

**Proposal for Reorganization of
Academic Units
into the College of the Environment**

(9 March 2009)

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Introduction

The faculties of several academic units across the University are proposing to reorganize their academic units so that they will be co-housed within the new College of the Environment (CoEnv). Specifically, the faculties of the College of Forest Resources, the Departments of Atmospheric Sciences and Earth and Space Sciences, the School of Marine Affairs, and the Program on the Environment have elected to move into the CoEnv as individual academic units with the intention of doing so by July 1, 2009. In this document we set forth a proposal for, and a specification of some of the terms of, such a reorganization.

The College of the Environment will provide the opportunity for the UW to strengthen our capabilities and enhance our reputation as a leading innovator in environmental research and teaching, and to position the University to better respond to the increasing national interest and resources in environmental issues. While the CoEnv will be subject to the same budgetary conditions as the rest of the University, this proposal is based on academic and research priorities and not budgetary restrictions. This proposal describes the transition of academic units into the new College of the Environment in their entirety (subject to university-wide budget cuts).

Initially, the new College will be comprised of a number of existing units, with separate and highly regarded programs of research and undergraduate and/or graduate study. Each unit has separate physical facilities and separate administrative and governance structures, and each have distinctive and distinguished histories and cultures. What is common between them is a shared set of core values and dedication to excellence. The task of reorganization can be time-consuming and contentious, but a sense of optimism, collaboration and respect has allowed the community to articulate and begin to address some important concerns, issues, difficulties, and needs. Much work remains, but the need is clear and the time is right for the development of the College of the Environment at the University of Washington.

Vision

The College is one of three or four major initiatives in which the University administration expects to focus investments over the next decade. The increased focus on environmental challenges presents an opportunity for better integrating the many disparate aspects of environmental study, including: the underlying science of environmental systems; the impacts of human activities on these systems and of environmental change on human welfare; technological and engineering approaches to solving environmental problems; and the policies needed to implement these solutions effectively.

Much is to be gained by a closer association of individual disciplines so that the breadth of expertise or the multidisciplinary perspective required to fully understand or optimally address environmental issues can be brought to bear, and the full skill set provided to students wishing to focus on environmental issues. The new College structure, with its strong disciplines represented by its academic units, its breadth of expertise expanded by

the affiliated units and faculty, and its ability to catalyze interactions through the Environmental Institute will optimize environmental research, education and communication at the UW. If we do not take this step, we risk losing an opportunity to take a national and international leadership position in the full breadth of environmental research and teaching over the coming decades.

Vision for the College of the Environment

A Vision & Governance Committee was established in October 2008 to review the proposal for a CoEnv that had been submitted to the UW Board of Regents and recommend changes and additional requirements for the College. The Committee has drafted recommendations for the implementation and development of the CoEnv.

(Appendix A) The vision described in the draft plan includes the following elements:

- The UW will advance our understanding of the Earth's environment and human interaction with the environment and apply this understanding to meet present and future environmental challenges.
- The UW will be known regionally, nationally and internationally as a leading innovator in environmental research and teaching because of the unparalleled strength and breadth of its faculty with environmental expertise and culture of cross-disciplinary collaboration.
- The UW will be a world leader in educating future leaders (experts) needed to meet environmental challenges.
- The UW will effectively communicate its innovation in research and teaching with external communities.

This Vision for the CoEnv specifically encompasses the diversity of curriculum, research and service missions that exist across the units intending to transition into the CoEnv and includes:

- A range of spatial domains, from the Earth's center to the edge of the solar system, and temporal domains spanning the past, present and future.
- A range of disciplinary domains, including physical, chemical, biological and social sciences, engineering, and human dimensions.
- A range of inquiry domains from basic research to applied solutions.

Commitment to the UW Vision and Values

The development of the CoEnv exemplifies a commitment to the core UW Vision and Values, i.e.,

The University of Washington educates a diverse student body to become responsible global citizens and future leaders through a challenging learning environment informed by cutting-edge scholarship. **Discovery is at the heart of our university.** We discover timely solutions to the world's most complex problems and enrich the lives of people throughout our community, the state of Washington, the nation, and the world.

This includes a commitment to integrity, diversity, excellence, collaboration, innovation, and respect.

Organization and Governance

Several academic structures were assessed during the exploratory phase of this initiative by the Organization and Structure Working Group. (Appendix B) These models included the following:

Whole Unit Model: A collection of existing programs, departments, schools, and colleges become CoEnv. All units retain their original structure, including undergraduate and graduate programs.

Nurse Log Model: An existing college is used as the basis for the new CoEnv, created by adding faculty lines that significantly augment the mission and responsibilities of the original college.

Interdisciplinary Merger: Faculty with a wide range of research interests collectively move from their home department to form the new college, where all participants are tied by a shared interest in interdisciplinary research and scholarship. New hires augment the core.

Virtual College: A collection of faculty, all with partial appointments in CoEnv, and corresponding appointments in relevant disciplinary units across campus. Appointments may be permanent (that is, constant through time) or temporary (e.g., fulltime for 2 years, one quarter for 5 years, etc.). Existing faculty can participate by being partially 'bought out' of their units. As faculty participating in CoEnv decide to migrate more completely into disciplinary effort, they would be replaced by other/new faculty, by arrangement between relevant unit heads and deans.

The proposal to the UW Board of Regents in June 2008 ultimately described a basic hybrid structure that combined an operational academic framework for supporting fundamental education and research with a flexible institute model that forges innovative partnerships that initiate and define emerging areas of research needs and pragmatic solutions. Given the scale, program breadth, and potential for transformative collaboration and partnerships, an effective model was determined to be a novel college structure made up of three key elements:

- Degree-granting units organized around disciplines;
- Mechanisms and incentives for additional dedicated faculty, staff, and students from non-core units to participate in the research and educational missions of the College; and
- A central Institute to draw focus to particular issues that cross disciplinary boundaries and build partnerships with entities outside the UW.

The RCEP procedures, and therefore this proposal, focus on the degree-granting academic units component.

Composition

We anticipate that there will be varying levels of affiliation in the College of the Environment: from units that move into the College, to departments that establish formal partnerships, to affiliated individual faculty. Governance of the College will support representation from a broad range of disciplines needed for the College to be successful. The Vision and Governance Committee's report provides guidelines for such governance, but the units within the College will ultimately determine the specifics of the governance structure.

Optimally, the academic units that will move into the College are (listed alphabetically):

- Aquatic and Fishery Sciences
- Atmospheric Sciences
- Earth and Space Sciences
- Forest Resources
- Marine Affairs
- Oceanography
- Program on the Environment

The addition of two new units focused on Human Dimensions and on Technology & Engineering is also being evaluated.

Currently, the Dean of the College of Engineering is working with the Department of Civil and Environmental Engineering and other faculty in that College to determine how they can best structure their participation in the College of the Environment. Several other colleges (e.g., Built Environments (formerly Architecture and Urban Planning), Arts and Sciences, Evans School) are also discussing different mechanisms to facilitate participation by individual faculty.

The Joint Institute for the Study of the Atmosphere and Oceans has already been moved into the new college, and the Director of the Friday Harbor Laboratory has begun discussions to facilitate joint reporting to the Deans of the College of the Environment and the College of Arts and Sciences. In addition to the programs and centers that are housed within the academic units that are proposed to move into the CoEnv (e.g., Washington Sea Grant Program, Olympic Natural Resources Center, Center for Sustainable Forestry at Pack Forest, etc.) several other interdisciplinary environmental programs and initiatives are expected to move into the College as well. These include the Program on the Climate Change and the Water Center.

Governance

The ethos of shared governance in the academy prohibits this proposal from prescribing too many details of the governance structure that will be employed within the CoEnv. The University employees—tenured faculty, junior faculty, research faculty, temporary and part-time/adjunct faculty, graduate teaching and research assistants, professional staff, the classified and support staff who support the mission and activities of the College—will have the final voice in decision-making, as described in the Faculty Code.

The goal of this section is to outline the basic requirements of an effective college governance structure to encourage all stakeholders of the CoEnv to actively participate in the decision-making process. The Interim Dean of the College is responsible for empowering all stakeholders in the College to voice concerns, present proposals for change, and express opinions in the development of the ultimate governance policies and procedures.

Role of the CoEnv Faculty

The faculty of the CoEnv is the College's governing body under the Faculty Code, Section 23-41. Under Section 13-23 of the Faculty Code, the College faculty shares with its dean the responsibility for such matters as:

- educational policy and general welfare;
- policy for the regulation of student conduct and activities;
- scholastic policy, including requirements for admission, graduation, and honors;
- approval of candidates for degrees;
- criteria for faculty tenure, appointment, and promotion;
- recommendations concerning campus and University budgets; and
- formulation of procedures to carry out the policies and regulation thus established.

In accord with Sections 13-23, 13-24, and 13-31, Subsection A.3, the President and the University faculty grant to the CoEnv faculty the powers and duties enumerated below. (This authority is subject to the power of the Senate to determine policies that affect the general welfare of the University (Section 22-32, Subsection B) and to the procedures set forth in Sections 23-47 and 23-48 for the coordination of campuses, colleges, and schools.) The CoEnv faculty shall:

- A. with respect to academic matters,
 1. determine its requirements for admission and graduation;
 2. determine its curriculum and academic programs;
 3. determine the scholastic standards required of its students;
 4. recommend to the Board of Regents those of its students who qualify for the University degrees;
 5. exercise the additional powers necessary to provide adequate instruction and supervision of its students;
- B. with respect to personnel matters, make recommendations to its dean in accord with the provisions of Chapter 24 and of Section 25-41.

The CoEnv faculty will determine which of these powers and duties will be delegated to the faculties of its departments and schools, subject to Faculty Code, Section 23-43. In keeping with the current cultures of the units expected to make up the CoEnv faculty, it is likely that the responsibility for these powers and duties primarily will be held within the departments and schools.

College Code of Organization and Procedure

In order to exercise the powers granted under Faculty Code, Section 23-43, and to make recommendations to the Dean as required in Section 23-43B in an orderly and

expeditious manner, the faculty of the CoEnv will establish, under Faculty Code, Section 23-45A, the organization and rules of procedures for the College.

A draft of the faculty bylaws will be developed as part of the preparation for reorganization. These draft bylaws will be reviewed, codified and approved in the fall 2009 quarter by the voting faculty of CoEnv. The rules contained in the CoEnv College Code will govern the faculty in all cases to which they are applicable and in which they are not inconsistent with the bylaws or special rules of order of the University. The code will contain language to address by what rules the code will be modified when additional units join the college.

Voting Members of the CoEnv Faculty

Voting members of the University faculty who are voting members of a CoEnv department or school will be the voting members of the College faculty, in accordance with the Faculty Code, Section 21-32.

Faculty Council(s) and Committees

The faculty of the CoEnv is responsible for determining for itself the organization and structure of its council or councils and the procedures by which the members are elected, as described in the Faculty Code, Section 23-45. A draft governance structure has been developed by the CoEnv Vision and Governance Committee and is described below, but the ultimate makeup of the council(s) and committees, terms of service, rotation of members, and council procedures will be determined by the voting faculty of the CoEnv and contained in the College Code.

Executive Committee

The Executive Committee is an advisory committee made up of the chairs and directors of all schools, departments and programs that report to the CoEnv either in full or jointly with another college, in addition to the chair of the College Council. Their primary function is to advise the Dean in administration of affairs of the College in accordance with policies established by the college faculty. This advice will cover, but is not limited to the following areas:

- college priorities
- research directions
- performance criteria/metrics
- resource allocations (positions, space, RCR, equipment, etc.)

Because new units are proposed, the Dean will ensure that their representation on the Executive Council (e.g. ex officio) is achieved prior to their establishment.

The College Council

In accordance with the Faculty Code, Sec. 23-45C, the CoEnv will have an elected faculty council or councils. In general, the functions of the College Council are to act on behalf of the College faculty to:

- review and make recommendations on faculty personnel actions for tenure, promotion, and new appointments at a tenured rank;

- advise the Dean on matters of educational policy;
- advise the Dean on matters of budget, including budget allocations and faculty salary policy;
- advise the Dean on matters of College administrative policy and procedure;
- recommend the granting of undergraduate degrees; and
- advise the Dean in appointing standing and special committees of the College faculty.

Because of the size and scope of the new College, it is likely that the College Council will establish standing subcommittees to focus on specific issues such as promotion and tenure and curriculum.

The ultimate composition of the College Council will be determined by the CoEnv faculty. Several models exist across the university that have been implemented to both address issues of representation and to develop an atmosphere of trust, respect, and community responsibility. Models in departmentalized colleges include:

- *Arts and Sciences* - the College Council is composed of an equal number of elected faculty representatives from four disciplinary division; elections are held separately within each disciplinary division by faculty members who have chosen to affiliate with the division
- *Engineering* – College councils consist of one representative from each department. Representatives are voting members of the Engineering faculty and are elected by their departments

Because new units are proposed, the Dean will ensure that their representation on the College Council (e.g. ex officio) is achieved prior to their establishment.

To ensure that a functioning College Council is in place on July 1, 2009, a temporary College Council will be established consisting of one representative from each CoEnv school and department. These representatives will be voting members of the CoEnv school and department faculties and will be elected by their units following completion of their RCEP procedures and prior to July 1, 2009. This ad hoc College Council will remain in place until the CoEnv faculty approve the CoEnv College Code, which will formally establish the structure and operating procedures of the College Council.

Visiting/Advisory Committee

A committee made up of external partners and supporters will provide advice and assistance to the College of the Environment by making recommendations to the dean, advocating for the college with the state legislature and university leadership, and strengthening the college's relationship with all constituencies. Departments and Schools within the College may have their own more targeted external advisory committees as well.

Promotion and Tenure

The CoEnv faculty will determine the ultimate CoEnv policies and procedures governing promotion and tenure. These policies and procedures are expected to be similar to those

found in other colleges and respectful of the cultures and metrics of the individual academic units within the CoEnv.

Curriculum

CoEnv departments, schools and programs will be responsible for shaping their own curricula, but college-level oversight will help coordinate the varied elements in the College curriculum and assure conformity to College and University rules. Establishing a College of the Environment will make it much easier to examine issues such as possible duplication of courses; differences among departments offering related courses; space, budget, and other implications of new or revised offerings; and appropriateness of the courses to the department, College, and University curriculum.

Collectively the academic programs in the College of the Environment will be able to offer the most rigorous and creative, even transformative, environmental education available anywhere in the world. They will achieve this through:

- Valuing both disciplinary and interdisciplinary education;
- An inclusive commitment of respect and collaboration between the different fields of study;
- Rigorous, credible environmental scholarship; and
- Opportunities to engage in cutting-edge research and real-world environmental challenges.

A College Curriculum Committee is expected to be established by the CoEnv College Council and would review and make recommendations on all new course and all substantive course change applications based on a set of academic and curriculum policies developed by the CoEnv faculty. It would also carry out initial reviews on new undergraduate major, minor, and degree programs, as well as changes in undergraduate admission and program requirements.

One of the first major activities of a committee focused on curriculum will be to establish the general education requirements for undergraduate students in the new College. It is expected that the College-wide general graduation requirements will respect the priorities and cultures of the individual academic units while establishing a shared commitment to rigor and excellence. The table below shows the general education requirements across the academic units that are included in the overall proposal for the new College.

Requirement	Arts & Sciences	CoE	CFR-ESRM	CFR-PSE	COFS - Ocean	COFS - SAFS
English Composition	5	5	5	5	5	5
Additional Writing (W coursework)	10	10	18	12	10	7
Quantitative & Symbolic Reasoning (Q/SR)	5	24	20	23	15	15
Natural World (NW)	20	40	36	41	40	36
Individuals and Societies (I&S)	20	10	10	10	20	10
Visual, Literary, and Performing Arts (VLPA)	20	10	10	10	20	10
Foreign Language	15					
Subtotal	95	99	99	101	110	83
Additional Areas of Knowledge (NW, I&S, or VLPA)	15	10				
Total	110	109	99	101	110	83

An inaugural curriculum advisory committee has been established to recommend the graduation requirements for the College of the Environment. These include the basic UW requirements as well as those to be imposed by the CoEnv. Individual schools and departments will integrate their own specific requirements into this list to form their degree requirements. The committee has been charged with developing a list that will capture the essence of the College expectations, while still allowing sufficient flexibility for individual degree programs and for student freedom to pursue diverse interests. The recommendations of this committee will then form part of the basis for formalizing the degree requirements for the college. These requirements will be provisional until such time as the RCEP processes are completed and the college has faculty within it.

Students who have declared a major that transitions into the CoEnv will have the choice of meeting the general degree requirements that existed for their major at the time of their acceptance into the program or those adopted by the CoEnv. Students who declare a CoEnv major following any formal changes in the graduation requirements will be expected to meet the revised general education requirements to graduate. In order to effectively communicate these issues to students, the Curriculum Committee is expected to work closely with the student advisors to clarify graduation requirements and address any questions or concerns that arise.

Implementation Timeline

The review procedures outlined by the faculty code will be completed for the College of Forest Resources, the Departments of Atmospheric Sciences and Earth and Space Sciences, the School of Marine Affairs, and the Program on the Environment by the end of the 2008-09 academic year. Following a successful review process, these units will transition administratively into the new college on July 1, 2009. Additional academic units that decide to transition into the new college will go through formal RCEP review in a future academic year.

Leadership Transition

An Interim Dean for the CoEnv was appointed on July 1, 2008, to lead the implementation efforts for the College. Following the completion of the RCEPs initiated in the 2008-2009 academic year, an open search for a Dean for the College will be initiated following the procedures outlined in the Faculty Code, Section 12-28. Professor Dennis L. Hartmann will continue to serve as Interim Dean of the CoEnv until a new dean has been selected. The targeted start date for the Dean will be before the start of the 2010-11 academic year.

Once it is clear which academic units will be moving into the CoEnv as of July 1, 2009, an *ad hoc* search committee for the CoEnv dean will be appointed. A majority of the committee will consist of faculty or administrators from related areas, who are not themselves directly involved in the affairs of the CoEnv, but who are familiar with its responsibilities and needs. The other members will be faculty who are members of academic units that have moved into the CoEnv, chosen to provide a perspective on the affairs of the entire College. At least one of these faculty members shall be selected from amongst the members of the elected faculty council. In this case it will be a member of the temporary College Council. (See page 8)

The duty of the search committee will be to search for suitable candidates, to study and determine their qualifications, and to obtain and evaluate all data. (Faculty Code, Section 24-52.B). Once they have been appointed, the committee is responsible for establishing a procedure to identify the sequential steps, the milestones, and the methods to be taken for involving faculty, staff and students, as well as well as appropriate constituencies outside the University of Washington. It must engage in widespread consultation concerning suggested candidates with faculty, staff, representative students, and persons elsewhere, including alumni, knowledgeable about the area concerned.

Because there will be an open search for the permanent dean, individual faculty members, representative students, and other pertinent representative persons will be invited to suggest names for consideration by the appointment committee. When specific candidates have been identified by the committee, significant numbers of faculty, staff and students will be provided the opportunity to meet the candidates and submit information regarding their impressions, either in writing or in person. The search committee is expected to give serious consideration to these reactions in making their recommendations to the President.

Administrative Transition

Discussions are currently underway to ensure a smooth transition so that the CoEnv is fully operational before July 1, 2009. This transition will involve a number of internal UW administrative systems and central services. These primarily fall under two categories:

1. Financial- All programs that transition into the College of the Environment will be assigned new org codes. In addition, the following systems will need to be updated to reflect the new organizational structure: OSP review/approval,

ASTRA, PAS, OPUS, and SAGE. Preparations for these transitions will begin before July 1, 2009.

2. Human Resources – The University’s HR policies and procedures cover the breadth of units that are proposed to move into the new College, but some of the systems are tied to the governing body (i.e., College) in which the unit is housed and will need to be updated (e.g., UWHires and the delegation of authority for compensation).

In addition to the electronic administrative systems and processes, the various units that will move into the CoEnv are currently supported by different teams within the central University administration (e.g., Grant & Contract Accounting Office, Human Resources). As programs and the associated research budgets migrate to the new college, the teams that will provide services to the CoEnv will need to be reviewed to ensure the most efficient service and equitable workload distribution.

Budget

The College of the Environment will be funded and sustained from federal, state, university and private sources. Research and development will continue to be derived from primarily federal sources and private funding is expected to play an increasingly important role over time. Units that join the college will carry their resources with them to support their operational and instructional obligations.

Through the implementation of the new College, faculty, staff and students will be able to creatively explore efficiencies to preserve core research and instruction and invest strategically to take advantage of opportunities that will position them collectively as a world leader.

We realize the critical importance of maintaining disciplinary excellence as well as fostering new interdisciplinary strength in research and teaching. To maintain disciplinary strength, resources currently allocated to the existing units that move into the College of the Environment will not be selectively withdrawn to support new initiatives within the College. We also understand that innovation in environmental research and teaching will require new resources. We plan to provide financial resources to the College, including new faculty positions, operating funds, and research and teaching initiatives. Full implementation of the College of the Environment plan, however, may need to be extended from the original five-year period to a seven- or eight-year period, in response to the current budget situation.

Existing Resources

The majority of resources within the College of the Environment will be managed at the unit level. Baseline budgets have been established for each of the units that will move with the units when they transition into the College of the Environment.

The funds currently supporting the implementation of the College of the Environment are based on a mix of a small amount of State support and private funds. After the initial

start-up phase, we expect long-term administrative efficiencies that will be built off of the current administrative infrastructure that supports each of the individual units now. The ultimate level of college-wide administrative infrastructure will be based on the individual units that move into the CoEnv and the level of support they require. Innovative mechanisms that ensure a high-level of support while maximizing resources available to support the core research and education missions of the units will be encouraged.

New Resources

Potential sources of financial support include state funding, gifts—existing and new—and institutional grants. At this time, we have approximately \$10 million in gifts dedicated to the CoEnv. These gifts will provide up to \$1 million for interdisciplinary environmental research demonstration grants and approximately three new professorships, as well as several student scholarships. The longer term goal, extended to a period of seven to eight years from the original goal of five years, includes State resources for about 20 new faculty positions and ten professional staff positions. We are also actively seeking additional private resources for seed funding for research and teaching initiatives through an interdisciplinary Environmental Institute.

State Request

State support totaling \$6.0 million is requested in the 2009-11 biennium to: 1) increase the number of faculty and staff to fill critical gaps in research and development capacity, 2) support the programming of a central Institute focused on interdisciplinary research and partnerships, and 3) increase opportunities for students to participate in significant, real-world research and application problems. The UW will match state funding with \$3.0 million of support for faculty start-up packages.

As discussed previously, full implementation of the CoEnv plan, however, may need to be extended from the original five-year period to a seven- or eight-year period, in response to the current budget situation.

Research Cost Recovery (RCR) Policy

Research Cost Recovery (RCR) is the allocation of funds back to academic units that generate indirect costs from grants and contracts. Funds are distributed to the College, which then redistributes them to the unit level. A formula will be established for the unit distribution based on annual indirect cost expenditures return. This RCR distribution policy will be equitably applied across the CoEnv and will take historic RCR distribution policies for the involved units into account. Under this policy, the majority of the College's allocable RCR funds will be distributed directly to departments and may be used for research needs at the discretion of the department chair. The remaining balance is reserved by the College for research infrastructure and to support a range of research needs, commitments, and investments. A draft RCR policy will be developed and vetted during the spring quarter of the 2008-09 academic year.

Impact of University-wide budget cuts on proposal

Governor Gregoire's proposed 2009-11 operating budget for the University of

Washington included a reduction of \$116 million in direct state support and represents the start of the state's budget process. The impact of the state's financial situation on the University of Washington continues to evolve. While the final outcome of the budget process is far from clear, we can be certain that we are entering a period of reduced state support for our academic and research endeavors. We must develop new approaches, strategies, and philosophies in managing our budgets at these reduced levels.

Because the actual reduction in state support for the University for the FY10-11 biennium will not be clear until after the RCEPs have been completed, the potential CoEnv units are being asked to model alternative scenarios. Along with every other college, the CoEnv will be responsible for developing a business plan at levels of reduction in central support (both permanent general operating and designated operating funds) of 8%, 10%, and 12%. While the final reduction target may not be as high as 12%, if the state, national, and global economies continue to deteriorate, a business plan that assumes even deeper reductions may be required.

At the same time, keeping the UW's vision and values in mind, the President and the Provost, in consultation with the Board of Deans and Chancellors, the Senate Committee on Planning and Budgeting, and the President's Cabinet, have developed the following principles that will guide our difficult budget decisions. As a premier public research university, we must:

- Do our best to ensure access to excellence for new and continuing students.
- Promote and enable cutting-edge research and scholarship.
- Ensure that decisions that impact other programs and units are made in consultation with the impacted unit.
- Explore administrative efficiencies to allow larger cuts in these activities to preserve research and instruction.
- Use vacant positions and non-salary expenditures to achieve budget reductions and preserve existing faculty and staff. Filled tenure and tenure-track positions should not be reduced.
- Continue to invest very strategically to take advantage of opportunities that will position the UW as a world leader when the economy rebounds.

While the recent history of the College process is based in more affluent times, current, short-term budget reductions should not dictate the long-term values and principles of the University. In these times of budgetary uncertainty, external conditions force us to think in terms of a different model of organized academic endeavor. By forming the College now, even as we enter a period of reduced state support for our academic and research endeavors, the UW and the College will be positioned to make rapid progress in realizing the powerful potential of the College when economic conditions improve. The question is not how the individual programs can sustain themselves as they are now, but rather how they can work together to envision, organize, and realize the strongest possible future.