

2/14/2008

Budget Narrative

Section I: Annual Budget Priorities

1. Progress on FY 2008

- The first priority was to secure partial support for a new Associate Dean position. This request was not granted and is included again in the FY 09 request. Associate Professor Barbara Klinkhammer, who holds this position as Interim, is the only internal candidate and will, in all likelihood, be appointed to the position permanently this spring. The request for augmentation to her current line for an administrative stipend and two months summer pay. This past year, without the requested funding, the cost was incurred out of salary reallocations which are not anticipated during the coming year.
- The second priority was to secure an additional faculty line for Interior Design. This request, made also in 07 and 08, was not granted and is included again in the FY09 request. The College has been covering this teaching need with salary reallocation.
- The third priority was to secure a reaffirmation of the University commitment to a College line for the LA program, along with a request for a .5 staff position and operating funds for the program. The line was reaffirmed. The staff and operating requests were not granted and are included in the FY09 request.
- The fourth priority was to secure three additional graduate assistant positions. This has been granted.

2. Reallocated expenses/revenues (see Form 1)

3. Financial overview (see Form 2)

4. Open positions/new position requests (see Vacancies List)

5. FTE Target size within current budget

- The College presently has 33.45 budgeted FTE positions. Of these 28.45 are assigned to Architecture and 4 to Interior Design and 1 to Landscape Architecture. The College plans, as outlined in the Strategic Planning document (2/4/08), call for stable enrollment in undergraduate architecture over the next 5 years, and an increase in enrollment in graduate architecture, and in undergraduate interior design. The MLA is targeted at 3.5 FTE plus additional support from COAD and CASNR along with adjuncts. Interior Design is targeted for an increase of 1 FTE and architecture for an increase in three positions due to an anticipated substantial increased graduate enrollment. In summary, the target size, with the current budget, is 27.45 for architecture, 5 for interior design and 1 for Landscape Architecture. This is essentially what has been happening for several years and continues to strain the College resources.

6. Goals and Priorities (See Form 4 and Appendix Charts)

- **Faculty line in Interior Design:** The first priority for funding is a request for a faculty line in ID. This request has been submitted as a priority in both 07 and 08 fiscal years. Fulfillment would provide a fifth line in the program and give much needed financial and faculty stability as well as relieve the strain on the School of Architecture budget, through which a portion of ID faculty salaries are funded. As noted in past budget narratives, this situation developed when funding for 2 additional ID positions had been anticipated at the time of the ID move from Human Ecology in 1997. This, however, was not forthcoming and the College has subsequently reallocated one position from architecture into ID. A fifth line is needed to bring the program to full strength. An additional request is for Top off/start up funds for the new Head of the program. As noted in the Appendix chart, ID applications have tripled in the last several years and yet the annual admissions have necessarily been held steady at the equivalent of approximately one and a half studio sections (about 22 students). This small number is very unhealthy for the program not to mention the pressures for more graduates in the profession. Therefore, the College is committed to increasing admissions to an equivalent of 2 studio sections or approximately 36 students. An additional positive aspect of the fifth line would be the opportunity to move forward with plans for a renewed graduate program, focusing on a post professional degree in healthcare design.
- **Landscape Architecture Program:** The new Master of Landscape Architecture program has several areas of funding need, the majority of which was requested in the 08 budget narrative. By way of update, the COAD is currently searching to fill an LA line (Assistant/Associate Professor) that was reallocated within the College last year. The first class of students will begin fall, 2008. A search committee will commence in fall, 2008, searching for a Chair for the program, utilizing the line previously committed by the central administration at approximately \$65,000. The request is for sufficient additional funds to search for a permanent Head level position at the Associate/Full Professor level. A second request is for 6 GTAs at .25 FTE each, as noted in the THEC proposal, and included last year, to assist in the undergraduate COAD and CASNR programs. Reallocation of lines in both Colleges was based on the assumption that the program would receive substantial GTA support to assist faculty in teaching undergraduate courses. A final MLA request, included last year as well, is for staffing and operating support. This support is crucial to provide the means for the program to be successful. The request is for a .5 professional staff position and for \$15,000 initial operating support.
- **Nashville Civic Design Center (NCDC):** The NCDC, now completing its eighth year as a partner with UT, has experienced a growing level of impact through its role as an urban design advocate in the city. Through this collaboration, the College is providing leadership for an average of over 100 educational awareness programs per year. The NCDC Design Director, an Associate Professor in COAD, was recently elevated to Fellowship in the American Institute of Architects largely on the basis of leadership in this crucially important Center which, everyday, is an advocate for UT in the state's capitol. The NCDC is clearly seen as a partner in the city. The University has, for the last seven years, been consistently providing approximately \$60,000 per year in annually renewed support. This has been complemented by funding from the College in support of the Center. This level of

University support, including Geier Funds to provide salary for a minority lecturer position, has been indispensable in providing a means for the Center to move forward. Base funding is needed to support a portion of the lecturer and Faculty line position as well as operating funding. The increased level of request over previous years is commensurate with the substantial broad benefit of the Center to the University.

- **Partial Support for Associate Dean position:** The College has undergone a major reorganization to its administrative structure in the last year in a move to plan for future growth and strengthen administrative efficiency. Three of the six administrative positions were officially formed this past Spring, 2007. These are Associate Dean for Operations, Research & Outreach, Director of Graduate Studies and Chair of the Landscape Architecture program. This has resulted in a significant increase in administrative salaries, including academic year stipends and some summer support. Funds from a line have been reallocated, internally, to support this need but additional funding is needed. This request is for \$36,717 to support the Associate Dean for both administrative stipend and summer salary. It is important to note that the Associate Dean responsibilities include a focus on research, not included previously in the College.
- Funding for the **Student Services Center**. This Center was established 4 years ago under the Interim Dean, Jan Simek. It's function, focused primarily on admissions and advising, has contributed significantly to increased retention rates, on-time graduation rates and career placement. The Center was, at the beginning, funded primarily through reallocation of 1 clerical staff position, and central one time funding for 2 Graduate Assistantships. This has led to a staff shortage in all other areas along with increased pressure and work loads for the clerical staff. The Center has continued to operate through internally funded support with GA Advisors, which has depleted the GA lines available for teaching. The clerical staff problem remains acute and the request is for 1 FTE clerical support. The Student Services Center is presently operating in very confined quarters and the request is also for \$10,000 to remodel a portion of the A+A Building and reallocate functions.
- **Design Research Center:** This project, is in the early developmental stage, is intended to establish a College based center which focuses primarily on interdisciplinary research in the design related disciplines and other disciplines across campus. Several College initiatives already underway would be brought under the umbrella of this Center, including: Campus Design Laboratory, UPSIDE (Minority Housing-Burlington Studio), Smart Structures and Sustainable & Healthy Environments. This Center will provide a focus for College research and support securing external funding. Discussions are presently underway with the UT Vice Chancellor for Research, Randy Gentry with ISSE, and others regarding this effort. The initial request is for a .5 Professional staff position to support writing/securing grant support. It is anticipated that a subsequent request will be made, next year, for a three year, \$100,000 per year, commitment to fully implement the Center. The Appendix chart indicates key peer institutions that have such centers.

7. Capital Campaign

- The College is making excellent progress on its Capital Campaign working goal of \$6 million with a total of \$2,234,271 (37%) to date. Several substantial gifts have been secured toward the College priorities of scholarships, faculty development and programs, including a

recent \$1 million gift to the LA program (\$500,000 each to COAD and CASNR), and initiated through COAD. In addition, the Dean and the DOD have identified over 50 alumni capable of \$25,000 or more. The goal of the College is to raise over \$1.3 million a year over the next three years. The College currently has over \$700,000 in outstanding asks with anticipation of closing these gifts within the next three months.

Section II: Larger Planning and Budget Concerns

1. OPPORTUNITIES

- **Master of Architecture Degree Programs:** This item is included as both an opportunity and a challenge. It is an opportunity in which limited additional resources can grow the program, including implementation of the dormant research degree (MArch II). The challenge will be faced in the need for additional faculty as growth occurs over the next 5 years. The graduate programs are a top priority for expansion as outlined in the Strategic Planning document and it addresses multiple COAD/UT metrics (statistical chart, SP Appendix).
- **Design Research Center:** This undertaking is outlined in Section I, item 6, as a priority.
- **Burlington Studio:** This studio, presently being implemented, provides an excellent potential for outreach into the East Knoxville neighborhoods and for collaboration with other colleges at the Burlington site. Multiple COAD and UT metrics are addressed in outreach, access, diversity and economic development.
- **“Design Matters”:** This highly successful one week high school design camp was started in summer 2007, with over 40 students from 7 states and is anticipated to grow to 70 students.. The program has an excellent potential for growth and directly impacts the UT Strategic Initiative of Student Access as well as diversity as minorities are specifically targeted for this camp.
- **Campus Design Laboratory:** This project addresses the potential for COAD engagement with the campus planning and design process. It is still in the development stage with the intention of making it operational during the coming academic year. The project is included in the Initiative section. The project addresses several key UT priorities including the overall strategic planning process, interdisciplinary strategies and sustainability/energy issues. This project is included in Section II Initiatives.
- **Smart Structure Laboratory:** Establish a Smart Structures Institute in collaboration with the College of Engineering and ORNL. This project is still in the early stages of development. The intend is to establish a cross-disciplinary Smart Structures Institute which focuses on innovative, interdisciplinary research in architecture, engineering, material sciences and other disciplines across campus. This project is included in Section II Initiatives.

2. CHALLENGES

- The **interior design** program, as noted in Section I, item 6, is under funded and **critically in need of a line** to achieve program stability. The College is, likewise, committed to increasing the size of the program, as applicants have tripled in the last several years and the program presently has oversized studios with average of 22 students per year level. This need addresses UT metrics for student access, success, diversity and quality.

The **graduate program in architecture must increase in size in order** to achieve stability and reach prominence. There are two current areas for growth---the existing MArch professional degree, which has both a 2 and 3 year track; also, the currently dormant MArchII, a post professional research degree that has never been implemented. Our study indicates that current enrollment in the MArch program can be increased at approximately 40% utilizing reallocated existing resources. However, within five years the program will likely more than double in size (including the MArch II), requiring 3 additional faculty lines. Comparative data in the Strategic Plan Appendix demonstrates the importance of growth as national peers have an average enrollment of 3 times that of UT in the 3 year Masters and as much as 5 times in the 2 year Masters. Addresses metrics as previously noted.

- The need for **stable funding continuity in the Nashville Civic Design Center**, as outlined in Section I, item 6. This Center plays a key role in the College and University's Outreach mission. An additional key metric addressed is economic development.
- The need for an **increase in operating funds** to assist in balancing the base budget. There has been no increase in operating funds in over 8 years while operating costs have increased with both inflation and College growth.
- There is a need for a significant **increase in external research funding**. Present levels are unacceptable. The current F & A return is negligible in the College. There has however, in the last two years, been a marked increase in external proposals and added attention has been given to promoting this need through the Dean's Office by assigning research oversight as a major responsibility of the Associate Dean. At the same time, faculty are demonstrating productivity through scholarly publications and creative works/design awards. The issue of external funding in design schools is a perennial problem, nationwide. Several strategies are underway, internally. Increased emphasis is being given in annual evaluations; a College funded sabbatical program has been established; and the proposed Design Research Center will bring much stronger focus to the issue. The proposed Design Research Center is outlined in both Section I, item 6. Positive change in this realm will directly impact overall quality and research.
- **The Arts and Architecture Building**, now over 25 years old, must bear up under constant strenuous conditions due to the types of building uses. The **basic building is much in need of refurbishment**, particularly through upgrading studios including replacement of the studio desks. Replacement of the desks will also provide the opportunity to increase studio space efficiency by 20%. It is anticipated that the overall cost for refurbishment will be approximately \$250,000, with half of that secured externally. Implementation of this need

will directly impact student access, success and overall quality. No funds are requested at this time.

- A continuing challenge is the need for **increased collaboration between architecture and interior design**. This problem has, at times, been significant but is changing in a positive direction. The anticipated addition of new faculty this year, in interior design, will further facilitate change. Resolution of this concern will impact overall quality and student success.
- The need for **increased support in the Student Services Center**, as noted in Section I, Item 6. The Center has developed and assumed oversight of several new services and program since its inception two years ago, including the summer high school design camp, a student mentoring program and additional aspects of the foreign studies program. This Center has a major impact on student access, success and diversity.
- The need to **establish a first class Digital Visualization Fabrication and Modeling Center**. The College is quickly losing ground to peers, both regionally and nationally, through not providing adequate resources to support design studio computer needs for visualization and construction. This item is addressed under Section II, Initiatives/Small Investments. The Center addresses student success, faculty research and overall quality. This project is included in Section II Initiatives.

3. INITIATIVES

- Establish a first class **Digital Visualization, Fabrication and Modeling Center**. This goal, as described earlier, will be important in taking the College to the next level. A survey of peer schools of the region indicates that about 50% have such a facility as part of its program. Computer visualization has been identified as one of three major trends in the profession and as a need in architectural education, by Design Intelligence, a nationwide trends consultant. A modest investment would reap significant rewards in supporting the educational needs. The request is for one time support to remodel a portion of the A+A Building along with a .5 staff position the balance of which will be funded internally. The equipment will be funded through external grants.
- **Campus Design Laboratory (CDL)**: The proposed Laboratory will provide a crucially important means for the COAD to engage the campus and planning process and to explore broader issues related, nationwide, to campus design. The CDL will involve both faculty and students in studies relevant to the UT Strategic Planning process and to UT Master Plan. An initial request is for \$50,000 for FY09 to support student assistants, faculty release and faculty summer appointments along with related project expenses. The Lab will work interdisciplinary and with different committees across campus.
- **Smart Structures Institute**: Establish a Smart Structures Institute in collaboration with the College of Engineering and ORNL. This project is still in the early stages of development. The intend is to establish a cross-disciplinary Smart Structures Institute which focuses on innovative, interdisciplinary research in architecture, engineering, material sciences and other disciplines across campus. The US Department of Energy's Solar Decathlon Competition, which joins 20 college and university teams in a competition to design, build, and operate the most attractive and energy-efficient solar-powered house, will be the first

joint project to explore innovative design and groundbreaking new technologies for energy-efficient and sustainable buildings. If selected for the exhibition at the Mall in Washington, this project will contribute significantly to the visibility of UT and the Colleges involved. Discussions regarding this effort are currently underway with the Associate Dean of Research of the College of Engineering, the UT Vice Chancellor for Research, and ORNL, and affiliations with other colleges and institutes across campus are anticipated. It is expected that this new institute will contribute significantly to increase the external funding of the College. The initial request is to fund this effort with \$50,000 to implement this new institute.

Addressing 08-09 Goals/Priorities within Current Budget

- Reallocate salary savings to support 08-09 Interior Design teaching needs through adjunct hires
- Operating budget analysis has resulted in permanent projected reductions in expenses without affecting quality
- Reorganization of College staffing and reallocation of open staff line to address IT and clerical staff support needs in architecture and landscape architecture
- Allocation of recent GTA funding from Graduate School to positively impact overall GTA support needs
- Permanent reduction in summer salary for NCDC Design Director, offset by summer school studio instruction
- Anticipated increase in College Image Center revenue through staff reorganization and improvements in operational efficiency
- Increased effectiveness in utilization of faculty resources, resulting in reduced dependence on adjunct/part-time appointments in architecture

Utilization of Reallocations and Reductions

- Will maintain ID support
- Will utilize new line funded by central administration to impact teaching need. The 3 new GTAs funded by Graduate School will be placed in MLA, operating
- Continuing central support for the NCDC at the current level (\$62,000) is included. Summer support for the Design Director will be reduced and teaching load will be increased to 50%
- Administrative support will be covered through reallocations

- The Student Services Center clerical need will be covered, in part, through reallocation of a staff position. Two GTA lines for advising will continue to be funded out of architecture
- The Design Research Center and the initiatives will be pursued through external funding

APPENDIX

BUDGET NARRATIVE

- Reallocated Expenditure, Form 1
- Financial Overview, Form 2
- Open Positions/New Positions Requests
- Goals & Priorities, Form 4
- Goals & Priorities Narrative Charts
- Applications/Admissions/10 years
- Projected 10 year Growth Chart
- Master of Architecture Comparison Chart
- Design Research Center & Digital Visualization Center Comparison Chart
- Student Credit Hour Production/Unit/College
- Space Allocation Study

APPENDIX

Budget Narrative

Section 1, Item 6: Goals & Priorities Summary Charts

Faculty line in Interior Design

Summary Requirements	Key Issues	College Metrics	UT IMPACT			Key Data
			Strategic In	Themes	Guiding Principles	
>1 FTE Line @ \$65,000 >ID Top Off - 11,182 ID Start Up - 15,000 26,182	> Need for 40% increase in enrollment > Unstable faculty situation > Lines lost in move to College > Strengthen overall College capacity	> College survey satisfaction scores > Retention data > NCIDQ exam > IDEC Awards	> Access > Success > Research	>Access >Quality >Diversity/ Inclusive	>Excellence >Sustainability >Metrics	>Move from 25 to 36 admissions >Applicants to program tripled since 1997. >Presently 20/1 student-faculty ratio; reduce to 15/1

Landscape Architecture Program

Summary Requirements	Key Issues	College Metrics	UT IMPACT			Key Data
			Strategic In	Themes	Guiding Principles	
> Top off funding faculty line/Chair >\$35,000, to line previously committed >6 GTA positions @ .25ea./ \$30,000 >.5 professional staff line @ \$15,000 >\$15,000 operating support	>Implementation of THEC approved prog. >Modest investment/ high impact >Innovative / unique through interdisciplinary collaboration	>Candidacy approved F09 >Full accred. 2012 >1 Faculty plus Head appt. >LA exam scores >ASLA Awards	> Access > Success > Research >Econ	>Access >Quality >Diversity	>Excellence >Comparative advantage >Interdisciplinary >Sustainability >Innovation >Metrics	>Only program in TN >Entering Class of 10-12

Nashville Civic Design Center (NCDC)

Summary Requirements	Key Issues	College Metrics	UT IMPACT			Key Data
			Strategic In	Themes	Guiding Principles	
.5 Fac Salary -40,376 .5 Lec. -18,816 6 wks Summer - 13,088 Operating-24,000 \$96,280	>8 years, recurring/ non-recurring funding >Only UT College connected prog. in State capitol >Pervasive outreach to city + region	>Growth in student pop. >Financial stability >National recognition of Center >Impact on community	> Access > Success > Research >Econ dev. >Outreach	>Access >Quality >Diversity	>Comparative advantage >Interdisciplinary >Sustainability >Innovation >Metrics	>Average of 100 educa. awareness programs per year >Impact on economic development. >Publications include Plan of Nashville/2005

Partial Support for Associate Dean position

Summary Requirements	Key Issues	College Metrics	UT IMPACT			Key Data
			Strategic In	Themes	Guiding Principles	
>Administrative stipend plus summer \$36,717 Breakdown: Stipend - \$20,000 Summer- \$16,717	>Multiple admin. positions established >Position did not previously exist, formally >Internal reallocation has accounted for majority of increased Admin. cost	>Position has research focus-measure. Increase in external funding >Improved operational efficiency	>Research >Economic dev. >Outreach >Student Access/Success	>Excellence >Quality >Diversity	>Interdisciplinary >Innovation >Metrics	>College previously had Associate Dean >Growth warrants position

Student Services Center

Summary Requirements	Key Issues	College Metrics	UT IMPACT			Key Data
			Strategic In	Themes	Guiding Principles	
>1 FTE clerical staff >\$10,000 remodeling	>Clerical staff overload >One time central funding started program	>Student satisfaction surveys >On time/efficient advising operation	>Student access >Student success >Diversity >Globalization	>Excellence >Quality >Diversity	>Excellence >Sustainability >Metrics	

Design Research Center

Summary Requirements	Key Issues	College Metrics	UT IMPACT			Key Data
			Strategic In	Themes	Guiding Principles	
>.5 Professional staff position @ \$15,000	>Brings parity with peer institutions >Provides interdisciplinary avenue for collaboration >Builds capacity for research	>Significant increase in external funding >F+A impact on budget	>Student Success > Research >Econ dev. >Outreach	>Quality	>Excellence >Interdisciplinary >Sustainability >Innovation >Metrics	>12 of 16 regional peer Colleges have similar unit

Digital Visualization, Fabrication and Modeling Center

Summary Requirements	Key Issues	College Metrics	UT IMPACT			Key Data
			Strategic In	Themes	Guiding Principles	
>.5 staff support (.5 also provided internally) >\$100,000 remodeling	>Important in College going to next level >External trends in profession		>Success >Research	>Quality	>Excellence >Sustainability >Innovation >Metrics >Comparative advantage	>50% of the regional peer institutions already have such a facility

Campus Design Laboratory (CDL)

Summary Requirements	Key Issues	College Metrics	UT IMPACT			Key Data
			Strategic In	Themes	Guiding Principles	
>\$50,000 student/Faculty support	>Engage Campus Planning process >Exploration of alternative/UT Strategic planning	>Faculty research/creative work >Level of shared knowledge	>Student Success >Research >Economic Development	>Quality >Diversity	>Excellence >Comparative advantage >Interdisciplinary >Sustainability >Innovation >Metrics	>Universities such as Clemson have made significant positive change.

Smart Structures Institute

Summary Requirements	Key Issues	College Metrics	UT IMPACT			Key Data
			Strategic In	Themes	Guiding Principles	
>\$50,000 start up funds	>Highly collaborative >Potential for unique applications	>Increase in external funding >Level of shared knowledge >Innovation/patents	>Student Success >Research >Economic Development	>Quality >Diversity	>Excellence >Comparative advantage >Interdisciplinary >Innovation >Metrics	>Places UT among limited numbers of peer institutions.