

UW Bothell Campus-wide Fiscal Operating Guidelines for Academic Units

Together the UW Bothell academic units (Schools and FYPP), along with elected faculty leaders, have adopted a modified Responsibility Centered Management (RCM) budget model that provides academic units, including their respective deans and elected faculty councils with significant autonomy in managing their fiscal vitality. We understand that units have different internal and external needs as well as constraints that will lead to differences in how each unit approaches and manages operations to achieve fiscal sustainability. In conjunction with the budget model, we developed campus-wide guidelines covering certain measurable indicators of our operations. These operating guidelines are provided to ensure a clear commitment by each academic unit to the collective mission and core values for the campus. Considering input from the Council of Academic Deans, the Campus Council on Planning and Budgeting, and Chancellor's Executive Team in Autumn 2019 and Winter 2020, I am setting the campus targets below to be achieved in the next four academic years.

The campus-wide guidelines are as follows:

1. The campus average of the Student FTE to Total Faculty FTE ratio shall not exceed 23:1

The Student FTE to Faculty FTE at the UWB campus has varied significantly across Schools, ranging from 15:1 in one School to 23:1 at another (with the campus average ratio at 19:1 in FY19). In order to remain true to our mission of providing a transformational education where the student-faculty relationship is paramount, we need to set an upper limit to this ratio. As such, we expect this campus level average Student-Faculty ratio will not exceed 23:1, the high point of the range we currently have for UWB Schools.

2. At the campus level, full-time Faculty shall comprise at least 75% of the total faculty FTE.

UWB is fortunate to have excellent part-time faculty members who contribute significantly to our work in classrooms. In many cases, they bring specialized, state-of-the-art expertise to our classrooms. However, the core work involved in creating innovative and creative curricula and delivering it through interdisciplinary teaching requires full-time faculty members who can work outside the classroom on developing the curriculum, mentoring students across disciplines and serving on School, campus and University committees. To ensure that we are in a position to carry out activities consistently, we should have our full-time faculty comprise at least 75% of the total faculty FTE. [In FY19, full-time faculty at UWB comprised 70% of total faculty FTE.]

3. Tenure-track & Tenured Faculty shall comprise at least 55% of the total faculty FTE.

As an integral part of a premier research university, we value innovative, rigorous scholarship and contributions that transcend the boundaries of conventional disciplines, and further the education of our students. We expect that the research of our faculty scholars will contribute to, and enhance the well-being of our communities, besides earning respect in the academy. To enable us achieve these research aspirations, we expect that our campus will have faculty whose performance expectations include research. Specifically, we expect tenure-track and tenured faculty to comprise at least 55% of the total faculty FTE. [In FY19, 47% of all the faculty FTE on our campus was held by tenure-

track and tenured faculty.]

4. At least 65% of our student (FTE) will be taught by our full-time faculty.

One of our core values is an overriding commitment to providing our students with the best possible university education, through challenging programs of study and innovative methods of instruction. Recognizing part-time faculty involvement in delivering on this commitment, our full-time faculty will have the primary responsibility for engaging our students in transformational learning experiences that challenge their expectations, broaden their horizons, and stimulate their ambitions. [In Autumn 2019, 58% of all our students were taught by full-time faculty.]

5. The Student to Advisor ratio should be at levels appropriate to facilitating student success.

Our student advisors play a key role in attracting, motivating, retaining and supporting a diverse student population. To enable them to support our students, we expect that the Student to Advisor ratio shall be less than 200:1 for graduate program students and less than 350:1 for undergraduate program students.

6. Teaching loads for full-time faculty should be consistent with their research, teaching and service expectations.

The standard academic year teaching load for full-time faculty will be as follows:

- Tenured & Tenure-track Professoriate = 5 courses/year
- Full-time Teaching Professoriate (formerly Lecturer-track) & Artists-in-Residence = 9 courses/year (with a minimum 1-course release for campus service and/or scholarly/professional engagement)

Schools may adopt variations of these teaching loads, to accommodate their individual teaching, research, service and accreditation requirements, and/or to accommodate faculty serving in administrative or service roles. All variations require the approval of the Vice Chancellor for Academic Affairs (VCAA).

Going forward, I ask the academic units use these operating guidelines as the basis for developing their own set of operational goals and indicators that are consistent with their specific mission and fiscal sustainability. Deans and Associate Vice Chancellor should consult with their elected faculty councils, the two councils that represent academic advisors, and the VCAA before finalizing their School-specific guidelines by the end of 2020 calendar year.

The above campus-wide guidelines and School guidelines should be reviewed every three years, with the first review scheduled for Spring quarter 2024. This allows the academic units and the campus to achieve the targets over almost two full biennia (FY21-FY22 and FY23-FY24). If it becomes necessary, these campus guidelines may be reviewed and changed prior to that date, in consultation with stakeholders.

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