



COLLEGE OF
ARTS AND SCIENCES
Illinois State University

2016

**CAS Budget Report & Planning
Part II: FY17 Planning Document**



March 2016

I. Major Objectives for FY17

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 *Educating Illinois*. 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. These objectives center upon Goals found within the first two Strategic Foci in our strategic plan and within Goals 1 and 2 in the latest *Educating Illinois* document:

Strategic Focus 1: Facilitate academic excellence

- Goal 1.1: Develop and maintain rigorous academic curricula
- Goal 1.2: Enhance opportunities for co-curricular learning activities
- Goal 1.3: Enhance support for faculty research and creative activity
- Goal 1.4: Enhance and encourage support for student research and creative activity
- Goal 1.5: Enhance support for faculty and staff professional development

Strategic Focus 2: Enhance the systems and infrastructure supporting academic excellence

- Goal 2.2: Continue to develop and maintain technology infrastructure and professional staff to support scholarship, creative activity, and student learning
- Goal 2.3: Enhance physical infrastructure to support sustainable growth of academic activities and programs

The remainder of this planning document outlines the most pressing needs of our college for FY17. 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. In summary, our most pressing needs are in the following areas:

- Faculty recruitment (Sections V and VI)
- Graduate assistant stipend enhancement (Section II and IV)
- Startup fund enhancement (Section IV)
- Faculty professional travel enhancement (Section II and IV)
- Student teacher supervision travel enhancement (Section II and IV)
- AP/CS support staff enhancements (Section II and IV)
- Recapitalization of faculty and staff computer enhancement (Sections II & IV)

II. Permanent Funding Requests

This Table represents a summary of the six major funding initiatives for FY17 that require the influx of permanent funding enhancements that cannot be addressed at the college level at this time.

Permanent Funding Requests	Amount
Graduate Assistantship Stipends	\$175,000
Faculty Professional Travel	\$110,000
Recapitalization of Faculty and Staff Computers	\$80,000
Student Teacher Supervision Travel	\$50,000
CAS-IT Salaries Director (\$5,858) Programmer (\$5,074)	\$10,932
Academic Support Personnel Chemistry Program Coordinator (\$50,440) Communication Studies Teacher Education Program Director (\$54,000) Communication Sciences and Disorders Audiology Supervisor (\$56,900)	\$161,340
Total Permanent Funding Requests	\$587,272

1. Graduate Stipend Enhancement

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. As in years past, the scope of the demand for additional GAs is being revealed by noting that 11 of our 14 departments/schools with graduate programs requested new or permanent funding enhancements, totaling over \$350,000 across the college.

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 or equivalent 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 request a permanent increase of **\$175,000** in our GA budget.

Indeed, enhancing GA budgets is directly supportive of the College's Strategic Plan in the following areas:

- Strategic Focus Goal 1.1 *Develop and maintain rigorous academic curricula*
- Strategic Focus Goal 1.3 *Enhance support for faculty research and creativity activity*
- Strategic Focus Goal 1.4 *Enhance and encourage support for student research and creative activity*

This also supports *Educating Illinois* Goals 1 and 2.

2. Faculty Professional Travel Enhancement

Travel costs continue to increase and, as research activity increases, the need for faculty travel increases. Enhancing support of this vital activity contributes to the quality of our academic programs, the production of research and scholarship, and the reputation of the university.

Departments must routinely supplement base travel budgets with end-of-year funds, temporary variance, recovered indirect costs, or foundation funds. In FY16, the CAS distributed all of its travel budget (\$161,000) in addition to over \$20,000 from other budget lines in order to support faculty professional travel. This \$182,500 provided an average of \$550 to each faculty member for professional travel. Unfortunately, this average distribution covers only 1/3 of the cost of 1 trip to a regional or national meeting. A minimum of \$1,500 per faculty member is more appropriate given actual travel costs to quality conferences. In order to support travel in a manner consistent with the research productivity of our faculty and our ASPT guidelines, we would need an annual travel budget of at least \$600,000 which is an increase of \$439,000 to our current budget. Given the unlikely probability of receiving \$439,000, we would like to request a permanent enhancement to our travel line of **\$110,000**. This would result in a total base travel budget of \$271,000 which would allow us to provide \$750 per faculty member (half the actual cost of 1 trip).

The importance of this high priority spans several CAS goals. It is specifically reflected in the following areas:

- Strategic Focus Goal 1.3 *Enhance support for faculty research and creative activity*
- Strategic Focus Goal 1.4 *Enhance and encourage support for student research and creative activity*
- Strategic Focus Goal 4.2 *Promote the local, state, national, and international visibility of the College's programs, student success, and faculty and staff achievement*

This initiative supports *Educating Illinois* Goals 1 and 2.

3. Recapitalization of Faculty and Staff Computers

The enhancement of technology critical to our teaching and research missions continues to be one of our highest priorities. Although significant needs remain in many areas, we would like to address here the recapitalization of computer hardware and software for faculty and student research, as well as staff. The diverse nature of our disciplines requires a specialized and discipline-specific set of hardware and software needs. There is currently no base-budgeted model that speaks to our ability to consistently address this issue. The CAS seeks to establish a

systematic approach to desktop computer recapitalization such that one quarter of our faculty/staff (90) computers would be recapped every year. We request a permanent enhancement of **\$80,000** to our equipment line in order to implement a four-year replacement cycle.

The importance of this high priority again spans several CAS goals. It is specifically reflected in the following areas:

- Strategic Focus Goal 1.3: “*Enhance support for faculty research and creative activity*”
- Strategic Focus Goal 1.4 “*Enhance and encourage support for student research and creative activity*”
- Strategic Focus Goal 2.2, “*Continue to develop and maintain technology infrastructure and professional staff to support scholarship, creative activity, and student learning*”

This initiative supports *Educating Illinois* Goals 1 and 2.

4. Student Teacher Supervision Travel

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. Our base NTT budget (dedicated to student teacher supervision salaries) is currently \$105,000. In FY16, the total cost for student teacher supervision salaries was approximately \$113,500. The college again used part of its instructional capacity allocation to supplement the total cost.

Although we are able to cover student teacher supervision salaries, we do not have a base budget for student teacher supervision travel. 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. Rather than rely on temporary funds, we request a permanent increase of **\$50,000** to cover all expenses related to student teacher supervision travel.

This initiative will support our

- Strategic Focus Goal 1.1 *Develop and maintain rigorous academic curricula*
- Strategic Focus Goal 1.2 *Enhance opportunities for co-curricular learning activities*
- Strategic Focus Goal 2.2 *Ensure administrative facilitation of academic excellence*

This initiative also aligns with *Educating Illinois* Goals 1 and 2.

5. CAS-IT Salary Enhancements

The average salary for college IT directors is \$66,182. Our director draws a salary of \$60,324. Other director salaries within the Office of Academic Technologies range from \$86,148 (WEB) to \$113,712 (TECH ZONE), which obviously leaves CAS in a non-competitive situation. Given that CAS is the largest college at ISU, we believe our director should be at the average or above,

especially given his absorption of the Training and Advanced Projects unit without additional compensation. We request a **\$5,858** increase to the CAS-IT Director's annual salary.

In addition, our current programmer's skills are critical to CAS-IT and his institutional knowledge would take years to rebuild. In an effort to keep the current person after he earns his Master's degree, we are requesting an additional **\$5,074** increase to the CAS-IT programmer's annual salary. Even if our current programmer leaves, a salary of at least this amount would be needed to attract someone of similar skills.

This initiative is at the heart of our Strategic Focus 2 Enhance the systems and infrastructure that support academic excellence, specifically:

- Strategic Focus Goal 2.1 *Ensure administrative facilitation of academic excellence*
- Strategic Focus Goal 2.2 *Continue to develop and maintain technology infrastructure and professional staff to support scholarship, creative activity, and student learning*
- Strategic Focus Goal 2.4 *Make physical infrastructure and administrative practices sustainable*

This aligns with Educating Illinois Goal 4.

6. Academic Support Personnel Enhancement

We received many requests for permanent funding of numerous partial or full AP or CS positions. Here we include the two requests deemed the most pressing.

Chemistry – Program Coordinator: This position will have responsibilities in academic advising, career counseling and placement, chemical safety, student recruiting, website maintenance, publicity, and alumni relations. The position will pay immediate dividends by increasing teaching and research productivity, improving student experience through enhanced career and academic advisement experiences, promoting safety in the teaching and research labs, and in alumni relations. Through effective advising and recruiting we expect to see our retention rates increase and to also see improved entering students, who will be successful in growing our program. This request relates to all four Strategic Foci of the CAS Strategic Plan. We are requesting a permanent enhancement of **\$50,440** for this position.

Communication – Communication Studies Teacher Education Program Director: Due to the prominence of ISU's program in Communication Teacher Education in the State, it is essential that we have an AP to administer the program. This is particularly important given the implementation of edTPA and Common Core. We will need someone with the ability to supervise the student teaching component of our K-12 program, maintain liaison with the State Board of Education, and deliver Communication Studies Teacher Education courses. This especially holds true as our program is the only remaining Communication Studies Teacher Education program in the state. We are requesting a permanent enhancement of **\$54,000** for this position.

Communication Sciences and Disorders – Audiology AP Supervisor: The doctorate in Audiology is one of the largest doctoral programs in CAS and the Speech and Hearing clinic is an integral part of the students' education. One continuous AP AuD supervisor was paid through Clinic funds for four years. This person resigned last July and the Clinic funds are not sufficient at this time to rehire another full-time continuous AP. We need this position to ensure our AuD students receive the hours of appropriately supervised clinic required for their certification and licensure and our accreditation. We are requesting a permanent enhancement of **\$56,900** for this position.

Adding adequate support staff positions supports the progress of our Strategic Plan in the following areas:

- Strategic Focus Goal 1.1 *Develop and maintain rigorous academic curricula*
- Strategic Focus Goal 1.2 *Enhance opportunities of co-curricular learning activities*
- Strategic Focus Goal 2. 2 *Ensure administrative facilitation of academic excellence*

This initiative also supports *Educating Illinois* Goals 1 and 2.

III. Strategic Budgeted Carryover (SBC) Requests

The CAS has identified 45 requests for the Strategic Budgeted Carryover into FY17 from all units (PERS 937 SBC ONLY). The funds will be utilized for a variety of very important initiatives such as:

- FY17 Backfill-temporary variance
- FY16 Reduction-temporary variance
- Summer school funds
- Replacement of scientific equipment
- Start-up packages for recently hired faculty
- Graduate assistantships
- Faculty/staff computer recapitalization
- Faculty professional travel
- Student support

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. The total amount requested for direct carryover by the college is **\$2,311,521**.

IV. Provost Enhancement (PE) Requests

This Table summarizes the eight Provost Enhancement Requests for FY17.

Provost Enhancement Requests	Amount
Instructional Needs	\$100,000
Graduate Assistantship Stipends	\$175,000
Student Teacher Supervision Travel	\$50,000
Startup Costs	\$150,000
Student Team Travel	\$10,000
Faculty Professional Travel	\$90,000
TV10 Video Switcher	\$68,000
Washington D.C. Civic Engagement Study Tour	\$3,000
Total Permanent Funding Requests	\$648,500

1. **Instructional Needs:** The CAS would like to carry over \$200,000 of variance to offset our instructional needs for our departments/schools for the upcoming academic year. We also ask that these dollars be supplemented by a 2 to 1 match enhancement from the provost. Thus we are requesting **\$100,000** in Provost Enhancements to backfill instructional needs.
2. **Graduate Assistantship Stipends:** We received requests for Graduate Assistantship funds from 11 of our 14 departments with graduate programs totaling \$356,423 (See section II.4 for details). We are requesting less than half that amount. Thus we are requesting **\$175,000** for Graduate Assistantships.
3. **Student Teacher Supervision Travel:** Although we requested permanent funds for student teacher supervision travel (See section II.4 for details), we realize this funding may be more likely to come from temporary versus permanent monies. Thus we are requesting **\$50,000** for student teacher supervision travel.
4. **Startup Costs:** One of the largest requests on our list comes from the college office and is essential 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. In the sciences it is common for startups to cost in excess of \$100,000. The college currently uses funds from the equipment base budget and indirect cost (IDC) generated from external grants to support startup packages. In FY17, the base budget for equipment will be \$294,500. The research and startup commitments for incoming faculty in FY17 will total \$500,000, or \$200,000 above our budget. To help offset some of the pressures we are facing with startup costs in FY17, we plan to SBC \$250,000 in temporary GR funds. In addition to these funds, we are requesting a **\$150,000** supplement from the provost (PE), to help cover startup funds for new faculty hires.

5. **Student Team Travel:** The college is requesting funds to supplement its own \$10,000 commitment to support travel of competitive teams administered by college departments. Examples of these include the Mock Trial Team, Model UN, Forensics Union, and the Solar Car Team. We are requesting **\$10,000** for student team travel.
6. **Faculty Professional Travel:** In FY16, each faculty member was allocated \$550 by the college (total of \$182,050). This amount is likely to cover only one third of the expenses of one regional or national trip. In order to support the professional growth of faculty and their programs of research we are requesting a 2 to 1 match enhancement from the provost. Thus we are requesting **\$90,000** in CAS Faculty Travel.
7. **TV10 Video Switcher:** Much of the curriculum in the School of Communication revolves around TV10. The TV10 video switcher is 25 years old and parts are no longer available for repair. Potential students have commented that their high school switchers are better quality. Ours is not high definition (the industry standard) which makes our students look less professional and reflects poorly on our program in the eyes of potential employers. Most importantly, if it fails, we will not be able to provide the needed curriculum or put on a live daily show. On behalf of the School of Communication, we are requesting **\$68,000** for a new video switcher.
8. **Washington D.C. Civic Engagement Study Tour:** The Department of Politics and Government in conjunction with the American Democracy Project (ADP) offered a unique civic engagement course entitled Washington D.C. Civic Engagement Study Tour in 2008 and 2009. The course was resumed in 2015 and planned to be offered in summer 2016. In 2015, ADP, CAS and the Department of Politics and Government supported it. The Department reserved \$10,000 as SBC to cover the cost for the two fiscal years (FY16 & FY17) with \$5,000 to be spent in FY16 and \$5,000 to be spent in FY17. On behalf of the Department, we request Provost Enhancement funds for FY16 of **\$3,000** to cover the travel, accommodation and stipend of the faculty.

V. Personnel Requests: Tenure Track Faculty - NEW

A total of 35 tenure-line faculty positions were requested in the CAS for FY17, 20 of which are listed in PERS 936a. The ranking shown below has been based on the following criteria:

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

Total requested AIF annual salary is **\$1,365,021**.

Unit	Priority Rank	Specialization/Discipline	Faculty Rank
SOA	1	Non New World Archaeologist	Assistant Prof
CHE	2	General and Inorganic Chemistry	Assistant Prof
BSC	3	Virologist	Assistant Prof
COM	4	Public Relations	Assistant Prof
MAT	5	Actuarial Science	Assistant Prof
HIS	6	Early Modern Europe/History	Assistant Prof
PSY	7	Social Psychology	Assistant Prof
CSD	8	Speech-Language Pathology	Assistant Prof
ECO	9	Applied Microeconomics	Assistant Prof
ENG	10	Histories of Rhetoric, Archival Research, and Comparative Cultural Rhetorics	Assistant Prof
GEO	11	Sustainability Science and GIS	Assistant Prof
MAT	12	Statistics/Mathematics	Assistant Prof
POL	13	US Foreign Policy and Security	Assistant Prof
COM	14	Communication Studies	Assistant Prof
LLC	15	French	Assistant Prof
ENG	16	Digital Humanities and Publishing History and Theory	Assistant Prof
SOA	17	Politics of Global Inequality	Assistant Prof
PSY	18	Clinical Counseling Psychology	Assistant Prof
HIS	19	Colonial Latin America/History	Assistant Prof
PHI	20	History of Philosophy	Assistant Prof

VI. Personnel Requests: Tenure Track Faculty – Non-reappointment or tenure-denial/death

See PERS 936b for details. One such position is requested due to a non-reappointment.