

Faculty of Arts and Science

Executive Summary - Comprehensive Operating Plan and Budget 2016-2017

Over the past couple of years, the Faculty of Arts and Science (FAS) has made great strides toward its goals of academic strength coupled with financial sustainability. Through growth in undergraduate enrolment and hiring resources to support new revenue-generating programs, we are tracking towards a surplus position in 2017-18. We will achieve this while absorbing the impact of the additional pension solvency payments and significant ongoing anomaly side table salary adjustments. However, this will mean a slowdown (but not cessation) of our plans for faculty renewal.

The University benefits from strong and varied Arts and Science programs. Regardless of their home Faculty, students throughout Queen's are well served by the breadth of courses we offer. We pride ourselves in contributing to the success of Queen's and remain optimistic about our ability to support faculty members and students in pursuit of their academic goals.

Coherent Objectives, Priority Tactics, and Performance Drivers

Although facing our financial challenges consumes a large share of the Faculty's Leadership team's time and attention, we have not lost sight of our core mission. Many important initiatives will directly support teaching and research: faculty renewal to support program quality, expansion, and research priorities; enhanced student engagement through blended learning initiatives, a learning outcomes framework, and experiential learning opportunities; raising our international profile; expansion of the Arts and Science Online (formerly CDS) unit; curriculum renewal and pedagogy enhancements; interdisciplinary growth; and credit exchange and credit merging with other institutions.

Plans for Revenue Generation and Revenue Diversification

The majority of revenue growth in the planning period will come from increased first-year enrolment commencing with the new residence buildings that opened in 2015-16. Other revenue-generating initiatives include expanded dual degree and internship options (launched in the past year), recruiting more international undergraduate students, academic programs for expanded credentials and new markets, plus fundraising programs aimed at creating entrance scholarships for Arts and Science. We hope to generate an additional \$1 million in net revenue from new sources by 2018-19.

Budget Planning and Financial Information

The Faculty of Arts and Science (FAS) currently operates with a structural deficit. In order to ensure its short and long term financial sustainability, along with quality programs, the Faculty must generate revenue growth through enrolment increases and new programs. This budget plan incorporates both. The Faculty projects a deficit in 2016-17 of \$2.7 million (\$2.4 million is structural), which is supported by our carry-forward funds. Once we get to year 3 of the increased first-year enrolment growth, the situation turns to a surplus of \$400,000 (\$700,000 structural surplus) in 2017-18 and a surplus of \$1.8 million (\$2.1 million structural surplus) in 2018-19.

The Faculty started 2015-16 with approximately \$13.3 million in operating fund carry-forwards. These funds will cover projected deficits of \$2.9 million and \$2.7 million in 2015-16 and 2016-17, respectively. The carry-forward balance is projected to be down to \$7.7 million by the end of 2016-17 and then grow to \$9.9 million by April 2019, providing a contingency reserve.

Although the financial picture in the three-year planning period is fairly positive, we remain concerned about the impact of the pension solvency funding, anomaly side table adjustments, and annual salary increases on our ability to support faculty renewal, the quality of our programs, and a sustainable structural surplus.

Development Plan

Overall, FAS has exceeded its \$70 million target with regards to the Initiative Campaign. Post-campaign we are setting an annual target of \$4,500,000. We have set our goals around three main categories: attracting the best and brightest students; sustaining excellence in teaching and research; and enriching the teaching and learning environment. Within these themes, our primary fundraising priority during the planning period is on securing entrance scholarships for undergraduate students in both Arts and Science.

Enrolment Plan

Stable enrolment in the undergraduates programs is our highest priority. The first-year intake target increased by 350 in 2015-16 and plans call for maintaining this new threshold. Over time (beyond 2018-19), we plan for steady growth in upper-year transfers to 200 (from a current level of about 100). We expect only modest growth in graduate student enrolment from current levels, with a focus on ensuring we meet domestic enrolment targets and development of new graduate level credentials. Arts and Science Online (ASO) continues to develop more on-line options with the goal to raise the number of distance students.

Research Plan

The Faculty of Arts & Science has been successful in recruiting chairs in areas that align with one or more of the thematic foci of research strength identified in the University's Strategic Research Plan. The Faculty intends to use these sponsored chairs in promoting and strengthening innovative research clusters through strategic investments in personnel and infrastructure over the next three years and beyond. We identify the following innovative research clusters as current priorities: Indigenous Studies; Particle Astrophysics; Surveillance and Criminology; Molecules at Interfaces. Emerging priorities include Informatics, Creative Industries and Research Creation, and encouraging and fostering undergraduate scholarship and research.

Staffing Plan

A history of leaving unfilled almost all vacated positions in the Faculty of Arts and Science has left a faculty profile that is demographically unsustainable, with 30 regular Assistant Professors in a tenurable faculty of 421. In addition, there are 82 Continuing Adjuncts across the Faculty. Working within our financial constraints, plans call for the addition of five replacement tenure-track faculty positions in each of 2017-18 and 2018-19, in addition to filling previously approved positions in 2016-17. Depending on the number of future retirements, we may request a higher number of replacement positions to maintain quality and the student learning experience as we serve a larger undergraduate student body.

Capital and Space Plan

FAS has no major projects on the immediate horizon. We intend to target some buildings for renovation but funding will need to be secured from external sources.