STRATEGIC POSITION CONTROL MEMO
SCHOOL OF FRESHWATER SCIENCES
1 November 2016

a. The expected number of vacancies based on the unit’s historical vacancy rate over the last 3 years based on numbers compiled by Business and Financial Services; the current number of open positions; and likely upcoming planned and unplanned vacancies.

The reported historical vacancy rate included turnover of multiple positions hired specifically to fulfill the objectives of grants both federal and non-federal. By including these positions in our turnover calculation it skewed one of the factors in determining our expense reduction by approximately $26,000.

We currently have a number of vacancies and within the next 3-5 years we anticipate several more.

Current vacant positions:

- 1 FTE Position vacancy created when the Assistant Dean for Facilities and Marine Operations retired and a senior Researcher took over those responsibilities and the position, vacating a Researcher position
- 1 FTE faculty position vacancy in CWP created when the two 50% joint appointments reverted to Economics both at 100%
- 1 FTE faculty position vacancy created when an Assistant Professor left the SFS and the Center for Water Policy to take a position at Ohio State University
- 1 FTE Position faculty vacancy created when a Full Professor left to take a position at Marquette University
- 1 FTE faculty position vacancy created when an Asst. Professor resigned to take a position at MIT
- 2 FTE office support staff: 0.5 FTE Dean’s Assistant, 0.5 FTE retired grants specialist, and 1 FTE Financial Specialist
- 1 FTE Research Technician created by retirement
• ~ 0.5 FTE faculty created by transfer of former Dean to an external position. Currently administration is being covered by a faculty member who has been one of the longer standing achievers in garnering extramural support.
• 1 FTE Electronics Tech position that has gone unfilled for several years, but demand for service and activity remains

Anticipated vacancies:

• 0.5 FTE in student services, recruitment, and marketing
• SFS has 6 faculty/scientists out of a total of 19 who will be over the age of 65 years by June 30, 2017 (65,68,68,69,73,74), not counting one 10% appointment.
• We have 18.5 FTE academic support staff who will be over the age of 55 on June 30, 1917 (56,57,58,60,60,63,66,70).

It is difficult to predict exactly when these individuals will retire, but we anticipate 3-4 faculty vacancies and 2-4 staff vacancies in the next 3 years.

Loss of faculty/scientists by resignation via recruitment to other institutions is likewise difficult to predict, but we have had to make three retention offers over the last several years. Two of these have been successful.

Positions in the support area are critical positions that can’t be vacant long. ISS may help with some of the support positions, but ISS hasn’t been tested and we do not anticipate a reduction in work load per se.

Given the already under-staffed condition of the SFS, eliminating any position following retirement or resignation would only exacerbate the low “critical mass” problem the school currently faces, and would put some of our current research strengths in jeopardy. Most of our faculty fall within the top 45 researchers that are responsible for 2/3 of the extramural funding portfolio/expenditures at UWM. Regardless, in general we anticipate no cost savings from turnover, since retiring faculty/scientists hold key positions for the livelihood of the school and will, by necessity, need replacement. Both higher initial salaries for new faculty combined with start-up costs (~ $300-500K per FTE), will likely result in net increases in the demand on the overall SFS budget.
b. Expected hires that are needed to maintain financial returns.

- 1.0 FTE Bioinformatics position within the Great Lakes Genomic Center
- 1.0 FTE Financial specialist
- 1.0 FTE Facilities specialist
- 0.25 FTE Communications/marketing/recruitment specialist – represents an increase in a current 0.5 FTE position

c. Expected hires that are needed to maintain accreditation of academic programs

- Accreditation is not a consideration for our graduate program.

d. Expected hires that are needed for continuity of essential academic and non-academic operations that broadly support the University's mission (after alternatives for downsizing and reorganization have been considered).

Within the next ~ 12 months or less

- Director of the Center for Water Policy
- 1.0 FTE Bioinformatics position within the Great Lakes Genomic Center
- 0.75 FTE Communications/marketing/recruitment specialist
- 1.0 FTE Dean’s research intern
- 0.5 FTE Student services assistant

Within the next 2 years or less

- 1.0 FTE Financial specialist
- 1.0 FTE Facilities specialist
- 1.0 FTE Faculty Position in CWP
- 1-3 FTE’s Faculty retirement replacements (see above)
- 1.0 FTE Marine Technology specialist (redesigned electronics tech, IT and marine tech appointment) ~50% grant supported
- 1.0 FTE Chief Engineer/First Mate Research Vessel – this is a highly skilled position that will be required for the new research vessel and therefore will be dependent upon funding progress for that project
e. Expected hires from external funding, auxiliary funds, and funding restricted for specific purposes (source of funding must be described).

- Variable and somewhat hard to predict since we have a staff of ~12-15 extramurally supported positions

f. Actions required to maintain R1 status and national and international reputation of programs.

i. Hiring to maintain:

- Grant and HR support
- IT support
- Genomics Center support
- Facilities support – especially in the realm of aquaria and life support systems, which have been greatly expanded with the construction of the new aquaria, aquaculture, and bio-secure facilities opened in 2014-17.
- Director of the Center for Water Policy
- 1 FTE Position in CWP
- 1-4 additional Faculty FTE in key areas of research and instruction

ii. Expansion of Academic programs – particularly at the undergraduate level

- 1.0 FTE student services/advising and program coordination with system

g. Comparison of the expected savings (after considering a-f above) to the unit salary reduction target established by campus, and discussion of how any shortfall will be addressed (including the impact of these additional cuts on b-f above).

The $138K expenditure reduction target ($112K by our calculation) will be difficult to achieve. Projected expenditures for FY17 were based upon historical spending patterns. Since those submissions several changes have occurred with budget implications as additional expenditures:

- Transition of former Director for Center for Water Policy to straight faculty line, and shift of salary off of endowed funds ($44,923 + fringe). This does come with some concomitant savings for the endowment, however, but only until the Director position is permanently refilled.
• Reduced cost savings from transition of former administrator to straight faculty line ($29,839). The reduction assumed in the FY16 budget was less than the 50% salary projected.

• $2000 in increases due to FMLA rules

• Faculty promotion, conditional on approval and would take effect in FY18 (~$8000 + fringe)

• PI allocated 150 expenditures (these are 150 funds returned directly to PIs). Our current estimate is $20K for this year, but this could be higher, and all of the funds are essentially encumbered regardless.

• In addition, the construction on the Aquaculture Facility as part of the Incentive grant has begun. We expect to use the remaining funds in the project this year. Those expenditures were noted in the narrative of our estimate submission, but the expenses were not included in our projected expenditures. This was done because the timing of the invoices from system cannot be predicted, and these are essentially a wash, i.e. are an offset to earlier grant revenue. We may receive these invoices in FY17 or FY18.

We have been delaying recruitments to reduce our negative structural balance, but we’re at the point we need to recruit for some of these positions. Please see “d” above.

We are currently on track for our expenditures to be $4.3m. If the items mentioned above were factored out our expenditures would be approximately $4.15m, very close to our target of $4.14m.