

## **Faculty of Arts and Science**

### **Executive Summary - Comprehensive Operating Plan and Budget 2017-2018**

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Over the past couple of years, the Faculty of Arts and Science (FAS) has made great strides to convert a structural deficit into a surplus. Through a prolonged period of not replacing faculty retirements and resignations, growth in undergraduate enrolment, and hiring resources to support new revenue-generating programs, we are turning the corner and project three years of structural surpluses. Most importantly, we are now well placed to maintain 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 tackling our financial challenges has consumed 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 two years), 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 \$2.7 million in net revenue from new programs and sources by 2019-20.

#### **Budget Planning and Financial Information**

The Faculty projects a cash deficit in 2017-18 of \$1.0 million and a structural surplus of roughly \$250,000. For 2018-19, the cash deficit is \$300,000 with a \$1.1 million structural surplus. In 2019-20, we project a roughly break-even cash position with a \$1.5 million structural surplus. In all years, the difference between the cash surplus/deficit and structural surplus is due to research start-up funds for new faculty members, which will be covered by carry-forward balances.

The Faculty started 2016-17 with approximately \$15.4 million in operating fund carry-forwards. We will see a drawdown of this balance to \$13.8 million by April 2020, largely due to the provision of research start-up funds described above.

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 37 regular Assistant Professors in a tenurable faculty of 419. In addition, there are 82 Continuing Adjuncts across the Faculty. Working within our financial constraints, plans call for the addition of ten tenure-track faculty positions in each of 2018-19 and 2019-20, in addition to filling previously approved positions in 2017-18. We also plan to maximize opportunities for securing faculty positions through programs such as Queen's National Scholar and Canada Research Chairs. Depending on the number of future retirements, we may request a higher number of replacement positions and will supplement teaching requirements with greater use of term adjuncts to maintain quality and the student learning experience as we serve a larger undergraduate student body.

Although the financial picture in the three-year planning period is fairly positive, we remain committed to revenue growth and new program development to manage the impact of the pension solvency funding, anomaly side table adjustments, and annual salary increases, and to support faculty renewal, the quality of our programs, and a sustainable structural surplus.

### **Development Plan**

Arts and Science exceeded its \$70 million target in the Initiative Capital Campaign that ended April 30, 2016. Post-campaign, an annual target of \$4,500,000 has been set for the Faculty of Arts and Science. Our plan is focused 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 categories, our primary fundraising priorities during the planning period include entrance scholarships for undergraduate students in both Arts and Science, Health and Wellness, Postdoctoral Fellowships in the Humanities, and Indigenous Studies. To assist with our development plan, we have created a new Dean's Council, comprising Queen's alumni, parents and friends. This volunteer group replaces the Initiative Capital Campaign Arts and Science cabinet.

### **Enrolment Plan**

Stable enrolment in the undergraduate student body is FAS's highest priority. The first-year intake target increased by 350 in 2015-16 and plans call for maintaining this new threshold throughout the planning horizon. Through our marketing efforts and the development of "2+2" type programs, we plan for a steady level in upper-year transfers of 120 per year. 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; Health, Physical Activity, and Community; Surveillance and Criminology; Energy and Materials; Informatics; Creative Industries and Research Creation; Economy and Environment; and encouraging and fostering undergraduate scholarship and research.

### **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.