DIVISION: <u>ACADEMIC AFFAIRS</u>
BUDGET PRESENTATION
FISCAL YEAR: <u>2007-08</u>

Introduction

Division Mission Statement:

The Division of Academic Affairs creates and delivers excellent academic programs. It actively supports instructional, scholarly and creative activities, engages and mentors students, and fosters intellectual, ethical, and creative development.

Division Goals: Strategic Initiatives (from Academic Affairs 2005-2010 Strategic Plan)

1. Respond to increased enrollments in the Academic Master Plan
2. Achieve WASC Accreditation
3. Quality Improvement / Assessment
4. Personnel Development
5. Expanding International Capacity

Accomplishments:

- Produced 2,616 FTES (annualized) when the funded target was 2,350 FTES
- Appointed 14 new tenure track faculty in Fall 2006 for a total of 75 positions
- Conducted 30 faculty recruitment searches for Fall 2007 using our signature interdisciplinary recruiting process
- Conducted a search for the Faculty Development Director and appointed Dr. Edward Nuhfer effective July 2007
- Implemented two new majors (BA's in Political Science and Performing Arts) for a total of 17 majors and 5 credentials
- Produced 653 candidates for graduation in 2006-2007
- Conducted numerous faculty research and creative projects as reflected in the CSUCI Accomplishments booklet (currently in production for 2006-2007) and in the Newsletter from the Office of the Dean
- Awarded 37 faculty development mini-grants 2006-2007 for a total of $184,000
- Began planning for occupying and moving into the Broome Library and ordering furniture and equipment; construction is on schedule and opening is set for January 2008
- Conducted a successful WASC site visit in March 2007 – including producing the Educational Effectiveness Report, our 7 Year Assessment plan, GE assessment projects, Program Review procedures, and the President's inaugural Annual Celebration of Excellence (ACE) event
- Facilitated discussion on CSU "Access to Excellence" initiative and submitted report to the Chancellor's Office
- Presented the Center for Service Learning and Civic Engagement proposal to the Academic Senate and it was passed
- Submitted 25 grant and 4 contract proposals to funding agencies for a total of $2.8 million
- Conducted 3,633 advising appointments and 56 group advising sessions from July 2006 – April 2007
- Drafted the Intellectual Property and Principal Investigator policies and both were passed by the Academic Senate
- Participated in enrollment planning and prepared induced workload reports
- Produced the 2007-2008 catalog and promotional flyers for all programs
- Facilitated the planning of programs with faculty and external consultants -- Chicano Studies, Communication, Early Childhood, MA Education state-side transition

- Gained approval for five pilot graduate programs and five undergraduate programs from the Chancellor's Office
- Planned the new nursing lab and attained accreditation from the Board of Registered Nursing
- Assisted 38 students with applications for CSU International Programs and facilitated two UNIV 392 courses during Spring Break 2007 (Mexico and Malaysia/Singapore)
- Awarded grants to 14 faculty members in 7 teams for a total of $7,000 to develop interdisciplinary courses.

Summary

Current Request:

The Academic Resources Committee's efforts have taken reasonable, thoughtful requests within our division from a total of $4,297,012 to a total of $2,622,233. My task was to adjust our request to an amount that is realistic in the context of the total needs of the University. As a result, I have adjusted the request to **$1,393,000** (or about 32% of the original amount requested.) In addition, the President set aside $2,200,000, for new faculty hires to respond to the increase in student enrollment.

This is an extremely lean budget request given the enrollment growth and services that Academic Affairs is required to provide. We have limited our request to only the most critical needs, and recognize that many important needs in the division must be deferred in the interest of the entire university. The set-aside for new tenure track faculty produced **20** new positions and **3** conversions from lecturer positions. In addition, we were able to fill **3** of the five open faculty positions. Among our significant needs are the Nursing program and staffing the new library.

Included in my request are priority commitments such as ADA compliance, temporary faculty pools for courses and assigned time, consultant in Faculty Affairs for the new CSU grievance procedures, faculty development, and faculty recruitment. Increases necessary to support enrollment include staffing and operating needs in academic programs. Also critical are staff positions to support increases in student enrollment in order to maintain excellence in our academic programs.

2,200,000	New Faculty Positions
20,000	ADA Compliance (student wages and operating expenses)
150,000	Dean's Pool for Sections to meet enrollment (temp faculty)
10,000	Faculty Affairs (consultant for new grievance procedures)
90,000	Faculty Development (director, .25 support staff)
150,000	Faculty Recruitment (operating expenses)
300,000	Nursing Program (temp faculty, support staff, operating)
223,317	Academic Programs (temp faculty, staff, students, operating expenses)
300,000	New Library Staffing (2 librarians, night supervisor, circulation asst, stu)
58,278	Advising: Advisor
39,814	Math and Writing Center Staffing
51,591	Faculty Support Coordinator
3,593,000	**Subtotal**
(2,200,000)	President's set-aside for tenure track faculty
1,393,000	**Academic Affairs request**

Highlights:

- **ADA compliance** includes student wages to provide translation services and classroom assistance, contractual services, and some minor funding for accessible furniture, software for instructor workstations, copying, OPC charge backs for moving and modification expenses, and miscellaneous supplies.
- **Temporary faculty pools** in the Dean's Office include primarily the amount of funding for sections transferred to academic programs during 2006-07, but does not include emergency pools. We will handle the latter on a nonrecurring basis.

- **Faculty Development** -- Increases include the differential between the assigned time used this year for faculty directors and a full director position, along with .25 ASC. There is no increase in funding for faculty development grants.
- **Faculty Recruitment** -- The increase partially funds the recruitment effort; the differential will be handled on a non-recurring basis.
- **Nursing.** -- Funding includes some program assigned time, a temporary faculty pool, 1.0 support staff mandated by the Board of Registered Nursing (BRN), and some operational expenses.
- **Academic programs** -- Increases include a student teaching coordinator, a biology technician, an adjustment to the chemistry technician, and .5 ASC in Education, additional student wages, and operational support.
- **Library** -- Increases to staffing the new library facility include an additional reference librarian and a technical services librarian (both non-tenure track), a night supervisor, a circulation and e-reserves assistant, and student wages to support these areas.
- **Academic Advising** -- Includes an additional advisor, which cannot be deferred another year as we have had to handle the advising load on an emergency hire basis in spring 2007.
- **Math and Writing Center** -- Includes a slight increase to accommodate staffing with a faculty director and student wages.
- **Instructional support** -- An additional 1.0 faculty support coordinator to staff the expansion in academic programs, increase in students, and additional faculty.

Not Funded:

The Academic Resources Committee recommended an additional $1,212,736; however in the interest of the total needs of the University and the limitation of available funding in 2007-08, funding in the areas listed below is not included in this request. Many of these are ongoing needs, some of which I hope to be able to fund on a non-recurring basis.

- An emergency pool of temporary faculty of $55,200 (or about 24 weighted teaching units)
- Additional funding for faculty grants of $31,142 (or an increase of 20%)
- Full funding of faculty recruitment or $148,100 (or 50% of the total need)
- Academic programs -- Two lab technicians for chemistry and theater, temporary faculty, students, operating funds totaling $139,315
- A $63,630 differential between lecturer and tenure track salaries for two librarian positions to staff the new facility
- Ongoing funding for classroom equipment refresh of $40,000 annually
- Ongoing funding for library books and materials of $150,000 annually
- Renovations and equipment in Malibu and Chaparral halls for performing arts and sciences of $193,000 (one time funding)
- Staff lines totaling $204,349 for graduate admissions (.25 FTE), grievance officer, additional institutional research, and program planning staff
- Assigned time for Program Assessment and Review Committee (PARC) work of $188,000, funded previously from special Foundation requests and non-recurring sources

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Future Needs

Personnel
Future personnel requirements in Academic Affairs are based on projected growth in FTES and the associated course sections, new program development, new majors and the faculty student ratios that come with that increase. Continued increases are critical in these academic program areas. New faculty to support these areas will be needed to ensure the success of the students as well as the University. While there has been progress in tenure track faculty hires, continued support will be needed to reduce the serious imbalance between tenure track and temporary faculty, which can impact student success and retention at CSUCI. This was a WASC recommendation noted at the exit interview.

Funding increases will also be needed in areas of Academic Affairs that support the work of faculty and students. In particular, staffing needs for the mission-based centers need to be addressed to support student success. Lab and research technical staff needs will increase as programs, faculty, and students increase. Developing and maintaining technicians in programs with lab components will become crucial as new spaces on campus are built out. Student success will depend on quality staff in the labs to enhance the educational offerings at CSUCI.

Academic Advising has a recognized model for service and dedication to the students and will require additional staffing to meet the demands of growing programs and increasing numbers of students. A strong advising program will help increase student retention rates across the board.

Faculty and office support staff are needed to support the growing numbers of programs and faculty. Growing numbers of students, classes, programs, and faculty (both tenure track and lecturers) increase the workload for the Office of Academic Programs and Planning, Office for Institutional Research, Associate Dean for Faculty, and Associate VP for Faculty Affairs. Increased office support in these areas would greatly reduce the heavy workload already seen, as we have expanded the number of programs and students but have not correspondingly increased staff during that time. Additionally, support in the areas of grievance procedures, disability accommodations compliance, graduate programs, and handling of post award grant processing are critical in the very near future.

Other areas of Academic Affairs that help insure student success, such as the Library, Math and Tutoring Center, Writing Center, continue to serve increasing numbers of students and faculty while maintaining staffing at minimal levels. To continue the strong service and outreach that these areas are known for will require increased staffing. The move to a new building for these programs will increase the visibility of their services and most likely require further staffing to meet that need.

Facilities
The growth in both student enrollment and number of academic programs will present significant challenges in the coming year. Specifically:
- **Offices** –The Bell Tower East project will provide sufficient office space to accommodate new tenure track and temporary faculty, as well as staff, for the 07-08 academic year. However, additional space must be identified and prepared to accommodate additional faculty and staff in 08-09.
- **Teaching labs** – Through careful scheduling it will be possible to accommodate increased enrollment, from program growth and the addition of the Nursing major, in lower division Chemistry and Biology labs in 07-08. However, this scheduling will limit or eliminate prep time in the lower division labs. It will not be possible to accommodate additional growth in certain lower division Chemistry and Biology lab courses in 08-09 without additional lower division lab capacity.
- **Research space** – The quality of education is determined in large part by the quality of the faculty. My intention is to recruit and retain highly qualified tenure track faculty. It is also my intention to create conditions for the faculty to maintain currency in their academic fields. To attract, retain, and allow to develop highly qualified faculty, funding must be provided for functional, dedicated research space for both faculty and students especially in science programs.
- **Performing Arts** – With the start of the Performing Arts major it is clear that there is a need for modifications to Malibu Hall, which has been designated as the location for performing arts. Although it was not possible to provide significant funding in the coming year, needed improvements include studio teaching space, acoustic treatments, seating, musical equipment storage, audio visual equipment, lighting systems, in addition to items such as carpeting and repainting.
- **Studio spaces** – The Art program is close to maximum capacity in three of its four studio facilities. The addition of a new shared computer lab in the Broome Library will help alleviate some of this pressure, but there remains a need for additional studio facilities to allow for continued enrollment growth.
- **Computer labs** – Most instructional computer labs are currently operating with computers that are no longer under warranty and which are no longer adequate to meet current computing needs. I have not included funds to support a refresh of computer labs based on the understanding that this need would be met at a campus funding level. As growth occurs in such programs as the Social Sciences, Mathematics and other disciplines which require courses that include instructional computer lab

components, additional specialized and general use computer labs will be needed. Although some disciplines, such as Computer Science, have dramatically increased their use of online instruction, it is essential that the campus provide additional instructional computing capacity, either through new fixed labs or through additional cart-based laptop units.

- **Classroom refresh** – I am not recommending funding for the replacement and upgrade of classroom equipment and furniture in this budget, however, many classrooms in the Bell Tower are in need of new furniture, window coverings, and classroom equipment. It is important that the campus move beyond an ad hoc process of replacing individual classroom items when they become unusable, and begin a formal (and funded) program of classroom furniture and equipment refresh.
- **Classroom space** – The rearrangement of existing classroom space improved utilization significantly in the past year. Additional short term measures will provide two more classrooms in the fall. Even so, scheduling fall 2007 courses will be particularly difficult given classroom limitations. This situation should improve considerably with the addition of new classroom facilities in the Broome Library in spring 2008.
- **Infrastructure issues** –The growth and development of Performing Arts programs in Malibu Hall will be limited by the availability of power to that facility. The current supply of power is not adequate to permit the addition of lighting, sound and other systems that will be required to support the development of the Performing Arts program. The Academic Affairs budget is not the appropriate source to fund major infrastructure items such as electrical transformers that will be required to meet programmatic needs in this facility. In addition, while Academic Affairs has purchased electronic locks for facilities such as Malibu Hall.

Other
Library books and other materials (e.g. DVDs, CDs, curriculum kits) have never been funded in the budget process at CSUCI. In the past materials have been funded through one-time budget savings or Foundation sources. It is paramount to secure funding to ensure that the materials required for classes, research, and student assignments are available. As graduate programs, majors, and minors continue to grow and develop, the amount expended on these materials will need to increase.

Computer refresh programs are desperately needed in Academic Affairs for labs and for staff. Current equipment is reaching the end of its life expectancy and requires ongoing replacement. I strongly support a university program for regularly scheduled replacement.

Faculty Development has offered faculty mini-grants to encourage faculty research projects in the past. Continued growth in faculty will require that larger funds be available for these mini-grants. There is no increase currently in the proposed budget.

Enrollment Growth Impact

As we attract more and more students, more faculty positions will be needed to support current programs and majors and to bring on new programs and majors. A serious deficit exists in full time tenure track faculty vis-à-vis temporary faculty. The Chancellor's Office recommended ratio is 75% tenure track faculty to 25% temporary faculty.

In 2005-06, we served 2,123 FTES with 61 tenure track faculty positions (57 tenure track faculty members) and a large temporary faculty pool. Our ratio was **42% to 58%** (based on total budgeted tenure track faculty positions and FTE temporary faculty).

In 2006-07, we served 2,616 FTES with 75 tenure track faculty positions (69 tenure track faculty members) and a large temporary faculty pool. Our ratio was **45% to 55%**.

In 2007-08, we will serve 2,957 FTES with about 98 tenure track faculty positions and a large temporary faculty pool. We hope to continue to improve the ratio, but we are seriously short of the desired ratio.

To keep up with the enrollment growth we need to continue to:
- hire more tenure-track faculty,

- lower the service duties of the current tenure-track faculty so they can teach more classes and engage in research,
- improve the ratio of courses taught by tenure-track faculty to the courses taught by temporary faculty,
- provide infrastructural and personnel support for the faculty and the students,
- increase classroom and lab space,
- increase the number of faculty offices,
- increase support staff (e.g. faculty support coordinators and lab technicians),
- increase the number of advisors, and
- improve funding for lab materials and equipment.

UPACC Strategic Priority

The base budget of Academic Affairs supports the UPACC Strategic Priorities on an on-going basis. This budget request includes additional funding over the base in the following UPACC strategic priority areas:

UPACC Strategic Priorities	
Accessibility	20,000
Retention	621,409
Staffing to support growth	501,591
Tenure track faculty	2,440,000
Training and development	10,000
President's set-aside	(2,200,000)
	1,393,000

Accessibility - DAS
$20,000 for student wages and operating expenses to support additional DAS related needs

Administrative Systems/Web development/IT
No requests above base funding

Retention
An important part of retaining students is excellent academic instruction and related services, including an excellent Library. Accordingly, I am requesting an additional $223,317 for temporary faculty, staff, student assistants and operating expenses; and $300,000 to support and staff the new Library. Another key element in retention is excellent advising for students. Therefore, this request includes $58,278 for a new advisor and $39,814 for staffing adjustments in the Math and Writing Center.

Space/Physical Infrastructure
No requests above base funding

Staffing to Support Growth
$51,591 for a new faculty support coordinator
$150,000 for the Dean's pool for new sections to meet enrollment growth
$300,000 for staffing and operating the new Nursing Program

Tenure Track Faculty Hires
Hiring and supporting new faculty is a significant continuing part of Academic Affairs budget. In addition to the set-aside of $2,200,000 for hiring new faculty (for fall 2007), our budget request includes $150,000 for faculty recruitment (for fall 2008 hiring), and $90,000 for a director and support staff in Faculty Development.

Training and Development
$10,000 for Faculty Affairs to support new grievance procedures mandated by state law, and this may be inadequate.