - iii. Faculty Council Activities. **{Exhibit B}**
 - iv. Resolution recommending reconsideration of the elimination of the UW Supplemental Retirement Benefit for new hires. **{Exhibit C}**
- b. Report of the Secretary of the Faculty. **{Exhibit D}**
- c. Report of the Chair of the Senate Committee on Planning and Budgeting. **{Exhibit E}**
- d. Report of the Faculty Legislative Representative. **{Exhibit F}**

SCPB Chair Bruce Balick provided a correction to his written report {Exhibit E} that had stated that unit heads were asked to model 5-10% cuts to their budgets; they were asked to model 10-15% cuts. In late March or early April Interim Provost Lidstrom plans to bring budget scenarios to SCPB for confidential discussion. The dissemination of this information external to SCPB will come from Provost Lidstrom.

In response to a question about how faculty in academic units can understand the impact of Activity Based Budgeting (ABB) on their unit’s budget, SCPB Chair Balick stated that the process continues to evolve and the website is still in the process of being updated. Because of this, the impact of ABB is difficult to fully understand at this time. Marginal increases in tuition will be allocated for next fiscal year in the same way as it was last year (i.e., 70% to the unit that generates the tuition; 30% to the Provost for differential allocation to administrative and academic units).

Senators asked numerous questions about the procedures for reorganization, consolidation, and elimination of programs (RCEP). SCPB chair Balick and Secretary of the Faculty Killien reported that several potential RCEPs have been mentioned and some preliminary inquiries about RCEP procedures have been made, but none have yet been initiated. Balick stated that Interim Provost

Lidstrom is aware of the RCEP procedures outlined in Chapter 26 of the *Faculty Code*, and fully intends to follow those procedures. Interim President Wise stated firmly that “no final decisions have been made” about program or school/college cuts. Senators asked how affected faculty could provide input into RCEP decisions and Killien replied that there are specific opportunities for faculty input that vary depending on the type of RCEP proposed. In response to these questions, Senate Chair Harrington promised a “primer” on RCEP procedures at the April Senate meeting.

In response to a question about oversight of online courses, Harrington stated that this would fall within the charge of the Faculty Council on Teaching and Learning.

5. Invited Guests.

- a. Overview of Tri-campus Relations and Activities at UW Bothell and UW Tacoma. **{Exhibit G}**
Amira Davis, ASUW Bothell President
Bruce Kochis, Chair, UW Bothell General Faculty Organization
Zoe Barsness, Vice Chair, UW Tacoma Faculty Assembly

Zoe Barsness (Vice Chair of the UWT Faculty Assembly), Amira Davis (President of ASUWB), and Bruce Kochis (Chair of the UWB General Faculty Organization) provided the Senate with updates of student, faculty, and program developments on the two newer UW campuses, now 20 years old.

Presenters were asked how similar programs at various campuses replicate or differ across campuses. They responded that programs may be generally similar but each are uniquely geared to the background and interests of a unique student body.

- b. Information Technology Cost Allocation. **{Exhibit H}**
Kelli Trosvig, Interim Vice President and Vice Provost, UW Information Technology.

Kelli Trosvig, Interim Vice President and Vice Provost for UW Information Technology, presented background and plans for the funding of IT services and infrastructure. She reported that the per capita charge to academic and administrative units will remain the same for FY12 as it was in FY11. She also urged faculty to respond to various customer satisfaction and other IT surveys that will be coming out.

In answer to questions from Senators, Trosvig responded that the charging scheme was not developed to drive user behavior. When asked about how the \$40 million deficit was being dealt with, she indicated that payback would be difficult but that the unit was using less operating capital. She indicated the unit was looking towards using more open source solutions.

6. Consent Agenda.

Approve Nominees for Faculty Councils and Committees. **{Exhibit I}**
The consent agenda was approved.

7. Memorial Resolution.

Vice Chair Susan Astley presented the memorial resolution

Affiliate Professor Thomas Hice Budzynski of Psychosocial & Community Health who died on February 14, 2011, after having served the University since 1996.

Clinical Professor Raymond Joseph Clark of Medicine who died on December 20, 2010, after having served the University since 1960.

Clinical Professor L.F. “Fritz” Fenster of Medicine who died on January 19, 2011, after having served the University since 1960.

Lecturer Edmind K. Kamai of American Ethnic Studies who died on November 16, 2010, after having served the University since 2003.

Clinical Professor Patrick Alan Lynch of Medicine who died on February 2, 2011, after having served the University since 1997.

Professor Emeritus Dean E. McFeron of Mechanical Engineering who died on March 2, 2011, after having served the University since 1958.

Professor Emeritus Nathan J. Smith of Pediatrics & Orthopedics who died on February 2, 2011, after having served the University since 1965.

Professor Emeritus Myron Lester White of Human Centered Design and Engineering who died on February 3, 2011, after having served the University since 1947.

The resolution was approved by a standing vote

8. Announcements.

Senate Chair Harrington announced that Jim Gregory, History, has been elected Faculty Senate Vice Chair for 2011-12.

Nominations for the University Faculty Lecture Award will be due in April. Senators are urged to consider nominating colleagues. Detailed information about the nomination process and deadlines will be sent in late March.

9. Unfinished Business.

There was no unfinished business.

10. New Business.

Class C Resolution. {Exhibit J}

Faculty Council on University Libraries.

Title: Resolution Concerning the Faculty Fund for Library Excellence.

Vice Chair Susan Astley proposed a motion on behalf of the Senate Executive Committee that the Faculty Senate approve the Class C resolution concerning the faculty fund for library excellence as indicated in Exhibit J.

Joyce Cooper, Chair of the Faculty Council on University Libraries, spoke on behalf of the motion. "I am here today representing the Faculty Council on University Libraries, of which I became chair in September.

The Council requests your endorsement of our proposal that the Faculty Fund for Library Excellence be established as a voluntary University gift fund for current and emeritus faculty who wish to support the University Libraries' collections of books, journals, and unique materials.

The Council notes that in the UW Libraries Triennial Survey, the UW faculty ranks the University Libraries as the most important source of information for their work. Our Libraries are known worldwide for the quality, depth, and breadth of its collections, which are thoroughly integrated into our own world-class research and educational initiatives.

In the short and long terms, the fund is intended to support the quality of the UW Libraries collections. Thus, I ask today, on behalf of the Faculty Council on University Libraries, that you endorse our proposal."

The motion passed by a unanimous vote of the Senate.

11. Good of the Order.

Senators had questions and expressed concerns about the relationship among the academic-program changes proposed in Interim President Wise's letter of February 23 to State House and Senate leaders, the internal FY12 budget planning process, and the mandated process for reviewing plans to reorganize, consolidate, or eliminate academic programs or units under Chapter 26 of the *Faculty Code*. Senators from the Evans School, Information School, and the School of Public Health expressed specific concerns about the rationale and timing of the proposals to change their units, and asked whether there will be an opportunity for faculty information and input before formal proposals for these changes. Mark Long, Chair of the Elected Faculty Council of the Evans School read a statement to the Senate **{Exhibit K}**. Senators were especially concerned about how and when affected faculty could provide input into decisions about program changes and eliminations and also how actual cost savings associated with program changes would be examined.

Senate Legislative Representative Jim Fridley commented that it was important at present to focus on influencing the State legislatures support for higher education. Washington has a citizen legislature whose members get there through personal interests in specific matters. Currently only one member appears to be there because of specific interest in higher education. Fridley expanded on the current climate and process in the legislature. He informed Senators of the upcoming Town Hall meetings.

12. Adjournment.

The meeting was adjourned at 5:15 p.m.

Prepared by: Marcia Killien, Secretary of the Faculty

Approved by: JW Harrington, Chair of the Faculty Senate

Report of the Faculty Senate Chair
JW Harrington, Professor, Geography

14 February SEC meeting

The [Senate Executive Committee](#) met on Monday 14 February.

In response to faculty questions about the University's "[Internal Lending Program](#)," I invited Doug Breckel (from the University's Treasury Office) to give a brief presentation and answer questions. At the risk of summarizing someone else's report, I'll note that the ILP manages the University's bonding by selling bonds backed by the full credit of the UW, and then lending money to capital projects internally. This allows projects to be financed at lower rates than if they individually sought external financing. Each project must have a dedicated revenue stream with which to pay the debt, and the University carefully assesses the reasonableness of that revenue stream.

The SEC discussed how to achieve adequate, official faculty oversight of the University's international programs, and agreed to discuss this further with relevant Faculty Council chairs and with Stephen Hanson (Political Science), who is Vice Provost for Global Affairs.

The SEC considered and passed on to the Senate a Class C resolution (from the Faculty Council on University Libraries) in support of the creation of a "Faculty Fund for Library Excellence," through which current and emeritus faculty could contribute to the UW Libraries.

The SEC endorsed a resolution from the Faculty Council on Benefits and Retirement, recommending that the University reconsider the proposal to eliminate the [UW Supplemental Retirement benefit](#) for new hires. The President noted that the Office of Planning and Budgeting is working on an online tool that would allow faculty and staff to calculate the value of that benefit (rather than the current procedure of asking someone in the Benefits Office to calculate this, only after the person has planned a retirement date).

UW Supplemental Retirement Plan

On Thursday 17 February, the UW Board of Regents approved their action item to end the UW Retirement Supplemental benefit for new hires. I spoke against action at the present time, distributing copies of the resolution from our Faculty Council on Benefits & Retirement (FCBR).

The Council's resolution argued that they had not been given the opportunity for consultation; rather they had been briefed on the decision in early February. It suggested that since a 1-2-month delay would not incur any immediate liability, it was prudent to have some more internal university discussion. I also pointed out the composition of the Council, with two former deans, three former chairs of the Council, and a professor of finance. The administration countered that we are indeed making hires, primarily on non-state-related lines (research and clinical faculty), and that the University needed to show the Governor and Legislature that we can act on matters of concern to them. The discussion was good, very civil, and direct.

I immediately spoke with FCBR chair Gerry Philipsen; the Council will now focus on the further reviews being undertaken of the number of funds and families in the plan.

Regarding the UWRP, the President, Provost, and Regents are much more concerned that the current policy of 5%, 7.5%, and 10% matching contributions (depending on age) to the UWRP are legally interpreted as binding commitments of the University – so that the proposal (in the Governor's December budget for the 2011-13 biennium) to limit state support to a 6% match is clearly identifiable as a budget cut to institutions that have commitments higher than 6%.

Budget-cut scenarios

The University has released to the public the budget-reduction scenarios requested by the state House and Senate fiscal leadership. See the [UW Planning and Budgeting blog](#).

Context: among the motivations for this request is providing legislators some specifics about the impacts of drastic cuts in state funding for its universities – beyond the usual cautions that there'd be fewer

classes, that there'd be layoffs, that we're "cutting into muscle." Legislators concerned about our universities need to be able to point to some specifics – even though the specifics depend on the size of the budget cuts, which won't be known until the Legislative session is over.

The President alerted vice-chair Susan Astley and me about this Legislative request on 31 January. I spent a half hour with Paul Jenny as the letter was finalized on 23 February, suggesting some clarifying language. The President and Provost are fully aware that actual programmatic changes require formal proposals and the faculty-led RCEP (Reorganization, Consolidation, or Elimination of Programs) process. This is the meaning of the passage:

"We are in the middle of a strategic academic process in which the Provost is meeting with all senior leadership (deans, vice provosts, chancellors, faculty leadership, and vice presidents) and student leaders to discuss how to adjust to these significantly reduced funding levels while ensuring we can provide a viable and quality academic program offering for our students and the state. *Additionally, the major shifts in educational choices require deliberate faculty and administrative review processes.*" (Italics added.)

Next steps include the completion of the Provost's meetings with each dean, chancellor, vice president, and vice provost; the discussion of scenarios, rationales, and savings with SCPB and the Board of Deans and Chancellors; and the development of a FY12 budget for review by the Regents at their May 12th meeting.

Committee participation

I represent the Faculty Senate (and thus indirectly, the faculty) on several University committees. I would like to use this report to provide updates since my previous Senate report.

- IT Costing Oversight Committee. We had a very important meeting on February 11th, at which we agreed to recommend to the Provost that the arrangements for per capita charges to units remain as they are now, for FY12. We considered many options, including getting rid of the centrally provided budget for IT and Information Management activities, disbursing that to academic and administrative units, and hugely increasing the basis and rate of the per capita charge. I see reasons for doing that, but not at this time. In addition, Kelli Trosvig (Interim Vice President for UW Information Technology) agreed to finance the cost of the new Microsoft License Agreement through cost cutting elsewhere in UW IT. Trosvig will give a presentation to the Senate on March 10th.
- The Public Ceremonies Committee met recently to hear updates on plans for a Commencement speaker, review earlier suggestions for future speakers, and discuss ways to trim the length of the Husky Stadium Commencement exercise while continuing the graduates' march to the stage.
- Strategic Academic Business Planning Oversight Committee. We're currently trying to identify actual steps and measures of success over 3, 9, and 21 months ("two years") for the goals of increasing revenues, decreasing costs, investing in people, and investing in infrastructure. To contextualize, this is all in support of the overarching priorities (two decades) of maintaining quality; focus on missions of learning, discover, and engagement for the public; and "providing solutions to society's most pressing issues (as determined by the "2d" focus group results)."
UW's Sesquicentennial Coordinating Group. UW will commemorate its sesquicentenary in 2011-12. That's also the sesquicentenary for the College of Arts and Sciences, and the centenary of the Information School (former School of Library Science). Because the Administration has allocated essentially no funds for this, units are coming up with ways to use regularly planned events, and additional online resources to highlight accomplishments of UW scholars, students, athletes, and alumni.

Characterizing the faculty and shared governance

Finally, I was asked to speak to the staff of the Alumni and Constituent Relations unit (a.k.a. the UW Alumni Association staff) recently, to explain the roles of faculty at the University, a bit about the faculty ethos, and the nature of shared governance at the university. I prepared a presentation that I am now offering to give elsewhere in (and outside) the institution. While we live these roles, they're actually pretty arcane to most folks.

Faculty Council Activities

Faculty Council on Academic Standards

In addition to normal business reviewing curriculum changes, major topics that FCAS is undertaking are:

1. Developing policy for handling students enrolled in programs selected for termination or that have been terminated.
2. Enrollment restrictions imposed on students in fee-based programs.
3. Impact of Activity Based Budgeting on academic programs.
4. Undergraduate degrees offered outside of the United States.
5. Policy for handling Advanced Placement and International Baccalaureate credits.

Faculty Council on Faculty Affairs

Current Agenda Items (Short Form)

1. P&T Initiation (was Lecturer/Instructor Confusion) – In the course of reviewing draft legislation addressing lecturer and instructor confusion in the Faculty Code, the Council decided to change the language about initiation of the promotion and tenure process to conform to current practice. As written, the code requires a full promotion package, including outside letters and department vote, for all eligible faculty each year. FCFA has been stuck on this item for the last three meetings.
2. Adjudication Issues in response to SEC resolution. Three sub-issues have been identified:
 - a. Interaction of EO61 (OSI) and the informal dispute resolution process in the Faculty Code.
 - b. Ability of Deans to assign disciplinary measures without adjudication.
 - c. Notification of rights during dispute resolution process, and rights of appeal.

FCFA is currently in the information gathering stage.

3. P&T Issues – Openness and consideration of collegiality in the P&T process.
4. Adjudication Revision – A general reworking of the adjudication process, with ties to item 2, but broader in scope. This is presently in the hands of a task force and will come to FCFA for review.
5. Senate Restructuring Cleanup – Alternate delegates for Senators, SEC nomination process, SEC Faculty Council Chair elections, double Senators (elected and *ex officio*).

Faculty Council on Research

The Faculty Council on Research (FCR) is continuing to monitor and promote activities strengthening the research environment at the University (our goal as stated in October, 2010).

One of FCR's activities is to review proposals from UW researchers containing restrictions of various sorts (publication policies, personnel, data transfer, etc). FCR just dealt with our first proposal of this sort for this year. FCR anticipates having more of these to review in the spring.

At FCR's monthly meetings this fall and winter, FCR had heard several presentations by the Office of Sponsored Programs and the Office of Research personnel on items including changes in the Grants Information Memoranda, changes in the compliance rules for human and animal research, and changes in the visa applications. We have several similar issues lined up for discussion with administration officials through spring quarter.

Faculty Council on Tri-Campus Policy

1. Conducting a review of tri-campus information dissemination and faculty member representation between the three faculty governance structures.
 2. Examining processes for issues related to student conduct code violations and how they are disseminated and treated if/when student seeks cross-campus enrollment.
 3. Examination of processes for reviewing cross-campus degrees/minors.
 4. Faculty Senate communication of tri-campus awareness regarding governance, policies, new issues, budget, etc.
 5. Budget and legislative representation related to tri-campus strategic planning.
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Faculty Council on University Libraries

1. Class C Resolution Concerning the FACULTY FUND FOR LIBRARY EXCELLENCE. The FCUL has proposed that the Faculty Fund for Library Excellence (FFLE) be established as a voluntary University gift fund available for current and emeritus faculty donors to support the University Libraries' collections. If endorsed by the Faculty Senate, the Council will establish, promote, and monitor the progress of the fund.
2. Inclusion of Librarians on the Senate. The Council will continue to follow up on the 2009-2010 discussions on representation of Librarians on the Faculty Senate, the SEC, and on the Faculty.
3. Facilitation of *Open Access* publishing at the UW. The FCUL will continue to seek to engage faculty and students in submitting documentation of their past, current, and future research (i.e., archival and grey literature) to the open access repository *ResearchWorks*.
4. The provision of HUB services in the Libraries. The FCUL will continue to monitor the Library provision of services in support of the HUB renovation, including for example ATM and extended food services in Suzzallo and a reduced service bookstore in Odegaard.
5. Planning for collections, services, and staff. The FCUL will advise the Libraries on changes in collections, services, and staff in support of its strategic plan and necessitated by continuing budget constraints.

Resolution recommending reconsideration of the elimination of the UW Supplemental Retirement Benefit for new hires

Because the Board of Regents meeting at which action on the supplemental retirement issue was expected preceded the March 10 Faculty Senate meeting, the SEC endorsed the Faculty Council on Benefits and Retirement's recommendation, but did not forward it as a Class C Resolution to the Senate for vote. Harrington presented the SEC's position on the recommendation at the February 17, Board of Regents meeting.

Resolution:

WHEREAS, the UW Supplemental Retirement Benefit (UWSRP):

- Has helped 5-10% of UWRP participants in retirement over approximately 55 years
- Has protected UWRP participants when they needed it most (during severe economic downturns). While the actuarial liability has increased during the recent economic crisis, this is exactly what it is designed to do. This liability will likely recede as the economy recovers and interest rates rise to "normal" levels.
- Provides a surviving spouse/partner a continuing supplemental monthly benefit upon death of retiree
- Puts UWRP benefits on par with defined benefit plans in place for other University employees (e.g., PERS 1, PERS 2)
- Only serves as downside protection and does not have inflation or other escalator clauses that are included in some other retirement plans (e.g., PERS 1), and thus UWSRP is much less expensive to fund than these other plans
- Is *potentially* a powerful recruiting and retention tool; and

WHEREAS, elimination of the UW Supplemental Retirement Benefit for new hires:

- Would not save the University or the State any money for at least 10 years, and likely would not save significant money for 30 years or more (as UWRP participants must have a minimum of 10 years of service and cannot retire before age 62 to be eligible for a supplemental benefit)¹
- Would jettison an important safeguard that differentiates the UW from its competitors
- Would be the largest benefit takeaway in decades and sends a negative message to UWRP participants and potential hires; therefore

BE IT RESOLVED, that the Faculty Council on Benefits and Retirement encourages the UW Administration to reconsider its support for elimination of this important benefit. Its elimination does nothing to solve the current budget crisis and harms yet-to-be hired colleagues many years in the future; and

BE IT FURTHER RESOLVED, that the Faculty Council on Benefits and Retirement encourages the Administration to help current UWRP participants plan for their retirement by supplying an estimate of the value (if any) of their supplemental benefit. One cannot adequately plan for retirement without this information and, currently, the information is only provided in the year one retires.

Submitted and Approved by:
Faculty Council on Benefits and Retirement
January 28, 2011

Approved by:
Senate Executive Committee
February 14, 2011

¹ The 30-year estimate assumes that the typical new hire is age 32 and retires at age 62. The earliest any cash savings could occur from elimination of the UWSRP for new hires is 10 years, i.e., where the new hire is age 52 and retires 10 years later at age 62.

Report of the Secretary of the Faculty
Marcia Killien, Professor, Family and Child Nursing

1. The election for Senate Vice Chair for 2011-12 concluded on 2/4/2011 with 74% of eligible voters participating. James Gregory, History, received the majority vote and will begin his term on August 1, 2011.

The other candidate, Vandra Huber, Foster School of Business, has been nominated to membership on the Faculty Council on Faculty Affairs.

Of note, the participation rate of eligible voters (74%) in this election was notably higher than the prior year, under the previous Senate structure, when participation in the election for vice chair was 51%.

2. The following Schools/Colleges/Campuses will hold elections for Senators in Spring 2011, with nominations due to the Secretary of the Faculty in March 2011.

Arts & Sciences
Business
Dentistry
Engineering
Environment
Nursing
Public Health
Social Work
UW Tacoma

Submitted: February 7, 2011

Report of the Senate Committee on Planning and Budgeting
Bruce Balick, Committee Chair and Professor, Astronomy

This is a budget and planning update as of February 28, 2011. It's focused on the Seattle campus since other campuses follow their own budget formulation procedures.

Last week President Wise circulated a copy of a letter about possible academic (and other) scope reductions under consideration for the next biennium if large reductions in UW revenues materialize (as is highly likely). The measures outlined in the letter are all preliminary since the deadline for the letter precluded much consultation with deans and the faculty. Even so, the letter reminds us that some painful changes are inevitable across the entire academic program of UW.

The letter is clear evidence of one of the guiding principles for fashioning the budget (with strong SCPB concurrence): above all preserve the quality of the University's curriculum and faculty. As a result, the units identified for major funding reductions are those that have small undergraduate engagement.

Crafting the 2011-13 Budget: Academic Units

Interim Provost Lidstrom has received all of the budget plans for 2011-13 from each of the deans and VPs. They had been charged to plan strategically, to identify and enact all possible internal efficiencies, to develop specific scenarios for 5% and 10% net budget reductions, *and above all, to protect the quality of our academic programs*. All of the submissions will be posted on the web site of the Office of Planning and Budgeting, <http://www.washington.edu/admin/pb/home/>. The faculty were informed of these in an email last week. At this point the Provost will confer with each dean and VP before crafting the next biennial budget. The interviews will conclude in about 2 weeks.

As specified in the *Faculty Code*, and with the urging for compliance by SCPB, deans were charged to engage in discussions with their faculty members and their elected Faculty Councils in developing their budget scenarios and plans. SCPB will review and comment on the proposed major changes at an inter-unit level (it's not our business to review the plans of the units separately). In addition to discussing the programmatic changes we will assure ourselves that the genesis of each of the plans was consultative.

Administrative Efforts

At the same time two major administrative efforts are underway that may influence the upcoming budgets. One Organizational Efficiency Initiative (OEI) (<http://depts.washington.edu/oei/>) is aimed at streamlining our internal processes, even if the payoff is a few years out. The other is the 2y2d strategic planning initiative aimed at prioritizing strategic goals of the University in order to chart a path forward starting next year that is both strategic and based on sustainable sources of revenue. See <http://www.washington.edu/discover/leadership/provost/initiatives/2y2d> for more details. Both efforts are still in progress.

Activity-Based Budgeting (ABB)

ABB is a method for directing tuition revenues directly to the units that teach and graduate students. It is a tool for assuring that our highest commitments are sustained in the long term. ABB described at <http://www.washington.edu/admin/pb/home/opb-abb.htm>, though the page has not been updated recently to reflect changes in the program details.

Many people have asked about the status of the implementation of ABB. Plans to implement ABB last fall were curtailed amidst the sudden disruptions in our funding as some of our state support was withdrawn during the summer. Full implementation of ABB is now expected for the 2012 academic year that begins this autumn. In the meantime, incremental revenue from increases in tuition is being apportioned to units on the basis of their recent teaching activity.

SCPB's formulation of programmatic and budget advice for 2011-13

SCPB is charged by statute to "advise the administration and shall inform the Faculty Senate on long-range planning and on preparation of budgets and distribution of funds with particular reference to faculty concerns. (Fac Code 22-91.A)" In this extraordinary year we are currently developing a concrete strategy for going beyond the budget figures that we normally study in order to develop procedures for evaluating proposed programmatic reductions. In particular, for each major academic reduction in scope, we are considering requests for uniform explanations from the central administration that go deeply into their need and rationale:

- a description of the expected academic impacts of proposed measures,
- an analysis of how the measures conform to our high-level values,
- a description of the major alternative options that were considered and rejected, and
- an analysis of budgetary impacts in the first years of implementation.

Report of the Faculty Legislative Representative
Jim Fridley, Professor, Forest Resources, Professor, Mechanical Engineering

Greetings, Chair JW and Faculty Senators, from warm sunny (and above all carefree) Olympia:

I am writing this on Day 53 of the 105 day legislative session so by some measure it's all downhill from here. Unfortunately that might be way too true. The supplemental budget, needed to keep the budget balanced, has been passed by the legislature and signed by Governor Gregoire. But next is the operating budget for the upcoming 2011-2013 biennium. You will recall that the Governor presented her budget back in the autumn and now the legislature's budget writers have to come up with a proposal of their own. Only theirs will be enacted.

On March 17 Dr. Arun Raha, Executive Director of the State Economic and Revenue Forecast Council, releases his quarterly Washington State Economic and Revenue Forecast Report. The budget that is eventually enacted must, by the constitution, be balanced using the revenues in the most recent (i.e., March 17) revenue forecast. So, while the budget writers are busy right now, their targets are unknown to them until the morning of the 17th.

One "get-out-of-town plan" is to release a budget proposal in the House and hold a hearing on that bill in the Ways and Means Committee on March 21. This plan aims for a vote on the House floor on about Friday March 25 allowing a month to reach an agreement with the State Senate. Plans are just plans though and budget bills, like term papers and research proposals, tend to come together only when the deadline looms large. This year higher education will no doubt be, as always, the last piece in the puzzle but the key legislators do seem to be recognizing that simply cutting the budget and allowing the cut to be almost offset by a tuition increase is not in the best interest of the state. There are some proposals to address this, but they are still just proposals.

A leading proposal seems to be the combination of Proposed Second Substitute House Bill 1666 and Proposed Second Substitute House Bill 1795. PSSHB 1666 would establish a strategy for increasing bachelor's degree attainment in our state and PSSHB 1795 would establish a funding approach. Remember though that these bills will change up until the day they pass. And since they are so closely tied to the state budget they won't pass until the budget bill needs them to pass. Remember, too, that a commonly heard complaint among legislators interested in the University of Washington is that they and their colleagues never hear from faculty, staff, alumni or parents (or anybody else for that matter) so it's hard for them to gage whether anybody actually cares.

Lastly, the business community is showing a lot of interest in education and, along with a few members of the legislator, has brought higher education into the center ring. This is helping to draw substantially more attention to the crisis we are facing at UW but there is a downside to it. One example is that, to arm themselves for debate, the Ways and Means Chairs along with the Higher-Education Committee Chairs requested the detailed recently released large-cut scenarios from the state's University Presidents. The reaction has apparently been greater on the UW campus than here on the capitol campus but remember, the real decisions made at the state capitol must be made first, will drive the decisions on our campus, and most importantly shouldn't be made without the input of the UW faculty and staff who live and vote in the State of Washington.

Overview of Tri-campus Relations and Activities at UW Bothell and UW Tacoma.**WASHINGTON STATE LAW****RCW 28B.45.020****University of Washington Tacoma — University of Washington Bothell.**

- 1.) The University of Washington is responsible for ensuring the expansion of baccalaureate and graduate educational programs in the central Puget Sound area under rules or guidelines adopted by the higher education coordinating board and in accordance with proportionality agreements emphasizing access for transfer students developed with the state board for community and technical colleges. The University of Washington shall meet that responsibility through the operation of at least two branch campuses. One branch campus shall be located in the Tacoma area. Another branch campus shall be collocated with Cascadia Community College in the Bothell-Woodinville area.
- 2.) At the University of Washington Tacoma, a top priority is expansion of upper division capacity for transfer students and graduate capacity and programs. Beginning in the fall of 2006, the campus may offer lower division courses linked to specific majors in fields not addressed at local community colleges. The campus shall admit lower division students through coadmission or coenrollment agreements with a community college, or through direct transfer for students who have accumulated approximately one year of transferable college credits. In addition to offering lower division courses linked to specific majors as addressed above, the campus may also directly admit freshmen and sophomores gradually and deliberately in accordance with the campus plan submitted to the higher education coordinating board in 2004.
- 3.) At the University of Washington Bothell, a top priority is expansion of upper division capacity for transfer students and graduate capacity and programs. The campus shall also seek additional opportunities to collaborate with and maximize its collocation [colocation] with Cascadia Community College. Beginning in the fall of 2006, the campus may offer lower division courses linked to specific majors in fields not addressed at local community colleges. The campus may admit lower division students through coadmission or coenrollment agreements with a community college, or through direct transfer for students who have accumulated approximately one year of transferable college credits. In addition to offering lower division courses linked to specific majors as addressed above, the campus may also directly admit freshmen and sophomores gradually and deliberately in accordance with the campus plan submitted to the higher education coordinating board in 2004.

[2005 c 258 § 3; 1994 c 217 § 3; 1989 1st ex.s. c 7 § 3.]

RCW 28B.45.014**Mission — Collaboration with community and technical colleges — Alternative models — Legislative intent — Monitoring and evaluation — Reports to the legislature.**

- 1.) The primary mission of the higher education branch campuses created under this chapter remains to expand access to baccalaureate and master's level graduate education in underserved urban areas of the state in collaboration with community and technical colleges. The top priority for each of the campuses is to expand courses and degree programs for transfer and graduate students. New degree programs should be driven by the educational needs and demands of students and the community, as well as the economic development needs of local businesses and employers.
- 2.) Branch campuses shall collaborate with the community and technical colleges in their region to develop articulation agreements, dual admissions policies, and other partnerships to ensure that branch campuses serve as innovative models of a two plus two educational system. Other possibilities for collaboration include but are not limited to joint development of curricula and degree programs, collocation of instruction, and arrangements to share faculty.

- 3.) In communities where a private postsecondary institution is located, representatives of the private institution may be invited to participate in the conversation about meeting the baccalaureate and master's level graduate needs in underserved urban areas of the state.
- 4.) However, the legislature recognizes there are alternative models for achieving this primary mission. Some campuses may have additional missions in response to regional needs and demands. At selected branch campuses, an innovative combination of instruction and research targeted to support regional economic development may be appropriate to meet the region's needs for both access and economic viability. Other campuses should focus on becoming models of a two plus two educational system through continuous improvement of partnerships and agreements with community and technical colleges. Still other campuses may be best suited to transition to a four-year university or be removed from designation as a branch campus entirely.
- 5.) The legislature recognizes that size, mix of degree programs, and proportion of lower versus upper division and graduate enrollments are factors that affect costs at branch campuses. However over time, the legislature intends that branch campuses be funded more similarly to regional universities.
- 6.) In consultation with the higher education coordinating board, a branch campus may propose legislation to authorize practice-oriented or professional doctoral programs if: (a) Unique research facilities and equipment are located near the campus; or (b) the campus can clearly demonstrate student and employer demand in the region that is linked to regional economic development.
- 7.) It is not the legislature's intent to have each campus chart its own future path without legislative guidance. Instead, the legislature intends to consider carefully the mission and model of education that best suits each campus and best meets the needs of students, the community, and the region. The higher education coordinating board shall monitor and evaluate the addition of lower division students to the branch campuses and periodically report and make recommendations to the higher education committees of the legislature to ensure the campuses continue to follow the priorities established under this chapter.

[2005 c 258 § 2; 2004 c 57 § 2.]

Notes:

Findings--Intent -- 2005 c 258:

- 1.) Since their creation in 1989, the research university branch campuses have significantly expanded access to baccalaureate and graduate education for placebound students in Washington's urban and metropolitan cities. Furthermore, the campuses have contributed to community revitalization and economic development in their regions. The campuses have met their overall mission through the development of new degree programs and through collaboration with community and technical colleges. These findings were confirmed by a comprehensive review of the campuses by the Washington state institute for public policy in 2002 and 2003, and reaffirmed through legislation enacted in 2004 that directed four of the campuses to make recommendations for their future evolution.
- 2.) The self-studies conducted by the University of Washington Bothell, University of Washington Tacoma, Washington State University Tri-Cities, and Washington State University Vancouver reflect thoughtful and strategic planning and involved the input of numerous students, faculty, community and business leaders, community colleges, advisory committees, and board members. The higher education coordinating board's careful review provides a statewide context for the legislature to implement the next stage of the campuses.
- 3.) Concurrently, the higher education coordinating board has developed a strategic master plan for higher education that sets a goal of increasing the number of students who earn college degrees at all levels: Associate, baccalaureate, and graduate. The strategic master plan also sets a goal to increase the higher education system's responsiveness to the state's economic needs.

- 4.) The legislature finds that to meet both of the master plan's goals and to provide adequate educational opportunities for Washington's citizens, additional access is needed to baccalaureate degree programs. Expansion of the four campuses is one strategy for achieving the desired outcomes of the master plan. Other strategies must also be implemented through service delivery models that reflect both regional demands and statewide priorities.
- 5.) Therefore, the legislature intends to increase baccalaureate access and encourage economic development through overall expansion of upper division capacity, continued development of two plus two programs in some areas of the state, authorization of four-year university programs in other areas of the state, and creation of new types of baccalaureate programs on a pilot basis. These steps will make significant progress toward achieving the master plan goals, but the legislature will also continue to monitor the development of the higher education system and evaluate what additional changes or expansion may be necessary." [2005 c 258 § 1.]

ACADEMIC UNITS AT UW BOTHELL AND UW TACOMA

The basic units of academic organization at UW Bothell (UWB) are called "Programs," each headed by a Director; each Program offers multiple degree programs. See <http://www.uwb.edu/academics>.

Business

Computing Software Systems

Education

Interdisciplinary Arts & Sciences

Nursing

Center for University Studies (CUSP): *coordinates lower-division courses and student support*

Science and Technology

The basic units of academic organization at UW Tacoma (UWT) are "Programs" headed by Directors, and one "School" headed by a Dean; that dean reports to the Vice Chancellor at UWT. Most units offer multiple degree programs. See <http://www.tacoma.uw.edu/home/academics>.

Education

Global Honors

Institute of Technology

Interdisciplinary Arts and Sciences

KeyBank Professional Development Center

Milgard School of Business

Nursing

Social Work

Undergraduate Education

Urban Studies

STUDENT BODY BY CAMPUS AND LEVEL**University of Washington
Autumn Quarter, 2010
Student FTE**Seattle Campus

Student Level	Resident	Nonresident	Total
Undergraduate	22,236	5,882	28,118
Graduate	8,422	6,964	15,386
Total	30,658	12,846	43,504

UW Bothell

Student Level	Resident	Nonresident	Total
Undergraduate	2,338	118	2,456
Graduate	407	19	426
Total	2,745	137	2,882

UW Tacoma

Student Level	Resident	Nonresident	Total
Undergraduate	2,374	60	2,434
Graduate	461	16	477
Total	2,835	76	2,911

2010-11 UNDERGRADUATE TUITION

Campus	Resident Operating Fee	Resident Other fees*	Nonresident Operating Fee	Nonresident Other fees
UW Seattle	\$7,716	\$985	\$23,636	\$1,693
UW Bothell	\$7,716	\$901	\$23,636	\$1,609
UW Tacoma	\$7,716	\$973	\$23,636	\$1,681

*Other fees include Building Fee, Technology Fee, Services and Activities Fee, IMA Bond Fee. UWB and UWT do not pay the IMA Bond Fee.

FACULTY BY RANK AND CAMPUS

RANK	UW SEATTLE	UW BOTHELL	UW TACOMA	TOTAL
Professor	1043	29	33	1105
Associate Professor	480	23	51	554
Assistant Professor w Tenure	1			1
Assistant Professor	318	42	35	395
Principal Lecturer	10	1		11
Senior Lecturer Full Time	125	11	5	141
Lecturer Full Time	116	15	22	153
Professor WOT	555			555
Associate Professor WOT	457			457
Assistant Professor WOT	458			458
Research Professor	91	2		93
Research Associate Professor	140			140
Research Assistant Professor	146			146
Senior Artist in Residence	1			1
Artist in Residence	4			4
TOTAL	3945	123	146	4214

FACULTY & STUDENT GOVERNANCE

Note that that the student organizations are separate on each campus; the faculty organizations are separate for the two newer campuses, but the Faculty Senate and Senate Executive Committee are for the entire university; the administrative leadership is separate for the two newer campuses, but the President and Provost are for the entire university.

UWB

The [Bylaws of the UWB General Faculty Organization](#) specify that the voting faculty (as defined in the Faculty Code) of the campus is the campus's governing body, also known as the UWB GFO. The Bylaws refer to Faculty Code Section 13-23 to list the issues for which the GFO shares responsibility with the Chancellor (educational policy; student conduct; scholastic policy; "approval of candidates for degrees;" "criteria for faculty tenure, appointment, and promotion;" "recommendations concerning campus and University budgets;" and related procedures. The Bylaws refer to Faculty Code Ch. 24 and Section 25-42 regarding its role in personnel recommendations. There is an Executive Council, chaired by the elected vice-chair of the GFO, and including the GFO chair, immediate past chair, and "one elected representative from each academic program at UW Bothell." A separately elected Campus Council on Promotion, Tenure and Faculty Affairs (seven tenured faculty members distributed across the academic programs) advises the Chief Academic Officer on cases of promotion and tenure, and advises the Executive Council on matters of faculty affairs. A separately elected Campus Council on Academic Standards and Curriculum (one voting member from each academic Program) advises the Executive Council on academic programs and standards, and reviews all course changes before referring them to the Vice Chancellor for Academic Affairs.

According to the [ASUWB Constitution](#), “All regularly enrolled students of the University of Washington, Bothell, who so voluntarily choose, will be considered members of the association.” “The governance of the ASUWB shall be vested in the Executive Council [President, Vice President, and three Executive Representatives], which shall maintain a student administration and staff necessary for the management of all ASUWB affairs.”

UWT

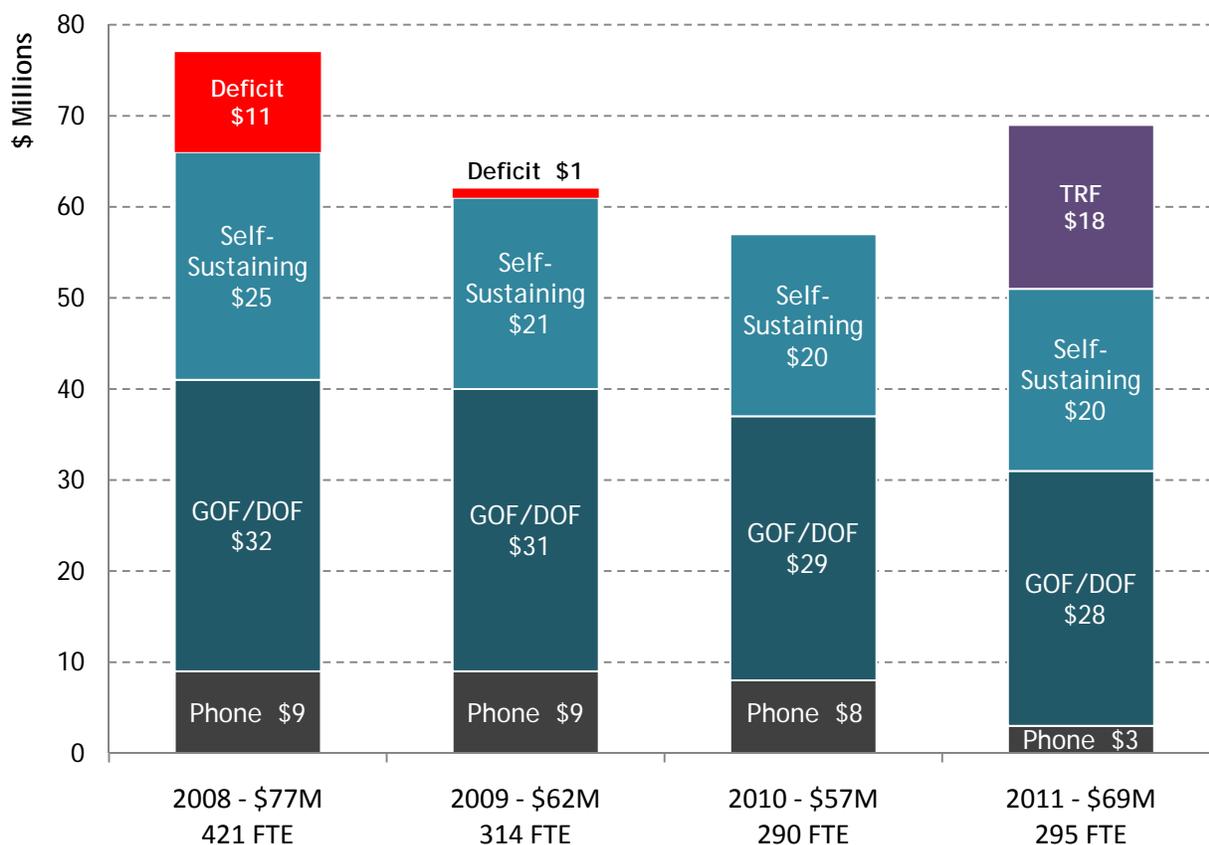
The [UWT Faculty Bylaws](#) specify that “The [voting] faculty of the University of Washington, Tacoma is the campus governing body, under the Faculty Code, Section 23.41.” As such, it determines admission and graduation requirements, curriculum and academic programs, scholastic standards, and recommends degree conferral to the Regents. It shall also, “with respect to personnel matters, make recommendations to its Chancellor in accord with the provisions of Chapter 24 and of Section 25-41.” For purposes of deliberation and legislation, the Faculty Assembly, composed of all voting faculty, is the governing body. Its Executive Council is composed of a chair, chair-elect, chairs of Standing Faculty Committees, and representatives from the academic units in proportion to the faculty in each. There are four Standing Committees, each composed of one member elected from each academic unit: Faculty Affairs; Academic Policy; Curriculum; and Appointment, Promotion and Tenure (this committee is composed only of tenured faculty members).

According to the [ASUWT Constitution](#), any member of the ASUWT may vote or hold office. The ASUWT has three branches: the Executive, headed by the President; the Senate, a representative body chaired by the Vice President; and the three-member Judicial Board, appointed by the President and confirmed by the Senate, which “shall preside over ASUWT constitutional interpretations, impeachment proceedings, and instances of Constitutional or By-Law violations by ASUWT members.

NOTE

Student admission, student enrollment, faculty hiring, and faculty tenure or contracts are administered separately by each campus. Faculty appointments, tenure, and promotion processes are governed by the *Faculty Code* and must be approved by the Provost and Regents.

UW-IT Funding Analysis*



*Excludes IM for consistency

- In **2006** cost for the data and phones was determined to be **\$40.05 per line**. A telephone line charge of **\$25.80** per line was instead implemented.
- This difference between costs and expenses caused large operating deficits in UW Technology, resulting in staff and expense reductions. Many of these expense reductions, especially around maintenance of equipment and the data network, were unsustainable.
- New budget for UW-IT was established at a lower level, with special emphasis on the data network and infrastructure costs; the vast majority of the Technology Recharge Fee covers these costs, specifically upgrading Wi-Fi, networks, and server infrastructure. It will take approximately three years to complete deferred maintenance and stabilize the equipment purchases.
- The telephone line charge was reduced to support **only** marginal phone costs, resulting in a significant reduction per line (**\$25.80 to last year's \$6.18; further reductions planned for next year**).
- The Technology Recharge Fee was established to cover the costs of other technology infrastructure for campus previously subsidized by the phone rate and is allocated on a per employee basis to cover the costs necessary to support the technology infrastructure.
- GOF/DOF funding in UW-IT first covers the cost of technology for students with the balance subsidizing the Technology Recharge Fee for campus departments.

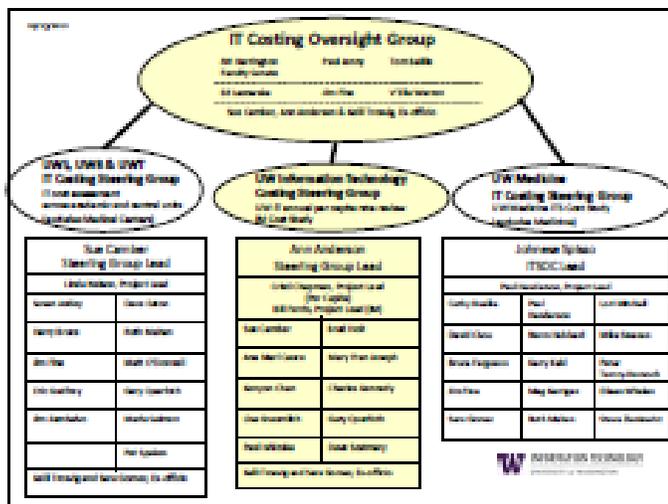
Information Technology Costing Oversight Group

Update to Faculty Senate

March 10, 2011

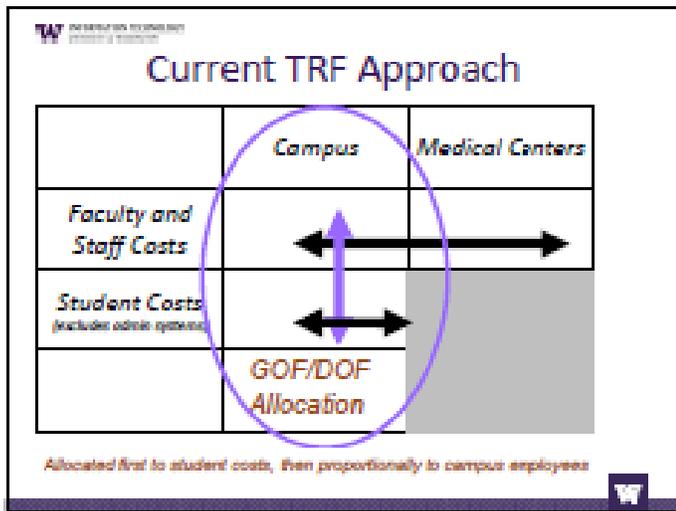
Recent History

- 2008-2009
 - Working Groups I and II oversaw cost study by consultant and endorsed a Technology Recharge Fee allocated on a employee per capita basis
- 2010
 - UW Technology and OIM merged to become UW-IT
 - Rate Implementation Team established criteria/methodology for annual Technology Recharge fee
- July 2010
 - Technology Recharge Fee charged per capita for common services
 - New rates for self-sustaining services
- Fall 2010
 - IT Costing Oversight structure formed



General Principles for Technology Recharge Fee

- Costs will be fully recovered
- Head count will be a proxy for use
- Results will be actionable
- Process will be transparent
- Simplicity should be maintained
- Administration should be easy



Basic Service Bundle

Unit	Cost
1. Accounts and Password	\$3,388,488
2. Basic Networking	\$ 12,544,888
3. Administrative Systems Infrastructure	\$11,485,883
4. UW Enterprise Portal	\$ 588,305
5. Basic Backups and Mass Storage	\$ 1,064,000
6. Emergency Preparedness	\$ 582,888
7. Wireless Service Infrastructure	\$ 213,258
8. Basic Email / Calendar and Collaboration Tools	\$ 3,087,008
9. Teaching / Learning Tools	\$ 1,888,888
10. Campus Site Licenses	\$1,121,883
11. Web Publishing	\$ 727,888
12. Accessibility Services	\$740,790
13. Basic Telephone Infrastructure	\$ 3,122,384

Impact of Current Approach

Unit	Headcount	Current Amount Allocated to Headcount
Arts and Sciences	1,770	\$1,118,887
College of the Environment	707	\$448,900
Engineering	682	\$437,280
Libraries	372	\$238,300
Medical Centers	8,038	\$5,798,210
School of Medicine	6,171	\$4,018,888
Student Life	708	\$448,908
UW Bothell	311	\$198,427
UW Finance and Facilities	1,443	\$912,288

Questions?

2010-2013 Faculty Member Appointments to University and Senate Committees**Faculty Council on Faculty Affairs**

- Vandra Huber, Foster School of Business, as a member for a term effective immediately and ending September 15, 2013.

2010-2013 Ex-officio Appointments to University and Senate Committees**Faculty Council on Academic Standards**

- Eleanor Canter, Graduate and Professional Student Senate, as an *ex-officio* member with vote for a term effective immediately and ending September 15, 2011.

Faculty Council on Benefits and Retirement

- LeAnne Jones Wiles, Professional Staff Organization, as an *ex-officio* member with vote for a term effective immediately and ending September 15, 2011.

Faculty Council on Faculty Affairs

- Rebecca Drieling, Graduate and Professional Student Senate, as an *ex-officio* member without vote for a term effective immediately and ending September 15, 2011.
- Christina Nordquist, Associated Students of the University of Washington, as an *ex-officio* member without vote for a term effective immediately and ending September 15, 2011.

Faculty Council on Research

- Athena Pantazis, Graduate and Professional Student Senate, as an *ex-officio* member without vote for a term effective immediately and ending September 15, 2011.
- Anna Starostina, Associated Students of the University of Washington, as an *ex-officio* member without vote for a term effective immediately and ending September 15, 2011.

Faculty Council on Teaching and Learning

- Fareed Awan, Graduate and Professional Student Senate, as an *ex-officio* member with vote for a term effective immediately and ending September 15, 2011.

Faculty Council on University Libraries

- Cortney Leach, Graduate and Professional Student Senate, as an *ex-officio* member with vote for a term effective immediately and ending September 15, 2011.

Resolution Concerning the Faculty Fund for Library Excellence

WHEREAS, the University Libraries is one library serving three campuses and is recognized worldwide for the excellence of its staff and the quality, depth, and breadth of its collections of books, journals, and unique materials; and

WHEREAS, in the UW Libraries Triennial Survey the UW faculty ranks the University Libraries as the most important source of information for their work, with collections thoroughly integrated into research and educational initiatives; and

WHEREAS, recent budget cuts have resulted in reductions in collections that have adversely impacted UW faculty research and educational initiatives and that have contributed to the drop in the ranking of the University Libraries by the Association of Research Libraries out of the top 15% for the first time since 1932; and

WHEREAS, current and emeritus UW faculty may wish to support the University Libraries' collections financially to benefit themselves, Washington State and the world; therefore

BE IT RESOLVED, that the Faculty Senate endorses the proposal of the Faculty Council on University Libraries that the Faculty Fund for Library Excellence (FFLE) be established as a voluntary University gift fund available for current and emeritus faculty donors to support the University Libraries' collections.

Submitted by:
Faculty Council on University Libraries
February 4, 2011

Approved by:
Senate Executive Committee
February 14, 2011

Approved by
Faculty Senate
March 10, 2011

Mark Long's statement read to the Faculty Senate: March 10, 2011

My name is Mark Long. I am the Faculty Council Chair for the Evans School of Public Affairs. I would like to make a brief statement today in regards to Interim President Wise's letter to the legislators where she offered as an illustrative example of what might transpire as a result of budget cuts of various levels that UW would "Consider consolidating the Evans School of Public Affairs with another college and significantly reduce course offerings".

First, we would like to thank President Wise, Provost Lidstrom, and everyone else who has been working diligently to deal with these anticipated budget cuts. We understand that difficult choices need to be made.

The Evans School of Public Affairs is the premier school for training leading public administrators and public policy analysts in the Pacific Northwest. We are the 6th largest school of public affairs in the country. We are a professional school, akin to business and law schools. Yet, public affairs is its own discipline with specific accreditation standards and National Research Council rankings. We offer a Masters of Public Administration, executive master's degree, and a Ph.D. in public policy and management.

Our quality is very high. We are ranked in the top-4 schools of public affairs in research productivity and ranked 14th in the nation by U.S. News (5th among public institutions).

A successful organizational culture is not something to give up lightly. We are deeply concerned that a proposed consolidation would substantially debilitate the School. The mention of "significantly reduce course offerings" suggests that any proposed consolidation would not be without consequence. We are already experiencing consequences in the form of graduate student recruits expressing concerns and having challenge in securing the recruitment of a senior faculty member. Of the top-26 schools of public affairs, 24 are independent schools. Although the details of what consolidation would mean have not been laid out, we are concerned that any consolidation may lead to attrition of students, lack of retention of quality faculty, and the loss of revenue from our donors.

Lastly, we don't believe that any consolidation plan would save the university a substantial amount of money. We raise in tuition nearly the same amount as our state funding, and are thus one of the least subsidized schools in the university. We have been asked to plan for a 20% reduction in state funds. Our School has prepared budget plans for absorbing these cuts.

Our faculty has taken a vote on the following statement, which was approved unanimously: "We, the faculty of the Evans School, desire to remain as a non-departmentalized school reporting to the Provost. We believe the independence of the Evans School contributes fundamentally to its highly successful and vital educational and research programs and community service."

We would like to know what is the rationale for doing this? Is the benefit for the university worth the substantial cost? We would like to see a transparent estimate and reporting of the potential budgetary savings from consolidation. We would also like the opportunity to find innovative ways to raise revenue to match any potential cost-savings from consolidation if that would allow us to maintain our independence.

We invite Provost Lidstrom to come and meet with our faculty to discuss this issue.

Thank you.