

College and Graduate School of
Arts & Sciences

A Roadmap to Excellence

Targeted Investment Plan for 2013-14 to 2015-16



The **Roadmap to Excellence Plan** rests on four pillars fundamental to the College's success and aspirations:

- Reimagining and strengthening the undergraduate curriculum and educational experience;
- Targeting research opportunities that connect disciplines and build on traditional and emerging strengths;
- Taking advantage of the large volume of faculty hiring to remap the intellectual terrain of the College; and
- Addressing long-standing needs for facilities and administrative support.

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The College enters a decisive moment in its history in a strong position, poised to grow in new directions with greater vitality. The years ahead will witness the confluence of several critical issues that will affect the strength and stature of the College, and by extension the University. Replacing retiring faculty and expanding the overall size of the faculty to enhance the undergraduate experience and seize intellectual opportunities will lead us to hire as many as 230 new faculty members by 2020. This will mean a new College, new scholarship, and new ways of teaching. The choices and judgments made now will define the College for decades.

The Roadmap to Excellence Plan rests on four pillars fundamental to the College's success and aspirations, stretching well beyond the three years of the plan. Through this plan, the College seeks to heighten the stature of its departments and programs with regard to research and graduate education while maintaining its long-standing reputation for excellence in undergraduate education and exceptional teaching.

First, the College will reimagine, reinvigorate, and extend the undergraduate experience, taking advantage of our distinctive scale and residential environment to prepare students to lead, contribute, and compose meaningful lives. Second, acknowledging the constraints of our relatively small scale for a major research university, we will seek connections across our disciplines and target our investments toward selective areas of research that are both critical for the future and aligned with our traditional or emerging strengths. Third, the College will seize the opportunities afforded by the large volume of faculty hiring during this period to remap the intellectual terrain of the College. This also requires that we address the eroding competitiveness of faculty salaries as well as secure funding for start-up support associated with large numbers of new hires to ensure recruitment and retention success. Finally, our aspirations are too often limited by infrastructure constraints, requiring that we address several facilities and administrative needs concurrent with our investment in initiatives and programs.

The initiatives and directions contained in the Roadmap to Excellence Plan are ambitious yet very much within the College's grasp during the next three years. The three-year orientation of the plan requires that we pursue our priority initiatives deliberately and with urgency. To this end, the plan is complemented with a detailed financial plan, integrated into the College's fundraising priorities, and aligned with the capital plan. On the financial side, we have clearly identified realistic and attainable sources of funding to enable as much as a \$36 million¹ increase in base budget and \$21 million in one-time spending during the period, excluding capital investments, with significant portions (50% and 75%, respectively) already in-hand or committed. This is a plan for action.

¹ Assumes estimates of funding needs for three initiatives for which the budget is currently TBD, see page 10.

CONTEXT FOR PLANNING

The College commences this latest round of planning from a position of strength and recent progress. Much has been accomplished in recent years, in spite of the financial difficulties beginning in 2008. Foreseeing an extended period of constrained resources, the College began discussions about where to make focused investments for the future. To this end, the College developed a series of action plans in 2009-10—plans that could be implemented immediately, that were scalable, and that would position the College well and with momentum for the future. Thus far, these plans have yielded the following accomplishments:

- We have recruited and hired 58 distinguished tenured and tenure-track faculty members to the College since 2009-10, with an additional four offers currently pending. While most of the recruitment in the last five years was largely at the level of assistant professors, there were a number of transformative senior hires in Mathematics, Slavic, History, Chemistry; and East Asian Languages and Cultures. Several new endowed professorships have been established, including three in Politics and one each in Chinese Studies, Environmental Change, Studio Art, Media Studies, Religious Studies, Creative Writing, and a Jefferson Scholars Foundation Professorship designated to the College.
- We have also done extremely well in retaining our top faculty from raids by many peer institutions—UCLA, Texas, Michigan, Oxford, Cambridge, Emory, Duke, Johns Hopkins, and others, with a retention rate of approximately 75% since 2009-10.
- The College established the Institute of the Humanities and Global Cultures to bring together scholars in various humanities fields, launched in early November 2011 with College funding and a \$2.9 million award from the Mellon Foundation.
- The College created the Asia Institute, and was awarded a Title VI grant in 2010 to designate the Institute as a National Resource Center in East Asian Studies. A joint institute linking Virginia, Peking University (PKU), and Hong Kong University of Science and Technology (HKUST) has been established in Beijing, leading to the inaugural session of the Jefferson Global Seminars program in 2013 with 38 UVA students supported by a transnational curriculum team-taught by faculty from the three institutions.
- In consultation with the chairs of science departments and distinguished scientists in the College, four areas were identified for focused investments: global environmental challenges; life sciences in the post-genomic era; aging and human lifespan development; and cosmic origins and astrochemistry.

- The College launched the Quantitative Collaborative to assemble the best faculty talent to develop innovative methods to deal with complex social problems.
- Pavilion Seminars, new upper-level courses designed to enable some of our best teachers to explore themes from different disciplinary angles in a small setting, were launched in 2010 and have received a warm reception from both faculty and students.
- The New Learning Technologies Committee was convened starting in 2012 to advise the Dean broadly on a strategy to integrate technologies to support teaching and research. The creation of online partnerships, primarily as a way to bolster the residential experience through selected courses, is ongoing. The College joined Coursera in 2012, offering its first three courses on that platform during Spring 2013.
- The Graduate School of Arts & Sciences restructured the funding model for graduate programs based on three metrics (quality of admissions, rate of degree completion, and record of placement), significantly improving fellowship offerings and guaranteeing five years of financial support for all doctoral students.
- Total new philanthropic commitments have grown from \$24.5 million in 2009-10 to \$62.0 million in 2012-13. The silent phase of the \$130 million Campaign for Faculty Excellence was launched in the spring of 2012 and will transition to the public phase in October 2013.
- We have benefited from tremendous enhancements in recent years to the quality and quantity of facilities supporting the College's teaching and research, including South Lawn, New Cabell Hall renovation, Physical and Life Sciences Building, Ruffin Hall, Smith Rehearsal Building, and the Ruth Caplin Theatre.

However, clear and pressing challenges persist. An uncertain budgetary and political environment tests our ability to project several core revenue streams, such as net tuition and state appropriations, even a couple of years into the future. Faculty are stretched to balance the demands of undergraduate teaching and advising, graduate programs, and research, particularly as size of tenured and tenure-track faculty has declined by 41.5 FTE faculty lines between 2009-10 and 2013-14. We face impending retirements and heightened retention pressures that threaten the loss of key faculty leaders in many of the areas in which we seek to build. Several years of salary freezes have eroded the competitiveness of faculty salaries, dropping College salaries to the bottom third of the Association of American Universities peer group. After a period of significant growth from 2008 to 2011, we have experienced two years of declining competitiveness for external research support in terms of both award counts and amounts. We confront several "overdue"

capital projects that place us at risk—most notably, the need to renovate and reconfigure Gilmer Hall and the Chemistry Building and to construct a dedicated facility for the McIntire Department of Music.

The strategic directions in this plan present an integrated set of choices to position and differentiate the College relative to its peers. The plan, while comprehensive in scope, provides specific focus for making decisions and allocating resources and energies during the next three years as well as a framework through which to organize fundraising opportunities for the next phase of the campaign. The actions proposed here are intended as attainable near-term steps nested within a decade-long repositioning of the College as a research institution acknowledged for the excellence of its undergraduate teaching. The proposed steps establish direction and momentum for subsequent investments and initiatives.

GUIDING PRINCIPLES

We will be guided by the theme of convergence, that is, the creative alignment of the new scholarship that new faculty will bring with a redesigned and revitalized curriculum. Research and teaching will no longer be conceived as separate domains. In considering faculty hires, the College will think deeply about the core mission of the liberal arts, and based on that, identify areas for focused integration of teaching and research. The scholarship we seek must be superlative, but it must also be more aware and engaged—with other scholarship, with the interests of our undergraduate students, and with the needs of the community, the nation, and the world.

We will give form and purpose to a contemporary vision of the Academical Village as our defining characteristic of advantage. We will leverage the strengths of the extensive interactions of our students with faculty, a residential-academic experience that fosters student leadership and governance, and the reimagining of student learning opportunities in an environment that blends the intimate feel of a liberal arts college with the dynamic focus on discovery of a research university.

We will recognize that the cultivation of virtue and the expansion of knowledge can only grow from the rich soil of a community of teachers and students, in a relationship. The strength of the College rests unquestionably on the quality of its undergraduate education, and we must protect this most precious heritage. The College's educational model will rest on reasoning, not on preaching or recitation of virtues *qua* virtues. For example, the best way to teach about citizenship is not simply to extol its virtues but to foster critical thinking, like exploring citizenship through a close reading of *Antigone*—an ancient play about a heart-wrenching conflict between the state and the self in time of war. Or we might learn about the complexities of familial relationships through studying *King Lear* or by watching the Albee play, *Who's Afraid of Virginia Woolf?*

We will re-imagine and remap the structure of knowledge in the College. We must identify and champion the expertise of our faculty that may have remained hidden in the shadows created by the glare of the disciplines. The ecology of knowledge is too fecund, too complex, and the speed of discovery too fast, to rely on planning from the top. So we need to reverse the process, go from the bottom up, doing what we do best: nurturing local talent, and then building around it. As we remap the intellectual strengths of the College, we will need to make choices about the areas—or subfields—that need to be accentuated, nurtured, and melded. Not every university and not every department can do everything and offer every subfield. We will endeavor to be known for the fields and subfields—some old, some new—in which we have unquestionable strength and which will be critically important for the education of our undergraduates.

We will rethink how to create the best ensemble of all the talents we require to maintain our excellence. We need to call into question the one size fits all model of academic careers. There ought to be enough complexity in the College to attract geniuses in every sphere, in research, teaching, and mentoring, and make sure they stay focused on what they do best. The College should welcome all talents—faculty, researchers, clinicians, artists, designers, alumni with real life experience—all jumping into the heart of knowledge-making.

*We will answer a fundamental question about graduate education and who we really are, and who we need to be—*whether we need to be a Berkeley or a Michigan or more like Dartmouth or perhaps Brown—or somewhere in between? Our core strength will probably always be undergraduate education, a college in many ways unmatched across the country. But we have also resolved to improve and restructure our graduate program, for its own sake, and to better serve our commitment to undergraduate education. If the quality of our graduate program is allowed to slide, it will be a drag on our reputation for undergraduate excellence and also impact the willingness of the faculty to come and stay here.

*We will continue to ensure that the College is a more beautiful and dignified space, in which faculty and students can build intellectual capital—*as evidenced by the recent additions of South Lawn, the Physical and Life Sciences Building, and the Ruth Caplin Theatre as well as the comprehensive renovation planned for New Cabell Hall. But we still need to work on the facilities needs of the College, including a new home for Music.



STRATEGIC IMPERATIVES

New Opportunities for Engaged Learning

Much of our effort in this critical area will be guided by a comprehensive reform of the undergraduate curriculum during 2013-14. The general education curriculum has not changed significantly in the last forty years. We must reconsider its content—the fields of study, desired skills and competencies, and orientation; the means and modes through which this education is to be delivered; strategies for providing greater coherence in students' selection of courses outside the major; goals and pedagogical strategies for learning year-by-year as the students navigate through the curriculum; and the implications of this new program for advising. As the curricular review unfolds and generates its own specific initiatives, several key directions are already apparent:

- 1) Expand the annual availability of first-year and other seminars to support students' extensive interaction with faculty throughout their four years, such as Pavilion Seminars and College Advising Seminars, by a minimum of 50 new sections by 2015-16.
- 2) Engage students more fully and often with global cultures, issues, and experiences to create a comprehensive and integrated academic and co-curricular experience emphasizing global connectedness.
 - a) Increase the proportion of College students studying abroad in both short-term immersion and semester- or year-long programs from 36% to 50%, including an increase in programs of a semester or longer from 11% to 20%; identify international internship opportunities; and improve integration of study abroad experiences with on-Grounds curricular and other experiences;
 - b) Expand the number of courses with international perspectives and identify multi-year curricular pathways for students exploring global issues or regions;
 - c) Promote opportunities for students to engage with faculty research having an international emphasis;
 - d) Establish and promote a highly visible signature series of on-Grounds symposia, speaker series, visitors (including visiting faculty from international universities), and conferences;
 - e) Building on the successful partnership with Hong Kong University of Science and Technology, bolster robust and meaningful academic partnerships with three to four universities in key locations around the world to serve as anchors for longer-term study abroad and faculty exchange opportunities; and
- f) Establish the Institute of World Languages as a forum to host symposia, speaker series, and workshops on language instruction.
 - i) Complete a systematic, cross-departmental review of language and culture programs, encouraging chairs and program directors to collaborate and work toward integrating best practices and long-term planning into language instruction programs.
 - ii) Enhance language offerings among critical lesser-taught languages, particularly through collaborative arrangements with Duke and other universities.
 - iii) Reconceive the Language Lab to reflect best practices, emerging language pedagogies, and technology applications.
- 3) Expand and coordinate opportunities for undergraduate students to engage in mentored research opportunities.
 - a) Create faculty workshops to encourage multiple forms of student research opportunities, monitor the expansion of undergraduate research, identify "point persons" among the faculty to champion undergraduate research, and seek external funding opportunities.
 - b) Increase opportunities for undergraduates to join research teams comprised of graduate students, post-doctoral fellows, and faculty.
 - c) Expand the competitive pool of funding for student projects, and provide opportunities for review of student scholarship by faculty at other institutions.
- 4) Implement a pilot program of initiatives related to the general education curriculum, providing more coherence, strengthened advising, and enhanced student cohort identity.
- 5) Increase linkages between curricular and co-curricular experiences, such as internships, leadership opportunities, etc. and promote student engagement with multiple on-Grounds learning communities, including exploration of the potential for residential colleges and institutes.
- 6) Transform student learning through pedagogical innovation guided by compelling research on learning, adaption of best practices, and the integration of technology more pervasively into course design.
 - a) Increase the number of courses team-taught by faculty, tackling an issue from multiple disciplinary paradigms and perspectives, by at least 20 offerings by 2015-16.
 - b) Design or significantly re-design a minimum of 50 College courses to promote more active student learning

through the careful integration of technology methods and best practices.

- c) Hire a Director of Technology Strategies and build team of instructional designers to stimulate and support faculty as they rethink possibilities for their own courses or course sequences.
 - d) Establish a College “think tank” forum in which faculty can share their experiences in the use of teaching and learning technologies and develop a framework for small- and large-scale faculty-led projects related to technology and teaching initiatives.
 - e) Reconfigure and equip at least five classrooms tailored for “flipping” larger classes, by breaking larger lecture sections into smaller active-learning sections complemented by on-line lectures.
- 7) Revitalize the Echols Scholars Program as a highly visible, innovative curricular option.
 - 8) Re-envision academic and career advising for undergraduates through increased and potentially repurposed faculty, staff, and programming resources.
 - 9) Strengthen the volume, methods, and use of assessment of student learning to evaluate teaching and curricular structures as well as testing the success of initiatives.

Focused Research for Distinction and Significance

Elevating the College’s stature for research excellence cannot focus on building departments one-by-one. Instead, our strategy must define areas of investment by the problems to be solved and issues to be explored. Achieving success in the College’s strategic priorities requires investment in facilities, equipment and instruments, and technical and administrative support in the sciences as well as studio and performance arts. Here, our efforts will be guided by the following priorities:

- 1) Establish a faculty *research* advisory group to provide guidance on critical needs and infrastructure to increase research productivity and visibility in the College as well as distinguishing between areas of investment that are core versus strategic.
- 2) Re-assert and extend the College and University’s position as a leader and pioneer in humanities computing and the digital humanities, integrating data analysis and visualization strategies into our scholarship and teaching.
 - a) Institute a coordinated organization across the University to facilitate collaboration, interdisciplinary connections, and sustainable support for the digital humanities. Leverage and optimize the use of currently

dispersed digital resources scattered across the schools, libraries, ITS, and other units.

- b) Recruit eight to ten anchor faculty—many focused on cross-disciplinary issues-- plus post-doctorate fellows to strengthen the College’s research profile in the digital humanities and better enable the infusion of digital humanities scholarship into the undergraduate and graduate curricula.
 - c) Promote expanded levels of individual and collaborative research through start-up packages for new hires and seed/matching funding pools.
- 3) Launch a cross-disciplinary, applied institute or initiative in the computational sciences.
 - a) Recruit eight to ten anchor faculty plus post-doctorate fellows and other researchers focused on computational models and approaches to science by targeting specific intellectual clusters, such as neuroscience/brain-imaging, environmental change, and astro-chemistry.
 - b) Establish an organizational structure and visible identity for the computational sciences initiative beyond departmental structures.
 - c) Upgrade the computing capacity available to researchers in the College, including facilities (continued outfitting of Data Center), equipment (minimum of 5,000 additional cores and a one petabyte increase in mass storage capacity), and staff support (programmers, Linux system administrators, and HPC cluster managers) to enable faculty and students in the area of computational science.
 - d) Establish undergraduate and graduate curricular tracks focused on data and computational science, including internships and practica.
 - 4) Extend the Quantitative Collaborative pilot to support researchers in data collection, management, and analysis as well as advanced computing as they focus on developing methodologies to explore complex social, political, and economic problems and issues. Such an enhancement to the infrastructure supporting quantitative social science analysis is critical to our success in faculty recruitment, increasing the capacity to generate funded research, and overall research productivity of faculty and graduate students.
 - 5) Increase the number and amount of grant proposals submitted by College faculty to 600 proposals totaling \$90 million yielding awards of at least \$50 million annually by 2015-16 (compared to awards of \$37 million in 2012-13).
 - a) Establish and reinforce clear benchmarks and expectations for research productivity by department

and division, including incentives for strong performers and implications for sustained low productivity, such as differentiated workload or post-tenure review.

- b) Develop and implement strategies for increasing federal funding by agency, including identification of faculty liaison with each major federal agency.
 - c) Sustain a targeted focus on four or five major (\$2 million or greater) collaborative award opportunities each year, while encouraging broad-based engagement of faculty with external research opportunities.
 - d) Increase internal research support funding available to individual faculty and as matching or seed funding for external research proposals.
 - e) Identify and fund critical research support staffing needs, particularly in the areas of instrumentation and electronics, fabrication, and material shops.
 - f) Streamline procedures to enhance staff and other forms of support to facilitate grant proposal preparation.
- 6) Pursue strategies to increase faculty nominations and visibility for prestigious awards and academy membership.
 - 7) Foster and utilize institutional partnerships (internal and external to the University of Virginia) to enhance viability, build critical mass of faculty and other researchers, and achieve other economies of scale in significant emerging areas of research.
 - a) Secure continuation of National Radio Astronomy Observatory in Charlottesville and strengthen collaboration to position College as an international leader in the Atacama Large Millimeter/submillimeter Array (ALMA) initiative.
 - b) Identify and pursue teaching and research collaborations with the School of Medicine and the School of Engineering and Applied Sciences in areas such as brain science, alternative energy, and public health, seeking to build connections across currently uncoordinated strategies and initiatives.
 - c) Identify institutional partners with complementary priorities and resources to seize cutting-edge research opportunities in critical areas of convergence.
 - 8) Leverage the distinctive advantage afforded by the field stations at Blandy Experimental Farm, Mountain Lake Biological Station, and the Anheuser-Busch Coastal Research Center to hire and retain talented faculty in Biology and Environmental Sciences, help to secure external grant support, and provide opportunities for research

collaborations with faculty at other institutions.

- 9) Align graduate funding levels and success on established criteria and metrics on the quality, needs, and progress of graduate programs, such as reputational measures, student quality (admission and placement), completions and time-to-degree, teaching and research contributions of graduate students, competitiveness of support packages, and student satisfaction.

Assembling a Distinguished Faculty and Staff

We must obtain the critical mass, oftentimes connecting disciplines, essential for establishing a strong presence in emerging fields of research. Top-tier research universities share the common experience of having established their pre-eminence largely through their ability to garner substantial support from the federal government. This too must be central to our plans for enhancing its research reputation, especially in the sciences, and will require that we make our own investments in faculty support and instrumentation to position our researchers to win more and larger grants.

As the College expands the size of the tenured and tenure-track faculty by ten percent, from 544.5 to 600.0 FTE between 2012-13 and 2015-16, we must focus our faculty hiring to realize progress and innovation across the disciplines by protecting our historical strengths in selected programs, building the sciences, and supporting emerging cross-disciplinary initiatives. The probable turnover of a quarter of the tenured and tenure-track faculty coupled with significant expansion in the near term represents a distinct opportunity to reshape and bolster the faculty to address future priorities in research and teaching. Not all departments should or will grow proportionately. Some will expand to accommodate enrollment pressures and others to establish or extend areas of distinction and excellence. A small number of departments may decrease in size. The distribution of replacement and incremental faculty lines will be driven by analysis and in alignment with strategic priorities.

- 1) Invest in targeted areas of existing and potential strength to distinguish the College informed by competitive proposals for hiring each year. Hiring will fortify well-established areas of distinction, bolster well-positioned emerging areas, and address enrollment pressures.
 - a) Cross-disciplinary cluster areas for investment include Computational Sciences, Digital Humanities, African and African American Studies and Race and Inequality, and the Ancient and Pre-Modern World.
 - b) Provide priority emphasis on selected departments to address a concentration of recent retirements and departures, address urgent enrollment pressures, and build capacity in areas critical to the success of targeted

initiatives. These include Economics, History, Mathematics, Statistics, and Biology.

- c) Review the status of interdisciplinary programs to determine which should expand to meet enrollment demands and emerging areas of scholarship and which should be reconsidered or discontinued. The examination of the programs will include a consideration of the optimal role and numbers of affiliated relative to core faculty for each.
- 2) Absorb as many as 5,000 additional course registrations, including increased demand from undergraduate students in other schools, through the targeted allocation of additional tenure-track and non-track faculty lines.
- 3) Provide competitive start-up packages to new faculty to attract strongest candidates and enable them to mount aggressive research programs.
- 4) Address diminished salary competitiveness, achieving average faculty salaries in the College on par with at least the median of the AAU comparison group by 2016. Increase the number of endowed professorships to enable retention as well as recruitment of path-breaking mid-career and senior faculty.
- 5) Ensure that expansion of faculty positions is accompanied by adequate additional administrative support, adjuncts, supplies and equipment, graduate students, and space.
- 6) Continue the Legacy of Distinction pre-fill strategy to take advantage of opportunities to build departments prior to retirement of eminent senior faculty. Authorize searches in advance of projected retirements to avoid gaps and to maintain a balance of junior faculty.
- 7) Foster a vibrant, engaged academic culture by establishing a faculty club within the College in which faculty may interact socially and otherwise to promote the habits of collegiality that lead to discussion, shared ideas, collaboration, and new thinking.
- 8) Strengthen mentoring of junior faculty and review procedures for tenure, promotion, and salary increases to promote highest levels of excellence in teaching, research, and service.
- 9) Study administrative practices, such as leave practices and course releases, to ensure optimal allocation of instructional resources. Rethink the role of non-track faculty in delivering the undergraduate curriculum.

Facilities and Infrastructure

Supporting Teaching and Research

We must enhance the quantity and quality of space supporting the College's teaching and research work through targeted renovation and construction, strengthening the alignment among academic planning, emerging best practices in the configuration of teaching and research space, and the College's overall capital plan.

- 1) Strengthen guidelines, benchmarking, and management practices to optimize use of teaching, administrative, and research space in the College's portfolio.
- 2) Renovate and reconfigure Gilmer Hall to accommodate faculty office, research lab, and support needs, primarily in Psychology and Biology.
- 3) Renovate Chemistry Building, with particular attention to upgraded mechanical systems and reconfiguration and optimization of teaching lab spaces.
- 4) Complete "precinct planning" in collaboration with the Provost, School of Engineering and Applied Sciences, and School of Medicine for a new science building and future coordinated renovation/adaption projects to accommodate continued faculty growth and renewal in the sciences.
- 5) Renovate and repurpose Wilson Hall, with particular focus on creating shared, integrated spaced for interdisciplinary programs and shared center resources.
- 6) Secure replacement location for research functions of Department of Psychology currently located in rented space on Millmont Road.
- 7) Commence construction of new Music Building, preferably in the arts precinct of Grounds, to alleviate inadequate quality and quantity of space for music instruction, practice, and performance.
- 8) Add professional staff member to assist in space and project management as major renovation projects commence.
- 9) Address security access concerns in key buildings, such as Gilmer, Chemistry, and Wilson Halls.
- 10) Establish sustainable and increasing funding source for minor renovation and adaption projects (typically \$100,000 to \$900,000 in scope).



FINANCIAL FRAMEWORK FOR STRATEGIC INITIATIVES

Success will require substantial investment of new resources during a period of continuing budgetary uncertainty. We will continue to update the College's long-term financial planning model to develop scenarios for incorporating the strategic directions and priorities into the operating budget. Initial projections estimate the aggregated cost of implementing the three-year plan to be at least \$33 million in base budget and \$20 million of non-base investments, as detailed in Appendix A. In all likelihood, the total investment will be higher, as planning has not yet progressed sufficiently on three key initiatives to allow for reasonable projections: integration and expansion of experiential and residential educational opportunities, revitalizing Digital Humanities, and fostering institutional partnerships. We expect that these four initiatives could easily add \$3+ million in base operating costs. The plan anticipates progress on several significant capital projects with combined project costs of approximately \$350 million, of which we expect to spend as much as \$113 million within the three-year period. The increase to the College's base budget represents growth of approximately 20% relative to the current operating budget, excluding sponsored programs.

The base budget increase reflects only those initiatives contained in the plan, and does not capture other pressures on the College's operating budget during this period, such as for benefits rate changes, staff salary increases, inflationary adjustments, etc. The College will strive to manage the incremental costs beyond the strategic initiatives largely through aggressive reallocation and achieved efficiencies in operations, holding the effective increase in the operating budget, net of strategic investments and fellowship support, to below one percent per annum.

Most of the base budget increase through the plan can be attributed to three major initiatives: (1) restoration of average faculty salaries to the median of the AAU benchmark (\$12.0 million); (2) strategic growth in the size of the faculty to 600 FTE (\$8.9 million); and (3) additional enhancements to the undergraduate experience beyond those enabled directly by the growth in faculty lines (\$4.6 million). Start-up packages for new faculty hires and infrastructure investments related to the computational sciences initiative account for 84% of the \$20.7 million in non-base spending during the three-year period.

Several sources will provide support for the \$33 million of base increases, as summarized in more detail in Appendices B and D.

- The enrollment growth contribution reflects the \$1.9 million expected for 2013-14 plus growth of an additional \$2.0 million annually for the following two years. We have allocated \$500,000 base from the \$5.9 million cumulative growth in base to cover other budget growth unrelated to the strategic initiatives.

- For 2013-14, the Provost released \$2.9 million base budget funding to the College to support faculty compensation increases.
- For 2013-14, the Provost increased the State General (SG) base budget target for the College by \$4.5 million.
- Arts & Sciences Development and the College Foundation have already begun to structure and focus their fundraising messaging and efforts around the themes in the three-year strategic plan. We anticipate a combination of new endowments and sustainable growth in unrestricted annual giving to support \$4.0 million of base budget increase.
- With the projected increase in external research support, we project the share of F&A recoveries (indirect costs) to the College to have increased sufficiently to contribute \$500,000 toward research-related strategic initiatives by 2015-16. Additionally, we project the growth in distributions from existing endowments to contribute \$1.25 million base budget toward future faculty compensation increases by 2015-16.
- The investments herein would require additional adjustments of \$20.25 million to the College's budget target through a combination of tuition increases (net of financial aid) and the allocation of additional state appropriations or other unrestricted resources. Approximately \$1.35 million of this amount would be required to cover other needs within the operating budget beyond the initiatives in the strategic investment plan, such as salary increases for staff and changes to the benefits rate, etc.

More than half of the \$20.7 million projected in non-based investments toward the strategic initiatives will come from several existing funding streams available to the College to support start-up needs for new faculty hires. These include the Pratt Endowment, F&A cost recoveries, and the Equipment Trust Fund. We expect new and recently received gifts to contribute an additional \$3.4 million (16%). Much of this amount will go towards supporting start-up packages. The phasing of the strategic initiatives will allow us to bank a portion of the base budget increase from enrollment growth, state appropriations, and tuition rate increases for use on non-base needs during the three-year period. We expect to use a combined \$3.2 million, funding about 15% of the total non-base investment, from these three sources. Finally, we will tap the College's accumulated reserves for approximately \$2.8 million to close the remaining gap during the three-year period of the plan.

The College will pursue additional philanthropic support of at least \$66 million (endowment and current use beyond existing levels combined) to enable implementation of the initiatives contained in the Roadmap Plan (see Appendix C).

RECOGNIZING SUCCESS

The foundational imperatives and strategic research areas described above will be the core planning priorities for the College over the next three years, and, in many instances, beyond. They will be guideposts for the allocation of resources, faculty and staff hiring priorities, and our fundraising efforts. While the strategic directions will not encompass all that we do as an academic community, they will be the major focus of our efforts in the years to come. Our success will be measured by the progress we make in these critical areas.

As our planning shifts from articulating priorities to implementation, we are developing specific benchmarks and action items for each strategic direction, as well as the means to monitor and report progress. The measure of our success should also be taken from a broader recognition of the College as research institution with excellence in undergraduate teaching. Evidence of this will be found in the following:

- Recognition of the College as a national model and leader in the development of a rigorous and highly integrated undergraduate educational experience that takes advantages of the residential environment and robust research culture;
- National recognition for centers of excellence in several key areas and regular placement of several departments and programs among the top 20 nationally;
- Increased numbers of faculty receiving prestigious awards and fellowships, national academy memberships, etc. through both recruitment of accomplished faculty and support of our own promising younger scholars;
- Enhanced competitiveness of our graduate programs in attracting the most talented and promising young scholars and in placing them in positions at distinguished research universities; and
- Increased federal research support to at least \$50 million by 2015-16.

ACTION PLANNING & NEXT STEPS

The proposed three-year plan comprises 37 distinct initiatives. Each has been assigned to a member of the Dean's leadership team who will serve to stimulate, coordinate, structure, and monitor progress in each area. The associate deans will identify individual champions and advisory groups to assist in these efforts, with the precise approach varying to fit the need.

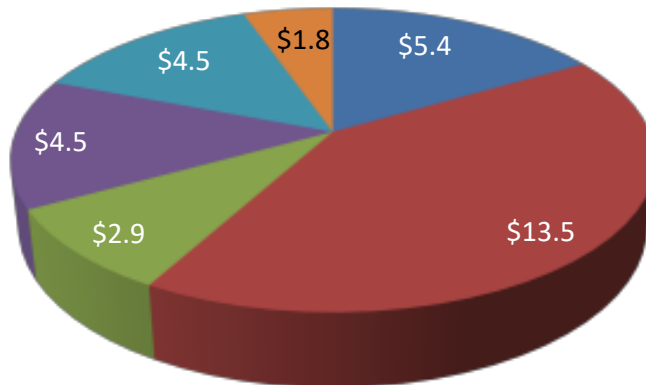
Action plans of varying lengths and complexity, but all with specificity, will be devised for each of the initiatives during the summer and early fall 2013. With this knowledge, we will refine timelines and deliverables, measurable targets and accountabilities, and cost estimates and funding models for each initiative. The strategic initiatives and accompanying budget model will also be integrated with the fundraising plan to ensure that we identify appropriate giving targets for key areas, such as professorships, fellowships, and program support.

The strategic directions set an aggressive and ambitious course for the College, particularly with regard to their emphasis on the undergraduate curriculum and the sciences. The strength of the College's faculty, recent and planned enhancements to teaching and research facilities, and the long-standing distinction of the undergraduate program position the College well to seize this moment.



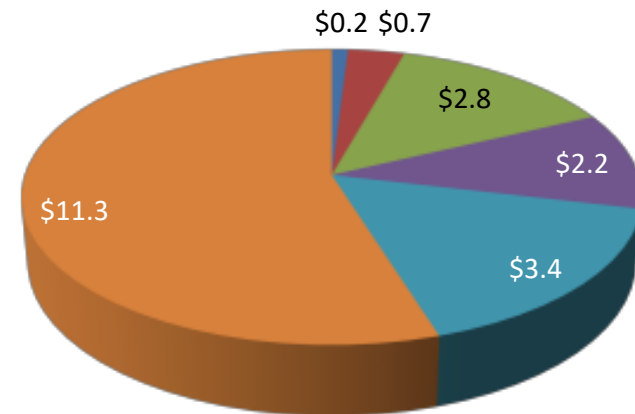
Sources of Funding for Strategic Investment Plan (millions)

Base Budget Growth (\$32.6 million)



- Enroll Growth
- Tuition Increase & Unrestricted
- Central Fac Sal
- SG Target Adjust

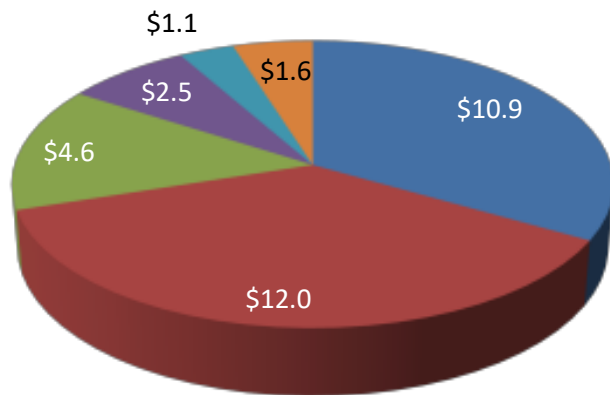
**Non-Base Investments (\$20.7 million)
Excluding Capital Projects**



- Enroll Growth
- Tuition Increase & Unrestricted
- College Reserves
- SG Target Adjust

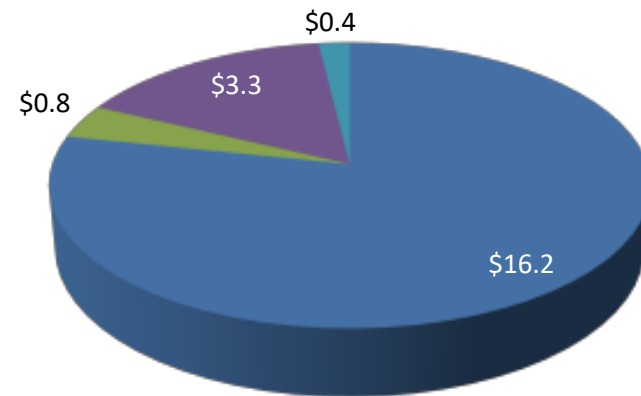
Allocation of Funding for Strategic Investment Plan (millions)

Base Budget Growth (\$32.6 million)



- Faculty Hiring & Start-Up
- Faculty Comp Initiative
- Undergrad Experience
- Research Focus Areas
- Facilities
- Other

**Non-Base Investments (\$20.7 million)
Excluding Capital Projects**



- Faculty Hiring & Start-Up
- Faculty Comp Initiative
- Undergrad Experience
- Research Focus Area
- Facilities
- Other

Appendix A. Projected Incremental Cost of Three-Year Strategic Plan Initiatives

Part One - Strategic Aspirations

	2013-14			2014-15			2015-16		
	Base	Non-Base	Total	Base	Non-Base	Total	Base	Non-Base	Total
STRATEGIC ASPIRATIONS									
Promote New & Expanded Opportunities for Engaged Learning									
(1) Expand Seminar Offerings	\$0	\$0	\$0	\$75,000	\$0	\$75,000	\$150,000	\$0	\$150,000
(2) Infuse Global Perspectives	\$225,000	\$0	\$225,000	\$500,000	\$0	\$500,000	\$825,000	\$250,000	\$1,075,000
(3) Mentored Research Opportunities	\$50,000	\$0	\$50,000	\$125,000	\$0	\$125,000	\$250,000	\$0	\$250,000
(4) General Education Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000
(5) Experiential Learning/Learning Communities	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
(6) Pedagogical Innovation/Technology	\$325,000	\$300,000	\$625,000	\$650,000	\$200,000	\$850,000	\$825,000	\$0	\$825,000
(7) Revitalize Echols Scholars Program	\$100,000	\$0	\$100,000	\$150,000	\$0	\$150,000	\$175,000	\$0	\$175,000
(8) Re-envision Advising	\$150,000	\$50,000	\$200,000	\$300,000	\$0	\$300,000	\$300,000	\$0	\$300,000
(9) Strengthen Assessment	\$75,000	\$0	\$75,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$100,000
Strategic Theme Subtotal	\$925,000	\$350,000	\$1,275,000	\$1,900,000	\$200,000	\$2,100,000	\$4,625,000	\$250,000	\$4,875,000
Focus Research Strategically for Distinction									
(1) Establish Faculty Advisory Group	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000	\$50,000	\$0	\$50,000
(2) Reassert Pioneer Position in Digital Humanities*	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
(3) Establish Computational Sciences Center*	\$250,000	\$2,000,000	\$2,250,000	\$640,000	\$0	\$640,000	\$550,000	\$0	\$550,000
(4) Extend Quantitative Collaborative	\$0	\$0	\$0	\$200,000	\$200,000	\$400,000	\$350,000	\$100,000	\$450,000
(5) Increase External Grant Awards	\$500,000	\$500,000	\$1,000,000	\$1,000,000	\$250,000	\$1,250,000	\$1,500,000	\$250,000	\$1,750,000
(6) Increase Faculty Awards and Memberships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(7) Foster Institutional Partnerships	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
(8) Leverage Strengths of Field Stations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(9) Align Grad Funding with Success Metrics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Strategic Theme Subtotal	\$800,000	\$2,500,000	\$3,300,000	\$1,890,000	\$450,000	\$2,340,000	\$2,450,000	\$350,000	\$2,800,000
* excluding faculty hires and start-ups									

Appendix A. Projected Incremental Cost of Three-Year Strategic Plan Initiatives

Part Two - Foundation for Success

	2013-14			2014-15			2015-16		
	Base	Non-Base	Total	Base	Non-Base	Total	Base	Non-Base	Total
FOUNDATIONS FOR SUCCESS									
Assemble Distinguished Faculty & Staff									
(1) Invest in Targeted Strategic Areas									
Computational Sciences	\$0	\$0	\$0	\$1,075,000	\$0	\$1,075,000	\$1,500,000	\$0	\$1,500,000
Digital Humanities	\$0	\$0	\$0	\$340,625	\$0	\$340,625	\$965,125	\$0	\$965,125
Pre-Modern & Ancient World	\$0	\$0	\$0	\$640,625	\$0	\$640,625	\$640,625	\$0	\$640,625
Economics	\$0	\$0	\$0	\$905,525	\$0	\$905,525	\$1,380,707	\$0	\$1,380,707
African and African-American Studies	\$0	\$0	\$0	\$284,375	\$0	\$284,375	\$284,375	\$0	\$284,375
(2) Other Net Faculty Growth	\$220,000	\$0	\$220,000	\$1,523,230	\$0	\$1,523,230	\$2,898,730	\$0	\$2,898,730
Subtotal	\$220,000	\$0	\$220,000	\$4,769,380	\$0	\$4,769,380	\$7,669,562	\$0	\$7,669,562
(3) Start-Up Packages	\$250,000	\$4,013,852	\$4,263,852	\$750,000	\$4,736,649	\$5,486,649	\$1,250,000	\$6,563,195	\$7,813,195
(4) Restore Competitiveness of Faculty Sal	\$5,000,000	\$0	\$5,000,000	\$8,500,000	\$0	\$8,500,000	\$12,000,000	\$0	\$12,000,000
(4a) Retention and Spousal Accom.	\$550,000	\$125,000	\$675,000	\$1,250,000	\$150,000	\$1,400,000	\$1,950,000	\$150,000	\$2,100,000
(5) Staff, OTPS, etc.	\$500,000	\$0	\$500,000	\$750,000	\$0	\$750,000	\$1,500,000	\$0	\$1,500,000
(6) Authorize Pre-Fills for Retiring Faculty	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$0	\$250,000	\$250,000
(7) Establish Faculty Club in College	\$75,000	\$0	\$75,000	\$100,000	\$0	\$100,000	\$125,000	\$0	\$125,000
(8) Strengthen Faculty Review Process	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(9) Review Admin Practices	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Foundation Theme Subtotal	\$6,595,000	\$4,138,852	\$10,733,852	\$16,119,380	\$5,086,649	\$21,206,029	\$24,494,562	\$6,963,195	\$31,457,757
Enhance Facilities & Infrastructure Supporting Teaching and Research									
(1) Strengthen Space Guidelines & Mgmt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(2) Renovate Gilmer Hall (\$74 mil)	\$0	\$62,500	\$62,500	\$0	\$7,500,000	\$7,500,000	\$0	\$17,500,000	\$17,500,000
(3) Renovate Chemistry Building (\$60 mil)	\$0	\$62,500	\$62,500	\$0	\$17,500,000	\$17,500,000	\$0	\$35,000,000	\$35,000,000
(4) New Science Building (\$147 mil)	\$0	\$125,000	\$125,000	\$0	\$0	\$0	\$0	\$0	\$0
(5) Repurpose Wilson Renovation	\$0	\$0	\$0	\$0	\$4,800,000	\$4,800,000	\$0	\$0	\$0
(6) Psychology Research Facility	\$0	\$0	\$0	\$300,000	\$300,000	\$600,000	\$300,000	\$0	\$300,000
(7) Music Building (\$59.5 mil)	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$0	\$29,255,000	\$29,255,000
(8) Add Space Mgm Staff and Support	\$100,000	\$0	\$100,000	\$100,000	\$0	\$100,000	\$100,000	\$0	\$100,000
(9) Building Access & Security	\$0	\$400,000	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0
(10) Enhance Maintenance Reserve	\$250,000	\$0	\$250,000	\$450,000	\$0	\$450,000	\$650,000	\$0	\$650,000
Foundation Theme Subtotal	\$350,000	\$650,000	\$1,000,000	\$850,000	\$31,100,000	\$31,950,000	\$1,050,000	\$81,755,000	\$82,805,000
TOTAL STRATEGIC PLAN INVESTMENT	\$8,670,000	\$7,638,852	\$16,308,852	\$20,759,380	\$36,836,649	\$57,596,029	\$32,619,562	\$89,318,195	\$121,937,757
<i>Cumulative Non-Base, Non-Capital Investment</i>		\$7,388,852			\$13,125,501			\$20,688,696	
<i>Cumulative Non-Base Capital Projects</i>		\$250,000			\$31,350,000			\$113,105,000	

Appendix B
Analysis of Funding Sources for Strategic Investments

	2013-14	2014-15	2015-16
Base Budget Available Incremental to 2012-13 Revised Base			
Enrollment Growth	\$1,900,000	\$3,900,000	\$5,900,000
Net Tuition Increase & Appropriations	\$1,300,000	\$6,800,000	\$14,350,000
Central Faculty Salary Contribution	\$2,932,475	\$2,932,475	\$2,932,475
SG Target Adjustment	\$4,500,000	\$4,500,000	\$4,500,000
Philanthropy & Other	\$1,492,525	\$3,726,905	\$6,287,087
College Reserve	\$0	\$0	\$0
Total	\$12,125,000	\$21,859,380	\$33,969,562
Encumbrance for Non-Strategic Investments in Operating Budget (Staff increases, etc.)			
Enrollment Growth	(\$500,000)	(\$500,000)	(\$500,000)
Net Tuition Increase & Appropriations	\$0	(\$400,000)	(\$850,000)
Central Faculty Salary Contribution	\$0	\$0	\$0
SG Target Adjustment	\$0	\$0	\$0
Philanthropy & Other	\$0	\$0	\$0
College Reserve	\$0	\$0	\$0
Total	(\$500,000)	(\$900,000)	(\$1,350,000)
Contribution toward Investments in Strategic Initiatives (Base Budget)			
Enrollment Growth	(\$1,195,000)	(\$3,400,000)	(\$5,400,000)
Net Tuition Increase & State Appropriations	(\$575,000)	(\$6,400,000)	(\$13,500,000)
Central Faculty Salary Contribution	(\$2,932,475)	(\$2,932,475)	(\$2,932,475)
SG Target Adjustment	(\$2,475,000)	(\$4,300,000)	(\$4,500,000)
Overhead & Other	(\$567,525)	(\$1,400,000)	(\$1,750,000)
Philanthropy	(\$925,000)	(\$2,326,905)	(\$4,537,087)
College Reserve	\$0	\$0	\$0
Total	(\$8,670,000)	(\$20,759,380)	(\$32,619,562)
Non-Base Balance Available after Base Budget Commitments			
Enrollment Growth	\$205,000	\$0	\$0
Net Tuition Increase & State Appropriations	\$725,000	\$0	\$0
Central Faculty Salary Contribution	\$0	\$0	\$0
SG Target Adjustment	\$2,025,000	\$200,000	\$0
Philanthropy & Other	\$0	\$0	\$0
College Reserve	\$0	\$0	\$0
Total	\$2,955,000	\$200,000	\$0
Non-Base Investments in Strategic Initiatives			
Enrollment Growth	(\$205,000)	\$0	\$0
Net Tuition Increase & State Appropriations	(\$725,000)	\$0	\$0
Central Faculty Salary Contribution	\$0	\$0	\$0
SG Target Adjustment	(\$2,025,000)	(\$200,000)	\$0
Overhead & Other	(\$4,178,628)	(\$3,783,393)	(\$3,336,121)
Philanthropy	(\$675,000)	(\$1,225,000)	(\$1,525,000)
College Reserve	\$419,776	(\$528,256)	(\$2,702,074)
Total	(\$7,388,852)	(\$5,736,649)	(\$7,563,195)

Appendix C

Fundraising Expectations Associated with Roadmap Plan

	Endowment	Current Use**	Total
<u>Undergraduate Experience</u>			
Seminars	\$1,500,000	\$0	\$1,500,000
Global Perspectives*	\$11,000,000	\$250,000	\$11,250,000
Mentored Research	\$5,000,000	\$0	\$5,000,000
General Education Initiatives	TBD	TBD	TBD
Experiential Learning	TBD	TBD	TBD
Pedagogical Innovation	\$4,250,000	\$762,500	\$5,012,500
Echols Scholars	\$1,500,000	\$0	\$1,500,000
Advising	\$3,000,000	\$50,000	\$3,050,000
Subtotal	\$26,250,000	\$1,062,500	\$27,312,500
<u>Research Focus Areas</u>			
Research Advisory Group	\$0	\$150,000	\$150,000
Digital Humanities	TBD	TBD	TBD
Computational Sciences	\$5,000,000	\$0	\$5,000,000
Quantitative Collaborative	\$4,000,000	\$0	\$4,000,000
Seed/Match External Grants	\$0	\$1,750,000	\$1,750,000
Institutional Partnerships	TBD	TBD	TBD
Subtotal	\$9,000,000	\$1,900,000	\$10,900,000
<u>Assemble Distinguish Faculty and Staff</u>			
Faculty Hiring	\$15,614,000	\$0	\$15,614,000
Start-Up Packages	\$0	\$1,750,000	\$1,750,000
Faculty Compensation Initiative	\$0	\$763,900	\$763,900
Retention and Spousal Accom.	\$0	\$425,000	\$425,000
Staff and OTPS/Dept Support	\$6,000,000	\$0	\$6,000,000
Pre-fill Retiring Faculty	\$0	\$450,000	\$450,000
Establish Faculty Club	\$2,500,000	\$0	\$2,500,000
Subtotal	\$24,114,000	\$3,388,900	\$27,502,900
TOTAL	\$59,364,000	\$6,351,400	\$65,715,400

* equivalent of approximately \$3.0 million already in hand (use of Greenslade Endowment)

** amounts beyond baseline of \$5 million unrestricted College Fund annually

Excludes fundraising related to capital projects and other initiatives beyond Roadmap Plan

Appendix D. Sources & Uses - Base Budget

	Enroll Growth/ Tuition Increase/SG Adjust			Central Faculty Salary			Overhead & Other			Philanthropy			Total		
	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
STRATEGIC ASPIRATIONS															
Opportunities for Engaged Learning															
(1) Expand Seminar Offerings	\$0	\$37,500	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$37,500	\$75,000	\$0	\$75,000	\$150,000
(2) Infuse Global Perspectives	\$25,000	\$125,000	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$375,000	\$550,000	\$225,000	\$500,000	\$825,000
(3) Mentored Research Opportunities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$125,000	\$250,000	\$50,000	\$125,000	\$250,000
(4) General Education Initiatives	\$0	\$0	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
(5) Experiential Learning/Learning Communities	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
(6) Pedagogical Innovation/Technology	\$125,000	\$300,000	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$350,000	\$425,000	\$325,000	\$650,000	\$825,000
(7) Revitalize Echols Scholars Program	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$75,000	\$100,000	\$150,000	\$175,000
(8) Re-envision Advising	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$150,000	\$150,000	\$300,000	\$300,000
(9) Strengthen Assessment	\$75,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000	\$100,000	\$100,000
Strategic Theme Subtotal	\$475,000	\$812,500	\$3,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000	\$1,087,500	\$1,525,000	\$925,000	\$1,900,000	\$4,625,000
Focus Research Strategically for Distinction															
(1) Establish Faculty Advisory Group	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
(2) Reassert Pioneer Position in Digital Humanities	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
(3) Establish Computational Sciences Center	\$250,000	\$640,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$640,000	\$550,000
(4) Extend Quantitative Collaborative	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$0	\$200,000	\$350,000
(5) Increase External Grant Awards	\$250,000	\$750,000	\$750,000	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$750,000	\$500,000	\$1,000,000	\$1,500,000
(6) Increase Faculty Awards and Memberships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(7) Foster Institutional Partnerships	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
(8) Leverage Strengths of Field Stations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(9) Align Grad Funding with Success Metrics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Strategic Theme Subtotal	\$500,000	\$1,390,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$500,000	\$1,250,000	\$800,000	\$1,890,000	\$2,450,000
FOUNDATIONS FOR SUCCESS															
Assemble Distinguished Faculty & Staff															
(1) Invest in Targeted Strategic Areas	\$0	\$2,965,625	\$4,140,125	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$280,525	\$630,707	\$0	\$3,246,150	\$4,770,832
(2) Other Net Faculty Growth	\$220,000	\$1,521,875	\$2,748,730	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,355	\$150,000	\$220,000	\$1,523,230	\$2,898,730
(3) Start-Up Packages	\$250,000	\$550,000	\$1,050,000	\$0	\$0	\$0	\$0	\$200,000	\$200,000	\$0	\$0	\$0	\$250,000	\$750,000	\$1,250,000
(4) Restore Competitiveness of Faculty Salaries	\$1,500,000	\$4,460,000	\$7,261,145	\$2,932,475	\$2,932,475	\$2,932,475	\$567,525	\$900,000	\$1,250,000	\$0	\$207,525	\$556,380	\$5,000,000	\$8,500,000	\$12,000,000
(4a) Retention and Spousal Accommodation	\$550,000	\$1,250,000	\$1,950,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$550,000	\$1,250,000	\$1,950,000
(5) Staff, OTPS, etc./Dept Support	\$400,000	\$600,000	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$150,000	\$300,000	\$500,000	\$750,000	\$1,500,000
(6) Authorize Pre-Fills for Retiring Faculty	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(7) Establish Faculty Club in College	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000	\$100,000	\$125,000	\$75,000	\$100,000	\$125,000
(8) Strengthen Faculty Review Process	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(9) Review Admin Practices	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Foundation Theme Subtotal	\$2,920,000	\$11,347,500	\$18,350,000	\$2,932,475	\$2,932,475	\$2,932,475	\$567,525	\$1,100,000	\$1,450,000	\$175,000	\$739,405	\$1,762,087	\$6,595,000	\$16,119,380	\$24,494,562
Enhance Facilities & Infrastructure															
(1) Strengthen Space Guidelines & Mgmt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(2) Renovate Gilmer Hall (\$74 mil)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(3) Renovate Chemistry Building (\$60 mil)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(4) New Science Building (\$147.3 mil)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(5) Repurpose Wilson Renovation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(6) Psychology Research Facility	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$300,000	\$300,000
(7) Music Building (\$59.5 million total)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(8) Add Space Mgmt Staff and Support	\$100,000	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000
(9) Building Access and Security	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(10) Enhance Maintenance Reserve	\$250,000	\$450,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$450,000	\$650,000
Foundation Theme Subtotal	\$350,000	\$550,000	\$750,000	\$0	\$0	\$0	\$0	\$300,000	\$300,000	\$0	\$0	\$0	\$350,000	\$850,000	\$1,050,000
TOTAL STRATEGIC PLAN INVESTMENT	\$4,245,000	\$14,100,000	\$23,400,000	\$2,932,475	\$2,932,475	\$2,932,475	\$567,525	\$1,400,000	\$1,750,000	\$925,000	\$2,326,905	\$4,537,087	\$8,670,000	\$20,759,380	\$32,619,562

Appendix D. Sources & Uses - Non-Base Investments (excluding Capital Projects)

	Enroll Growth/ Tuition Increase/SG Adjust			College Reserve			Overhead & Other			Philanthropy			Total		
	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
STRATEGIC ASPIRATIONS															
Opportunities for Engaged Learning															
(1) Expand Seminar Offerings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(2) Infuse Global Perspectives	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$0	\$0	\$250,000
(3) Mentored Research Opportunities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(4) General Education Initiatives	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
(5) Experiential Learning/Learning Communities	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
(6) Pedagogical Innovation/Technology	\$300,000	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$200,000	\$0
(7) Revitalize Echols Scholars Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(8) Re-envision Advising	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000	\$0	\$0
(9) Strengthen Assessment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Strategic Theme Subtotal	\$300,000	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$50,000	\$0	\$250,000	\$350,000	\$200,000	\$250,000
Focus Research Strategically for Distinction															
(1) Establish Faculty Advisory Group	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(2) Reassert Pioneer Position in Digital Humanities	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
(3) Establish Computational Sciences Center	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$0
(4) Extend Quantitative Collaborative	\$0	\$200,000	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$100,000
(5) Increase External Grant Awards	\$250,000	\$0	\$0	\$0	\$125,000	\$125,000	\$0	\$0	\$0	\$250,000	\$125,000	\$125,000	\$500,000	\$250,000	\$250,000
(6) Increase Faculty Awards and Memberships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(7) Foster Institutional Partnerships	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
(8) Leverage Strengths of Field Stations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(9) Align Grad Funding with Success Metrics	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Strategic Theme Subtotal	\$2,250,000	\$200,000	\$0	\$0	\$125,000	\$225,000	\$0	\$0	\$0	\$250,000	\$125,000	\$125,000	\$2,500,000	\$450,000	\$350,000
FOUNDATIONS FOR SUCCESS															
Assemble Distinguished Faculty & Staff															
(1) Invest in Targeted Strategic Areas	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(2) Other Net Faculty Growth	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(3) Start-Up Packages	\$5,000	\$0	\$0	(\$419,776)	\$203,257	\$2,477,074	\$4,178,628	\$3,783,393	\$3,336,121	\$250,000	\$750,000	\$750,000	\$4,013,852	\$4,736,650	\$6,563,195
(4) Restore Competitiveness of Faculty Salaries	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(4a) Retention and Spousal Accommodation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000	\$150,000	\$150,000	\$125,000	\$150,000	\$150,000
(5) Staff, OTPS, etc./Dept Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(6) Authorize Pre-Fills for Retiring Faculty	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	\$250,000	\$0	\$200,000	\$250,000
(7) Establish Faculty Club in College	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(8) Strengthen Faculty Review Process	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(9) Review Admin Practices	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Foundation Theme Subtotal	\$5,000	\$0	\$0	(\$419,776)	\$203,257	\$2,477,074	\$4,178,628	\$3,783,393	\$3,336,121	\$375,000	\$1,100,000	\$1,150,000	\$4,138,852	\$5,086,650	\$6,963,195
Enhance Facilities & Infrastructure															
(1) Strengthen Space Guidelines & Mgmt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(2) Renovate Gilmer Hall (\$74 mil)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(3) Renovate Chemistry Building (\$60 mil)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(4) New Science Building (\$147.3 mil)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(5) Repurpose Wilson Renovation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(6) Psychology Research Facility	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(7) Music Building (\$59.5 million total)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(8) Add Space Mgmt Staff and Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
(9) Building Access and Security	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$0	\$0
(10) Enhance Maintenance Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Foundation Theme Subtotal	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$0	\$0
TOTAL STRATEGIC PLAN INVESTMENT	\$2,955,000	\$200,000	\$0	(\$419,776)	\$528,257	\$2,702,074	\$4,178,628	\$3,783,393	\$3,336,121	\$675,000	\$1,225,000	\$1,525,000	\$7,388,852	\$5,736,650	\$7,563,195