

**CAS FY20 Planning Document**



March 2019

**Major Objectives for FY20**

The College of Arts and Sciences aims to continue building on its successes in line with all of its strategic goals as well as those highlighted in *Educate, Connect, Elevate*. As in years past, our principal focus will be to continue to maintain and build upon our academic excellence and to continue to enhance the systems and infrastructure critical in supporting this excellence.

The goals of our Strategic Plan (2016-2021) align well with the seven core values of *Educate, Connect, Elevate* including the pursuit of learning and scholarship, individualized attention, diversity and inclusion, respect, civic engagement, collaboration, and integrity and the strategic goals as outlined in this Table.

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| **CAS Strategic Goal** | **ECE Goal(s)** |
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| **Strategic Focus 1: Facilitate academic excellence** | Goals 1, 2, 3, 4 |
| Goal 1.1 Develop and maintain rigorous academic curricula |  |
| Goal 1.2 Enhance and encourage support for individualized mentorship of student  research and creative activity. |  |
| Goal 1.3 Enhance support for our balanced teacher-scholar faculty in their teaching,  research, and creative activities. |  |
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| **Strategic Focus 2: Enhance the communication and infrastructure supporting academic excellence** | Goals 1, 2, 3 |
| Goal 2.1 Enhance communication and collaboration to support academic excellence. |  |
| Goal 2.2 Develop and maintain technology infrastructure to support academic excellence. |  |
| Goal 2.3 Enhance physical infrastructure to support academic excellence |  |
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| **Strategic Focus 3: Diversify and enhance financial support for recruitment and retention of faculty, staff and students** | Goals 1, 2, 3, 4 |
| Goal 3.1 Increase funding from external research grants and contracts |  |
| Goal 3.2 Maintain sufficient fiscal flexibility to respond to a rapidly changing  environment |  |
| Goal 3.3 Increase opportunities for resource generation via mission-consistent  services and consulting |  |
| Goal 3.4 Increase resources for recruitment and retention of diverse faculty and staff |  |
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| **Strategic Focus 4: Share and promote our accomplishments in inclusive academic excellence, diversity, and social engagement** | Goals 2, 3, 4 |
| Goal 4.1 Increase mission-consistent outreach and partnerships with our on-  campus constituencies, including students, staff and faculty in the formation of a diverse  civil society |  |
| Goal 4.2 Promote the local, state, national, and international visibility of the  College’s programs, student successes, and faculty and staff achievement with the off-  campus constituencies. |  |

This planning document outlines the most pressing needs of our college for FY20. Support for these initiatives will help us achieve the outlined goals and will ensure that we continue to recruit and retain high-quality students to whom we are able to offer premier undergraduate and graduate educational experiences in the humanities, social, natural, and mathematical sciences in Illinois.

**Permanent Funding Requests**

###### **CAS-IT Salary Adjustments ($45,521)** CAS Goals 2.2; ECE I.A.4 and I.D

CAS-IT provides essential infrastructure to all of our faculty, staff, and students. Almost all of our CAS-IT staff have salaries substantially lower than their counterparts in other Colleges and units across campus. The requested funds would be spread across 5 positions receiving annual increases between $3,367 and $15,000 (specific information about individual salaries and proposed increases can be provided upon request).The total request is $45,521.

1. **Latin American and Latinx Studies ($143,000)** *CAS Goals 1.3; ECE I.B.2, ECE II.B.1*

The Latin American and Latinx Studies (LALS) program is growing rapidly. This year they have over 40 students declaring a minor in LALS. They now have two TT faculty with joint appointments including Dr. Alejandro Enriquez (LLC) and Dr. Jordan Arellanes (PSY). In addition to the $25,000 ($12,500 from CAS and $12,500 from PE) they were given in FY19, College SBC funds were provided to support one section of LALS 109 in the spring and one this summer (online). As a result of the growth in this program, both in enrollment and resources, we would like to ask for permanent funds to support LALS, as is the case with the Women's and Gender Studies program.

The funds would include moving the directors TT line currently in SOA to the TT line in CAS (as is the director of WGS). We are also asking that approximately $32,000 be added to the TT line in CAS to cover the three additional months of salary for the director to be a 12 month administrator (as is the director of WGS). We request $36,000 in NTT funds that would be temporarily transferred to the director’s home department to cover loss of instruction for him/her (this is the same amount and process used with WGS). We also request $33,000 for a full-time CS Hourly support staff member and $25,000 in the AP line for a half-time (.50 FTE) person to teach one course per semester and advise students (WGS has a full-time CS Hourly support staff and a full-time AP). Finally, LALS will need $10,000 for a GA, and $7,000 in operating costs. The total request is $143,000. The current budget for WGS is approximately $187,300.

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| $32,000 | Additional three months of summer salary (TT line of CAS 410) |
| $36,000 | NTT funds to be transferred to director’s home department/school |
| $33,000 | CS Hourly support staff (full-time) |
| $25,000 | AP position to teach one course per semester and advise students (half-time) |
| $10,000 | Graduate Assistant (full-time) |
| $7,000 | Operating costs for Director travel, office equipment, contractual (speakers and programming, etc.). |
| **$143,000** | **Total Request** |

###### **Graduate Assistantship Enhancement ($250,000)** CAS Goals 1.1 and 1.2; ECE I.A.4 and IV.D

Enhancing graduate programs continues to be a critical component of our vision for the college. Funding for graduate assistants (GA) has a direct impact on instructional capacity and quality in general education and undergraduate major programs, while also providing critical support for faculty research and creative productivity. We continued to support graduate assistantships with some of our instructional capacity funds where appropriate. However, this highlights an ongoing structural concern. Reliance on instructional capacity and variance dollars to fund graduate assistantships limits the ability of faculty to recruit the best possible graduate students. That is, faculty may not know how many graduate students can be admitted when it is not clear what level of support will be available to the students throughout their graduate careers. This is especially important in our doctoral programs (i.e., English, Biology, Psychology, Mathematics, Communication Sciences and Disorders), because many of our competitors at other institutions commit a specific number of years of assistantship funding to incoming students. We are requesting $250,000 that would be allocated across our 14 departments/schools with graduate programs.

1. **Startup Costs ($150,000)** *CAS Goals 1.3; ECE I.B.1, ECE II.B.1*

One of the largest allocations CAS makes each fiscal year is to ensure that adequate startup funds are available for future faculty hires. Without appropriate startup funds, the college’s ability to attract competitive faculty into the University is seriously compromised. For example, our searches for faculty beginning in FY20 include startup packages of $125,000 for a Cell Physiologist (BSC) and $94,000 for an Organic Chemist (CHE). These are just two of our 16 hires but the startups for these two positions equal almost our total equipment budget for one year. The college currently uses funds from the equipment base budget and indirect cost (IDC) generated from external grants to support startup packages. Our base budget for equipment is $224,500, but we are anticipating total startups for FY20 to be over $380,000. To help offset some of the pressures we are facing with startup costs in FY20, we plan to SBC $200,000 in temporary GR funds. Several of our departments will also SBC funds to support startup costs. However, we are requesting $150,000 in permanent funds to allow us to better plan each year for these expenses, as well as increase the startup packages we provide and be more competitive in the recruitment of faculty.

1. **Faculty Summer Stipends ($200,000)** *CAS Goals 1.2, 1.3, 4.1; ECE I.A.3, I.A.4, I.B.1, IV.B.2*

A number of faculty members serve in administrative roles and work over the summer on a variety of tasks, including graduate and undergraduate advisement, recruitment efforts, assessment, reporting, and internship placement. Most departments do not have permanent funds to support these tasks (less than 15% of stipends are paid with permanent funds). Summer stipends are typically paid, when available, from temporary variance. However, in recent years, temporary variance has been asked to be used for direct instruction prior to asking for Instructional Capacity leaving few funds available to support summer administrative duties. This year the CAS collected data on summer stipends and found that over 40 stipends are paid ranging from $1,000 to $14,000, with an average of $5,000. Based on this data, we are asking for funds to support 40 stipends at $5,000 each for a total of $200,000. We request this amount be added to our permanent budget in order to stabilize expectations regarding workload throughout the year and ensure that faculty who assume these additional responsibilities over the summer are fairly compensated.

1. **CSD – Academic Advisor ($64,800)** *CAS Goals 1.1, 2.1; ECE I.A, ECE I.D, ECE IV.D*

The current Director of Advisement in CSD is also the Clinic Director. She not only supervises all clinic operations, but also advises approximately 400 undergraduate and graduate students. Clinic operations have grown because of changes created by billing insurance and increases in numbers and types of clients seeking our services. The Clinic Director position has now become a full-time responsibility and we need to address this by giving academic advisement responsibilities to another person. Hence, we are requesting $64,800 to hire an academic advisor to increase the recruitment and retention of both our undergraduate and graduate students.

1. **Geography, Geology, and the Environment – Part-time CS position ($12,000)** *CAS Goals 1.3, ECE III.A.2*

The Department is requesting funds for a new CS position to help support administrative activities in the main office at 0.25 to 0.50 capacities. Our lead staff and only Civil Service employee cannot handle all of the duties and manage the office alone. We ask to hire one CS Extra Help for approximately 8-10 hours per week for a 9-month period. The funds would allow us to cover the office over lunch and during vacations, sick days, and other absences. This initiative is critical for maintaining office and department morale. We request $12,000 to hire a part-time CS position.

1. **Physics – Planetarium Director Supplemental Salary ($14,322)** *CAS Goals 4.2, ECE I.B.1*

With renovation of the Planetarium, it is time to restore the planetarium director position to its traditional 12-month status. Since the University has invested heavily in the facility, it makes sense to fully fund the director and ensure that the planetarium is open all 12 months of the year. Currently, the director has a 9-month contract (permanent funds) and 1 month of summer salary (agency funds). Permanent funds for the summer months would fix a structural flaw in the department's budget and allow planetarium revenue to be used for planetarium maintenance, employing student workers and purchasing new shows. We are requesting $14,322 to cover three additional months of salary.

1. **English – Director of English Education Supplemental Salary ($7,112)** *CAS Goals 4.2, ECE I.B.1*

The Director of English Education currently hold a nine-month position in the Department of English. However, because of the administrative requirements of the positions, this person find themselves working additional unpaid weeks beyond ISU’s academic year to prepare program events, monitor teacher candidate continuance and cohort enrollments, and prepare programmatic reports. Therefore, we request $7,112 in order to extend the position to a ten-month contract.

1. **Economics – Recruitment and Retention Support ($7,500)** *CAS Goals 1.3, ECE III.A*

Our current academic advisor is on a 9-month contract. During the summer, he is still engaged in advising responsibilities, including meeting with transfer students on Transfer Days. In addition, he attends all Preview and Academic Fairs/Open Houses during the summer on behalf of the department. To date, he has received partial ($5500) compensation from the department paid for with temporary funds, but an estimate of the hours spent in the summer would be closer to 200 hours, or approximately 5 weeks, and at his current salary, would be closer to $7,500. We are requesting $7,500 to adequately support our academic advisor’s recruitment and retention efforts during the summer.

1. **WZND Audio Engineer ($50,000)** *CAS Goals 4.1; ECE IV.B, ECE IV.C*

WZND has a significant engineering issue. While the Director of Radio is able to account for minor engineering needs (some computer networking, installation, minor equipment malfunction, basic station maintenance), these engineering duties are not written into the Director of Radio’s job description. Furthermore, there are several engineering tasks beyond the level of expertise of the Director of Radio, and while WZND has been lucky enough to not face major issues since the position was cut, there is significant risk in leaving an engineering void at WZND. The longer this issue goes unaddressed, the greater the odds that the lack of engineering personnel could put WZND at large financial risk in the future due to major equipment malfunction or failure. We are requesting $50,000 to hire an audio engineer.

1. **Chemistry - Stockroom Assistant/Manager Supplemental Salaries ($10,499)** *CAS Goals 2.2, 2.3, 4.1; ECE I.D, ECE II.C*

In order to find new ways to fund previous positions, we are requesting $6,432 to cover three months of additional salary for our stockroom assistant who is currently funded for 9 months. We are also requesting $4,067 to fully support our Stockroom Manager. The sensitive nature and potential hazards of a chemical stockroom do not lend themselves to staffing by Student Workers for the majority of the time and the nature of our course offerings requires more than a single Civil Service employee to perform the duties. Having a permanent budget line for these activities will allow for better long-term planning of the responsibilities of these positions. Hence, we are requesting $10,499 to supplement these salaries.

1. **Chemical Inventory Software ($12,500)** *CAS Goals 2.2, 2.3, 4.1; ECE I.D, ECE II.C*

Federal and state regulations require the Department of Chemistry to maintain updated inventories of chemicals (in all the storage locations in 25+ labs) and track “chemicals of interest” that have been identified by the Department of Homeland Security. To meet these requirements, and to make access to the inventory simpler for faculty and students, we established an online inventory system with bar coding and location tracking. The system requires an annual subscription that will be supported by this request. *CAS views this software as essential to the safety of the entire campus* in addition to our students in labs and faculty conducting research*.* As a result, CAS has funded the software the last several years with temporary funds. We request $12,500 in permanent funds to cover the annual subscription to this software.

1. **Physics – Laboratory Support Staff ($50,000)** *CAS Goals 2.2, 2.3, 4.1; ECE I.D, ECE II.C*

A laboratory support person is nearly ubiquitous for physics departments across the nation. The department lost this critical position during a previous budget reduction. We have limped along with part-time variance support for the most essential duty of that former position but equipment maintenance has suffered. We propose a new staff position to oversee the physics storeroom equipment, maintenance, and acquisitions and to assist faculty with demonstrations and development of lab apparatus. It would also include faculty support roles in designing and developing new demonstrations and lab exercises, and support for the department's co-curricular projects (ISU solar car, trebuchet, and Innovative Design Project). The new position would have a physics degree requirement for enhanced functionality in lab development and pedagogy at all levels. We request $50,000 to hire a full-time laboratory support staff.

**Strategic Budget Carryover (SBC) Requests**

We continue to appreciate the opportunity to carry over dollars between fiscal years, as doing so makes it possible to further our strategic missions and often do it in more fiscally responsible ways. See PERS 937.

**Provost Enhancement (PE) Requests**

1. **CAS – SLB Expansion/ Renovation Plans ($100,000)** *CAS Goals 2.2, 2.3: ECE I.C.4, II.C.1*

This scope involves looking at all of ISU’s current plans and assumptions involving the Science Lab Building and the Felmley Science Annex to improve and maximize the science and biology teaching and research lab environment.  This involves taking a critical look at ISU’s plans for rehabilitation of these two buildings, including the scope and sequencing. This investigation will include looking at ISU’s current plans to build out research and teaching labs in the basement of the Science lab Building to further ISU’s goal of improving and maximizing the science and biology teaching and research lab environment at Illinois State University. This critical look will help to vet these plans, and if subsequently vetted, to facilitate these two projects and meet some of the growth needs of the ISU Chemistry and Biology Department. This consultant shall be responsible for developing a design for refinement of these spaces in the basement area of the Science Laboratory Building to accommodate:

1. Two biology research labs and one biology teaching lab
2. Two chemistry research labs and one chemistry teaching lab
3. One all-gender restroom
4. Code required egress from the two existing stairwells to the basement space
5. Appropriate mechanical supply and exhaust connections for a minimum of fourteen fume hoods to be located in the labs
6. Necessary plumbing connections for a number of laboratory sinks based on minimum requirements and program need
7. **Startup Costs ($150,000)** *CAS Goals 1.3; ECE I.B, ECE II.B*

See the rationale above (Permanent Funding Requests) regarding our need for startup funds. If we are not provided permanent funding, we would appreciate a cost share temporarily as we are contributing at least $200,000 (SBC Request) next year.

1. **CAS – Interdisciplinary Program Support ($40,000)** *CAS Goals 1.1, 1.3, 2.3, 4.1; ECE III.C.4*

To support the current initiative at ISU to enhance our diversity and inclusiveness, the University will need to provide resources. CAS oversees three interdisciplinary programs that can contribute to this initiative, but none of the three have permanent funding. We have supported Latin American and Latinx Studies for many years with temporary funds ($25,000) and more recently began providing funds for African-American Studies with temporary funds ($25,000). We are grateful for the support last year in receiving cost share funds of $12,500 each. In addition, CAS took on the LGBTQA Institute and was provided $20,000 in Provost Enhancement funds (we will be returning $5,000). We are requesting $15,000 for LGBTQ Institute in FY20 and again an equal cost share of $12,500 for LALS and $12,500 for AAS. The total request is $40,000 to help support these important interdisciplinary programs.

1. **Recapitalization of Faculty and Staff Computers ($80,000)** *CAS Goals 2.2; ECE II.C*

The College currently does not have a permanent allocation of funds to recapitalize computers for faculty and staff. Yet, the enhancement of technology is critical to our teaching and research missions and continues to be one of our highest priorities. In FY18, we replaced 132 with $80,000 from PE and $17,500 from the CAS equipment line. We provided $750 for machines purchased 2013 or earlier. This year we have 148 machines that were purchased in 2014 or 2015 that we would like to recap. At $750 each, the total expense would be $111,000. We are requesting a cost share of $80,000 in PE and CAS can cover the remaining $31,000. As a note, the recent IT audits found this as an audit item. It suggests that CAS-IT should be funded to make purchasing decisions based on a set schedule.

1. **Recruitment and Retention Support ($16,000)** *CAS Goals 1.1, 2.1; ECE I.A*

This aligns with the first Strategic Direction and Objective of Educate, Connect, and Elevate. Many of our departments/schools have requested temporary funds to support to their recruitment and retention efforts. These funds would be used for design and printing costs of marketing materials, postage for mailings to admitted students, ISU-branded promotional goods and travel funds for community college and high school visits. The College has made available in FY20 the opportunity for our interdisciplinary minors to request $200 to create marketing materials. We would like to offer something similar to our departments/schools, but will need more resources per unit. We would like to offer up to $2,000 for each unit resulting in a total of $32,000. We are requesting half the amount from the Provost ($16,000) and plan to cover the remaining $16,000 with CAS GR funds.

###### **Student Teacher Supervision Travel ($45,770)** CAS Goals 1.2; ECE II.C

Preparation of teachers is at the heart of Illinois State’s historic mission and a recurring point of pride for the University. Yet, much of this mission-critical enterprise is funded by temporary dollars and the overall trend is clearly one of increasing costs. In the past, the college has received very generous enhancements from the Office of the Provost. These enhancements have made it possible for ALL of these expenses to be covered and we are grateful for these funds. We are hopeful that again this year $45,770 in temporary funds will be available.

1. **GEO – Facilities Renovation – FHA 420 ($71,800)** *CAS Goals 1.1, 2.3; ECE I.D*

We request partial funds to renovate and upgrade our main geology teaching and research laboratory in FHA 420. This space is used by most faculty members for storing, analyzing, and processing field samples in teaching and research. This science lab has not been updated for at least 2.5 decades. Renovating this space will improve our teaching lab environment in several classes and serve as appropriate research space for our faculty. This change is important with respect to faculty and student recruitment and retention. The total cost for the project is $106,800. The department will contribution $35,000, hence we are requesting $71,800.

1. **SWK – Fairchild 301 Renovation ($65,658)** *CAS Goals 1.1, 2.3; ECE I.D*

We request funds to enhance the physical learning space in FH 301 in order to support an active learning classroom and two simulation labs/interview rooms. Given that the social work education model requires interactive skill building, an enhanced active learning space is needed to support small group discussion, simulation, observation, and experiential exercises. As such, a space enhancement to Fairchild Hall 301 would elevate the learning experience of our MSW and BSW students. Further, an enhanced learning space would allow the school to sponsor professional development and CEU opportunities in a modernized facility. We are requesting $65,658 to renovate Fairchild 301.

1. **COM – Fell 052 Lab upgrade ($42,719)** *CAS Goals 1.1, 2.3; ECE I.D*

Fell 052 is a 20-seat studio lab used to teach visual communication, design, and video editing, and provides approximately 18 hours of instruction and 20 hours of open lab time each week. We request that the iMacs in Fell 052 be recapped with new 21.5-inch iMacs to replace the existing machines, which are now 7 years old and rapidly failing ($35,049). This last year, COM had to replace 8 machines with surplus property control machines to keep the lab running. We also request funds to upgrade the furniture in Fell 052 to drastically improve student lab experience ($7,670). Current seating consists of surplus property control computer chairs, many of which are no longer able to be adjusted. The existing tables are too small to comfortably accommodate students and computers. COM is completing a partial renovation of the room that includes new carpeting and wall covering to update the lab’s appearance ($5,500). We are requesting $42,719 to renovate Fell 052.

1. **COM – Fell 102 Lab upgrade ($24,247)** *CAS Goals 1.1, 2.3; ECE I.D*

Fell 102 provides approximately 20 hours of instruction and 20 hours of open lab time each week. Instruction in Fell 102 is often inhibited by its current layout of rows of computers. Given that Fell 102 is used for overt technical instruction in digital design and video editing, we plan to redesign the layout of the room to accommodate instructors who need to move around the room to assist students. This redesign includes desks to be positioned around the perimeter of the room, five wall-mounted display screens to connect to the instructor’s station, and updated seating. COM has already completed an update to the room by installing new carpeting ($6,000). We are requesting $24,247 to renovate Fell 052.

1. **COM – WGLT Station Vehicle ($25,800)** *CAS Goals 4.1; ECE IV.B, ECE IV.C*

This vehicle would be used for travel by station news and promotions staff, for carrying equipment to community events, and for appearances at other events. The current WGLT vehicle dates to 2004, and we don't have funds to replace it. We are requesting $25,800 to purchase a used station vehicle.

1. **COM – Funding for the *Vidette* ($300,000)** *CAS Goals 4.1; ECE IV.B, ECE IV.C*

Declining advertising revenues have placed dangerous levels of financial stress on The *Vidette* operating budget -- a budget that, if unchecked in some further form, is on a track for bankruptcy before FY2020 reaches its conclusion. This request will prevent The *Vidette* from reaching financial insolvency and allow it to continue to operate as a premiere learning laboratory for Illinois State students. Specifically, this funding will allow The *Vidette* to 1) provide Illinois State University and the Bloomington-Normal communities with a source for original news, sports, features and advertising content; 2) stimulate and facilitate civic engagement in these communities, and 3) provide students will an opportunity to develop and sharpen a wide range of marketable skills in the areas of writing, photography, videography, audio production, design, copy editing, sales, marketing, digital content development and management, and deadline-driven time management. This funding opportunity will provide time for *Vidette* personnel to evaluate and determine how to sustain operations beyond FY 2020. Thus, we are requesting $300,000.

1. **CHE – SLB 105/107 Organic Teaching Lab Upgrade ($242,000)** *CAS Goals 1.1, 2.3; ECE I.D*

All but a handful of fume hoods in the Science Lab Building were installed upon construction in the late 1990’s. Parts to repair them are no longer available and they are beginning to fail on a regular basis. Each unavailable hood means we must admit one fewer student to the laboratory course that meets in that room. There is already enrollment pressure and lowering number of students per section will mean increased instructional costs with increased number of sections, or longer time to degree. New hoods are requested for these rooms, if not all of SLB. We are requesting $242,000 to upgrade these labs.

1. **GEO – Acquisition of Scanning Electron Microscope (SEM) ($471,744)** *CAS Goals 1.2, 3.3, ECE II.B, II.C, IV.B*

We would like to acquire a scanning electron microscope (SEM) with electron backscatter diffraction and cathodoluminescence to enhance research and teaching capabilities in geological and materials sciences in our department and at ISU. The instrument will be integrated into and managed by our Laboratory for Environmental Analysis. It will provide unique teaching and research opportunity for our students in several courses and; six of our faculty would not need to travel elsewhere to process samples. Vendor-issued quotation includes the main instruments, special add-ons, plus a 5-year service contract. In total, we are requesting $471,744.

**NOTE:** CAS is offering to cost share with the Provost on several requests.

Cost Share Requests for FY20

1. Startup Costs ($200,000)
2. Interdisciplinary Programs ($25,000)
3. Recapitalization of faculty and staff computers ($31,000)
4. Recruitment and Retention Support ($16,000)
5. GEO- Facilities Renovation FHA 420 ($35,000)
6. COM – Fell 052 Lab upgrade ($5,500)
7. COM – Fell 102 Lab upgrade ($6,000)

**Personnel Requests: Tenure Track & Non-Tenure Track Faculty**

A total of 25 tenure-line faculty positions were requested in the CAS for FY20, 17 of which are listed on the PERS 936a. CAS has no Tenure Track Faculty – Non-reappointment or tenure-denial/death personnel requests this year. There were a total of 7 requests for full-time NTT faculty positions for FY20. All 7 are listed on the PERS 936c.

The ranking shown below is based on the following criteria:

* Enrollment in recent years
* Enrollment-growth potential
* Average credit hours per tenure track
* Total credit hours generated
* Average annual course load per faculty member
* External pressures (e.g., accreditation)
* Programmatic needs
* Recent trends in faculty base (hires, retirements, etc.)
* New department/school leadership

**Tenure-Track Requests**

(Positions are requested at the rank of Assistant Professor, except the Legal Studies position)

| **Priority Rank** | **Unit** | **Specialization/Discipline** | **Startup Requests** |
| --- | --- | --- | --- |
| 1 | BSC | Evolutionary Biologist | $100,000 |
| 2 | PSY | School Psychology | $10,000 |
| 3 | SWK | Social Work: Practice Specialization | $2,000 |
| 4 | POL | Legal Studies Program | $7,500 |
| 5 | SOA | Politics and Global Inequality | $3,000 |
| 6 | GEO | Urban/Regional Planning and Governance | $30,000 |
| 7 | PHY | Computational Physics | $60,000 |
| 8 | BSC | Conservation Biologist | $60,000 |
| 9 | ENG | Histories of Rhetoric | $7,000 |
| 10 | PHI | Philosophy of Science | $2,000 |
| 11 | PSY | Clinical-Counseling/Quantitative Psychology | $10,000 |
| 12 | ECO | Macro/Time Series Econometrics | $12,000 |
| 13 | HIS | History of Science | $3,500 |
| 14 | SOA | Race and Ethnicity | $3,000 |
| 15 | SWK/LALS | Social Work: Practice Specialization/ Latinx Families | $2,000 |
| 16 | ENG | Hemispheric American Comparative Literatures and Cultures | $7,000 |
| 17 | MAT | Statistics | $35,000 |

**Non-Tenure Track Requests**

| **Priority Rank** | **Unit** | **Courses** |
| --- | --- | --- |
| 1 | BSC | BSC 101, 196, 197, 212, 286 |
| 2 | GEO | GEO 135, 142 |
| 3 | WGS | WGS 120 |
| 4 | COM | COM 110 |
| 5 | PHI | PHI 101, 224, 238 |
| 6 | COM | COM 110 |
| 7 | BSC | BSC 101, 160, 170, 181, 182, 202 |