College of Letters and Science Strategic Position Control (SPC)

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 data provided by BFS indicates that approximately 35 retirements or resignations can be expected each fiscal year in the College of Letters and Science.

At this point in time, 15 faculty and 5 academic staff members have indicated formally that they intend to retire or resign by the end of the 2016-17 academic year. In addition, 15 faculty and 1 academic staff member have been tentatively identified as likely candidates for retirement or resignation by the end of the academic year. Together, the confirmed and potential retirements/resignations total 36 and is consistent with the estimated staff loss projected by BFS. However, we have actual as well as anecdotal data that a significant percentage (unknown at this time) of faculty and staff are actively seeking employment elsewhere.

Also, analyses of the age ranges of our faculty indicate that large proportions of our faculty are in their 60s and as a consequence we can expect that retirements will be significantly higher over the next 5 to 10 years than in the preceding 5 or 10 years.

b. Expected hires that are needed to maintain financial returns.

In preparation for this report, all departments in the College of Letters and Science were asked to submit a list of critical faculty hires in their discipline. Further, all departments were asked to assess the impact of these faculty hires on revenue generation (SCH), maintenance of the R1 status, and accreditation needs. Submissions from all departments were then handed over to the College’s APGC for review, evaluation, and ranking. The APGC returned to the Dean’s office a list of critical faculty hires sorted into cohorts. All positions within a cohort were of the same rank priority. Please see Appendix A for the sorted and ranked list of 37 faculty recruitments requested by the College.

Given that tuition is our main source of revenue generation, all 37 faculty recruits would contribute to SCH generation in the College. Among the cohort of positions ranked as highest priority in the College, all have seen a decline in student enrollment that is at least partially accounted for by the loss of faculty in these departments. We strongly advocate that we be able to recruit these positions. In addition, we also recommend that one of the permanent lecturers in Journalism, Advertising, and Media Studies be converted to a tenure track faculty line. This would provide additional stability in a department that has one of the highest rates of student majors (~700) yet has only a faculty complement of 6 individuals.

In addition to the faculty recruitments listed in the second cohort, we also recommend the conversion of 2 Visiting Assistant Professors in the Department of Africology to tenure
track lines. This conversion would support SCH stability in a department that has lost 50% of its faculty in the past five years.

It is important to note that many of the lower division courses offered in the College not only serve the students of L&S but also provide the fundamental gateway courses for students studying in other schools or colleges. For example, a faculty hire in Biological Sciences (genetics) would offer required courses for students Biological Sciences and Microbiology as well as Biochemistry, Health Sciences, biomedical engineering, and other pre-professional degree programs.

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

Accredited programs in the College of Letters and Science includes the Actuarial Science program in the Department of Mathematical Sciences, and the Clinical Psychology program and Behavior Analysis program in the Department of Psychology. Faculty recruitments in both Actuarial Science and Behavior Analysis are critical at this point to maintain accreditation of these programs. Should any additional Clinical Psychology faculty retire or resign, it will also become imperative to recruit a replacement.

English as a Second Language is also a program that is normally accredited. This accreditation has been allowed to elapse while UWM as a campus has been exploring pathways programs (INTO) for international students. Once this structure is in place, it will become critical to reapply for accreditation in this program as well.

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).**

The College of Letters and Science has spent much of the last two years filling front office vacancies with existing staff, temporary staff, and internal transfers of staff. While we will continue to look at all opportunities to abstain from new hiring (including the pending placement of an existing academic department manager into an oversight/managerial position of another academic department, via overload), we feel that the deterioration in the quality of service to students, faculty, and other staff as a consequence of vacancies demands that we make some additional hires of administrative staff. For example, we have one departmental front office that is being managed by one LTE who has reached the end of their limited appointment. Front office vacancies that need to be filled can be found in the following units:

Anthropology  
Biological Sciences  
Geosciences  
Journalism, Advertising, and Media Studies  
Translation and Interpreting Studies  
Public and Nonprofit Administration  
Office of Curriculum and Governance
e. **Expected hires from external funding, auxiliary funds, and funding restricted for specific purposes (source of funding must be described).**

The College of Letters and Science does not anticipate any faculty hiring using external funds. We do expect that as grants are awarded to our faculty, that we will receive requests to appoint scientists, post-docs, research assistants, and clerical and budgetary experts for assistance with externally funded projects. These hires will be made using grant funds obtained by the faculty and will not pose any additional financial burden to the College or campus.

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

The College of Letters and Science generates approximately 50% of all external funding that comes to UWM. In addition, our faculty publish more than 600 scholarly products (refereed articles, books, monographs, etc.) annually and mentor the largest number of students seeking the doctoral degree. As a consequence of the decline in faculty numbers and administrative staff, our resident faculty have been required to take on additional service and teaching roles at the expense of research. To maintain the R1 status, we believe that it is imperative that we recruit both administrative staff and new faculty hires.

Of the 37 faculty lines requested, 29 positions contribute directly to maintenance of the R1 status through their training of doctoral students and their ability to secure extramural funding for their work. Among the cohort of the highest priority for recruitment, only 1 program does not contribute directly to R1 maintenance.

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 College of Letters and Science is operating under a severe financial deficit (in excess of $20M). We reduced spending by more than $7M in FY 2016. Our target for expense reduction during the current fiscal year is $1,685,046. Expected resignations and retirements should reduce expenditures by approximately $1,056,020. The remaining $629,000 will come from further reductions in College support for travel, conferences, bridge funding, etc.

In addition, we are also in the early stages of exploring a new workload model that could foster efficiencies that would save additional expenditures.