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Armstrong Faculty Senate Minutes

Armstrong Faculty Senate

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1-25-2016

## January 25, 2016 Armstrong Faculty Senate Minutes

Armstrong State University

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**Armstrong State University**  
**Faculty Senate Meeting**  
**Minutes of January 25, 2016**  
**Student Union, Ballroom A, 3:00 p.m.**

- I. Pre-Senate Working Session (3:00–3:30 p.m.)
- II. Senate President Desnoyers-Colas called the meeting to order at 3:31pm (Appendix A)
- III. Senate Action
  - A. Approval of Minutes from [November 16, 2015](#) Faculty Senate Meeting
    1. APPROVED without corrections (29-0)
  - B. Brief remarks from Dr. Linda Bleicken, President were not given due to her absence
  - C. Budget presentation by Mr. Christopher Corrigan, Vice-President of Business and Finance (see Appendix B for copy of powerpoint presentation)
    1. Reminder that Business and Finance have agreed to provide several updates to faculty – in August (final form of fiscal year budget), and to PBF on budget planning, and to senate in this update.
    2. Overview of agenda for today's presentation. As you can see, we're off to a good start. Tuition revenue is slightly ahead of budget. Auxiliary revenue is significantly lower. That's due to transfer of housing properties (P3 transaction). We're slightly ahead of where we usually are (a million dollars ahead of prior year, and ahead of budget), due to tuition increase and more favorable head-count (more graduate students). Expenses are pretty close to even. Some of this is timing – expenses will catch up somewhat. Dining services are up (more residential students). Bookstore is slightly down, but similar to past two years. Turnover rates have improved (faculty and staff turnover). Position postings in PeopleAdmin have decreased somewhat, perhaps indicating reduction in turnover. Time to fill open positions has decreased, except for faculty (taking much longer to fill faculty positions).
    3. Regarding presentation to USG of budget for next year: projected growth, summary of enrollment management strategies, proposals for new academic programs, new funding requests (Faculty and staff salary increase – 3%, Student services position at Liberty Center, Counselor position, Professional academic advisor position, Upgrade to phone system – most of these related to enrollment growth objective), facilities requests (Science Center chill water plant replacement, MCC renovation, University Hall renovation, Science Center renovation – mostly for lab spaces). Next step is the Governor publishes his budget. Legislature uses that budget and finishes a final budget in late April (signed into law in May). In Governor's budget is 3% merit salary increase, maintenance and repair funding. It doesn't include funding for health insurance increase (this is unusual and may be added back by legislature) or construction funding for 7 of 9 requested capital projects (including our Health Sciences building project). One of the funded projects was a Georgia Tech building and the other project was at Albany State.

We will call for second round of funding requests out of end of year funds. We'll try to do that a little earlier than last year. Our final budget will be drafted after Legislative budget is done.

Question: What was the final overrun cost of Liberty Center project?

Answer: Our contribution was at 1.1 million.

Question: Any data on the out of state tuition waiver?

Answer: Applications have increased substantially from SC, FL, and (less so) in AL.

Comment from Senator: Governor Deal also put in for a technical college to be moved within his home district.

D. SPARC II values assessment presentation by Mr. Jason Salzer, Chair of SPARC II Values Assessment Subcommittee

1. Committee was asked to simplify the values statements, ideally to make it memorable, indeed recitable. The subcommittee wanted to keep the underlying message and to consider Armstrong's underlying "why" (i.e., "Why Armstrong?").
2. We came up with a values statement that we feel underlies the Armstrong SHIP. Pirates value their SHIPS: ScholarSHIP (teaching, discovery, mentoring), LeaderSHIP (vision, integrity, diversity), StewardSHIP (service, community, outreach).

Question: What happens next?

Answer: We'll be presenting in front of many smaller groups, as well as convocation.

E. Old Business

1. Recurrent Updates
  - i. Joint Leadership Team summary
  - ii. Faculty and Staff Vacancy Report 12.18.15
2. Academic Affairs Strategic Plan Update by Dr. Becky DaCruz (Appendix C)
  - i. We will be offering faculty forums to review the latest draft. We would like as much input from faculty as possible. We included things we are currently striving to maintain and attain, as well as longer-term goals. Forums will be Tuesday, Feb. 9<sup>th</sup> from 3-4:30 and Wednesday, Feb. 10<sup>th</sup> from 12-1:30.
  - ii. Question: Some of the passages are highlighted in the document, why is that. Answer: The highlights represent the latest edits (reviewed by some, but not all, of the committee).
3. Salary Study Committee Update by Dr. Cliff Padgett
  - i. We are waiting on the data from the latest year's CUPA (Feb. 8<sup>th</sup>).
4. Campus Safety Forum Update by Dr. Christopher Corrigan
  - i. The committee met this morning and our intent is to send an informative update at the end of the week via email.
5. Other Old Business
  - i. Updates on University Committee Representation
    - a. USG retirement taskforce: Senate President Desnoyers-Colas notes that she will serve on this committee the Chancellor has

formed to review and make recommendations regarding retirement options. We are currently dealing with around 50 vendors and not all of the schools are in compliance with our vendors. So, in order to bring down the costs for retirement, it may be preferable to have a fewer number of vendors. A consultant will be meeting with the committee to develop a strategic plan regarding retirement options. She has volunteered to put together a strategic public relations plan to help disseminate the information in an understandable way. She will provide updates over the next few months.

- b. HR director search committee: Provost Robert Smith reports on the formation of the search committee. It was agreed that Dr. Chris Curtis would serve on the committee and would, therefore, be a faculty representative. Afterwards, it became apparent that the senate might have become involved in recommending a search committee representative. The senate leadership were involved at the point of bringing candidates in to interview. Dr. Chris Curtis summarized the work done by the committee. Interviews were conducted with 5 candidates over break due to the tight nature of the search (needing to bring in someone soon for this important position).

Question: What is the timeframe to announce the finalist?

Answer: Mr. Corrigan – I hope to extend an offer today, with an announcement (hopefully) at the end of the week to the campus community.

Senate President Desnoyers-Colas noted that it is ideal for the senate to be involved when a committee needs faculty representation.

- c. Master plan committee: Has been formed. Dr. Catherine MacGowan will represent the faculty as a senate alternate and co-chair of PBF.

#### 6. Old Business from the Floor

- i. None

#### F. New Business

##### 1. Committee Reports and Charges

- i. University Curriculum Committee
  - a. College of Education: No items
  - b. College of Health Professions: Diagnostic and Therapeutic Sciences (6 items): APPROVED (30-0)
  - c. College of Health Professions: Rehabilitation Sciences (8 items): APPROVED (28-0)
  - d. College of Liberal Arts: Art, Music, and Theatre (4 items): APPROVED (26-1)



- e. College of Liberal Arts: Criminal Justice, Social and Political Science (4 items): APPROVED (28-1)
- f. College of Liberal Arts: Economics (1 item): APPROVED (28-1)
- g. College of Liberal Arts: History (37 items): APPROVED (27-2)
- h. College of Science and Technology: Biology (5 items): APPROVED (29-1)
- i. College of Science and Technology: Chemistry and Physics (2 items): APPROVED (31-0)
- j. College of Science and Technology: Computer Science and Information Technology (2 items): APPROVED (28-1)
- k. College of Science and Technology: Psychology (2 items): APPROVED (28-2)
- ii. Governance Committee: Have not met yet. We will meet in next couple of weeks. We will consider the elections schedule and committee bylaws changes, and elections for UCC.
- iii. Academic Standards: No report.
- iv. Education Technology: No report.
- v. Faculty Welfare: Met on December 3<sup>rd</sup> and are working on a bill for post-tenure review raises. Part of rationale will be based on what other universities are doing.
- vi. Planning, Budget, and Facilities: Dr. Wendy Wolfe reported on new business from January's PBF meeting. The issue of summer fringe benefit calculation came up. When faculty submit grants, they sometimes must estimate summer benefit cost, such as FICA and retirement (e.g., TRS). In recent years, faculty have been told to estimate that amount as 18%, but it is unclear where that number came from or if it is still accurate. Dr. Christopher Corrigan added that he has researched the amount since the last PBF meeting and learned it is now closer to 21%. The new information will be added to the PBF meeting minutes as an addendum. Dr. Wolfe reported that other new PBF business is to investigate the basis and rationale for summer pay of laboratory classes based on credit hours instead of contact hours, and to revisit the possibility of summer profit sharing with colleges and/or departments based on summer enrollment. Both issues will be revisited in future PBF meetings.
- vii. Student Success
  - a. Proposed bylaws change: Made some changes to the bylaws. Under review by Governance Committee.
  - b. Hardship withdrawal policy: Not discussed.
  - c. Minors and research focus on student transcripts: This idea came out of CST in order to designate student scholar designation and perhaps nature of the research topic on student transcripts. CST is moving on doing this, but we likely

need to involve the Registrar's office since they make the notation on transcripts. We now include minors on transcripts.

Question: There is supposed to be a place on the website where students could declare a minor, but now I can't find it.

Answer: It's always been a form. It is now online, but the student needs to fill it out and bring it to the Registrar's Office.

Senator comments: The application for this research designation in CST requires a substantive involvement by the student in research and verification of the involvement by the faculty advisor.

Question: Is that graduate student research?

Answer by senator: No, undergraduate.

Question: Would what is considered research/scholarship vary by college?

Answer: That could be something the committee considers.

Senator comments: It would seem the first place to take this is Kathy Platt or someone in the Registrar's Office to make sure it is viable to include on transcript and what we can do in Banner.

Dr. Jane Wong, Dean of CST: This is a pilot in CST spearheaded by Dr. Brent Feske and Dr. Scott Mateer and it received input by faculty in the college and developed guidelines approved by representatives from all departments in CST. We heard back from Rock McCaskill that if it is approved by the college and Dr. Smith, we could have up to 50 characters could be devoted on transcript for this designation below their address. The designation at this time for the pilot is "Dean's Research Scholar" for students who meet the CST criteria for this designation.

Senate President Desnoyers-Colas: Somehow this came to us that this was going to be a university-wide initiative, with CST leading the way. I don't know if other colleges want to do their own pilot. Everyone will have their own ideas about what constitutes research.

Dr. Cliff Padgett: The idea to send this to committee would be for the oversight of the process, not the designation and what constitutes that designation across disciplines.

Senate President Desnoyers-Colas: we could write a charge to Student Success to investigate this idea and make recommendations for how this might be implemented university-wide.

Provost Robert Smith: To go forward beyond this pilot, I would like a committee like student success to vet this.

Senate President Desnoyers-Colas: However, it seems wrong to hold up students who are in the pipeline with this pilot in CST. We can take this back to our departments for discussion in the meantime.

2. Athletics Update: Deferred.
3. Other New Business: Senate President Desnoyers-Colas: we are looking for a senator to serve on the Faculty Development position search committee.
4. New Business from the Floor: None

G. Senate Information and Announcements

1. Search Committee Updates
2. Senate meeting location change for February: Next month's meeting will be in the Ogeechee Theater
3. Send Committee Meeting Dates and Minutes to [faculty.senate@armstrong.edu](mailto:faculty.senate@armstrong.edu)
4. Send Changes in Committee Chairs and Senate Liaisons to [governance.senate@armstrong.edu](mailto:governance.senate@armstrong.edu)
5. Announcements (from the floor)

IV. Adjournment at **4:47pm**

V. Minutes completed by:

Wendy Wolfe

Faculty Senate Secretary, 2015-2016

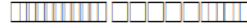
Appendices

- A. Attendance Sheet
- B. Budget Presentation
- C. Academic Affairs Strategic Plan Draft

## Faculty Senators and Alternates for 2015-2016 (Senate Meeting 1/25/2016)

Department	College	# of Seats	Senator(s) and Term Year as of 2015/2016		Alternate(s)	
Adolescent and Adult Education	COE	2	Kathleen Fabrikant (3)	x	Anthony Parish	
			ElaKaye Eley (3)		Brenda Logan	
Art, Music and Theatre	CLA	3	Rachel Green (2)	x	Emily Grundstad-Hall	
			Deborah Jamieson (3)	x		
			Elizabeth Desnoyers-Colas (3)	x		
Biology	CST	4	Jennifer Broft Bailey (1)	x	Sara Gremillion	
			Brett Larson (3)		Jennifer Brofft-Bailey	
			Aaron Schrey (2)		Michael Cotrone	x
			Jennifer Zettler (2)	x	Scott Mateer	
Chemistry and Physics	CST	3	Brandon Quillian (1)	x	Catherine MacGowan	
			Donna Mullenax (2)	x	Lea Padgett	
			Clifford Padgett (2)	x	Will Lynch	
Childhood and Exceptional Student Education	COE	2	Kelly Brooksher (1)	x	Bob Lloyd	
			Anne Katz (3)	x	John Hobe	
Computer Science & Information Tech	CST	1	Hongjun Su (1)		Frank Katz	
Criminal Justice, Social and Political Science	CLA	2	Dennis Murphy (1)	x	Michael Donahue	
			Becky da Cruz (2)	x		
Diagnostic and Therapeutic Sciences	CHP	2	Shaunell McGee (3)	x	Rhonda Bevis	
			Pam Cartright (2)		Christy Moore	x
Economics	CLA	1	Nick Mangee (3)	x	Yassi Saadatmand	
Engineering	CST	1	Wayne Johnson (2)	x	Priya Goeser	
Health Sciences	CHP	2	Lesley Clack (1)	x	Joey Crosby	
			Janet Buelow (3)	x	Rod McAdams	
History	CLA	2	James Todesca (1)	x		
			Michael Benjamin (2)	x	Allison Belzer	
Languages, Literature and Philosophy	CLA	5	Bill Deaver (3)		Nancy Tille-Victorica	
			Carol Andrews (2)	x	Nancy Remler	x
			Jane Rago (2)	x	Annie Mendenhall	
			Christy Mroczek (1)		Rob Terry	x
			James Smith (2)	x	Deborah Reese	
Library	CLA	1	Aimee Reist (1)		Ann Fuller	
Mathematics	CST	3	Selwyn Hollis (1)		Sungkon Chang	
			Paul Hadavas (3)	x	Sean Eastman	
			Joshua Lambert (3)		Tricia Brown	
Nursing	CHP	3	Sherry Warnock (1)	x	Carole Massey	
			Gina Crabb (1)	x	Luz Quirimit	
			Jeff Harris (3)		Jill Beckworth	
Psychology	CST	1	Wendy Wolfe (2)	x	Nancy McCarley	
Rehabilitation Sciences	CHP	2	David Bringman (1)	x	AndiBeth Mincer	
			Maya Clark (2)	x	April Garrity	





## Financial Report to Faculty Senate

Armstrong State University

January 25, 2016

Chris Corrigan

Vice President, Business & Finance

ARMSTRONG STATE UNIVERSITY

## Agenda

Section I – Cash and Equivalents – 2014, 2015, 2016 (Q2)

Section II – Tuition and Fee Revenue Trends

Section III – Quarterly Revenues and Expenditures  
by Fund Source

Section IV – Auxiliary Revenue Trends  
Housing, Dining, Bookstore

Section V – HR/Position Information

Section VI – Budget outlook for FY17

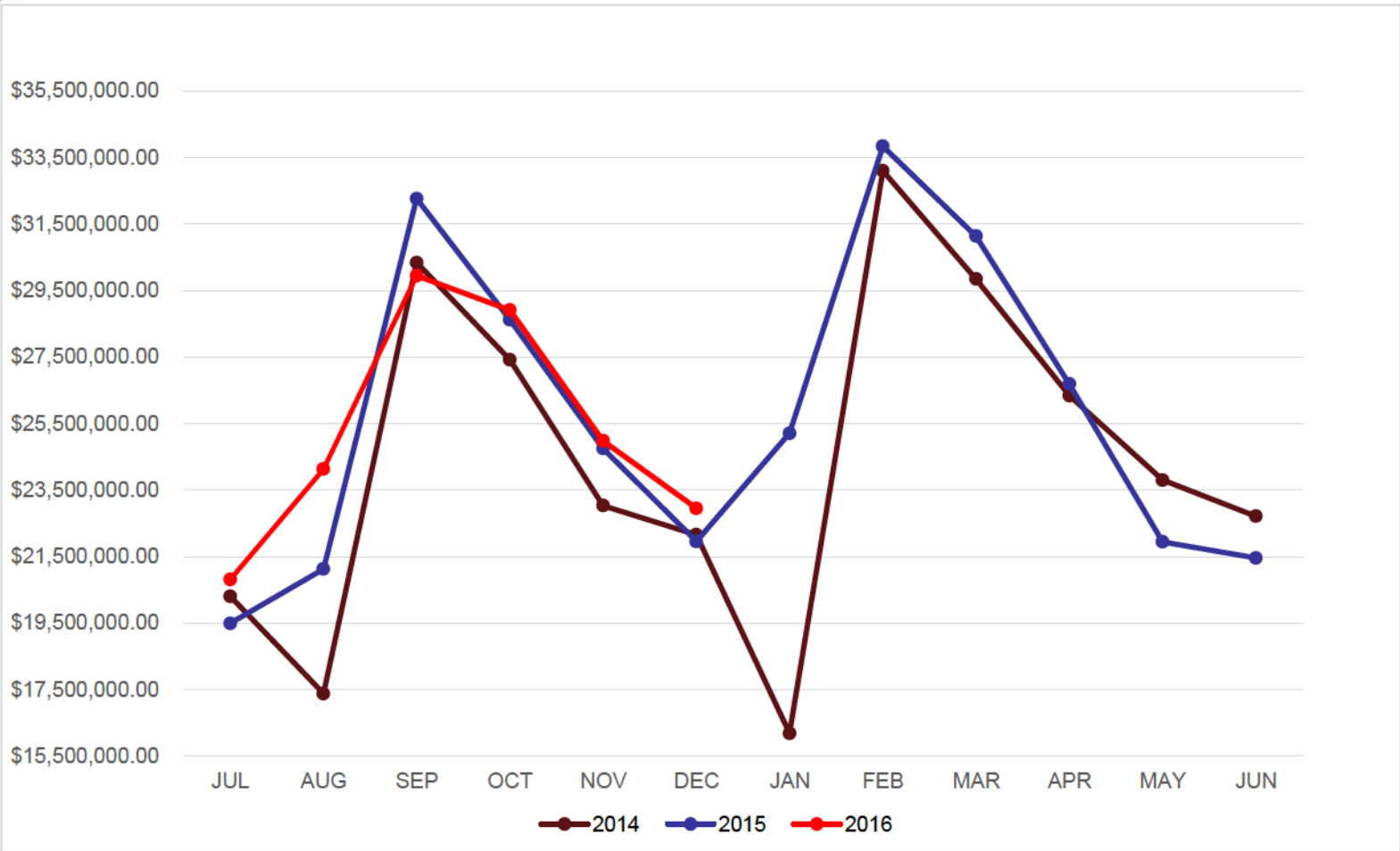
## Q1 FY 2016 - Highlights

- Fiscal 2016 is off to a good start
- Cash balance is stable, slightly above last year
- Tuition revenue is currently slightly ahead of budget
- Auxiliary revenue lower due to P3 Housing, but University Terrace is profitable and the guaranteed Ground Rent and Retained Services should keep Housing profitable

## Section I

- Cash and Equivalents – 2014, 2015, 2016 (Q2)

## Cash Balances by Period and Year



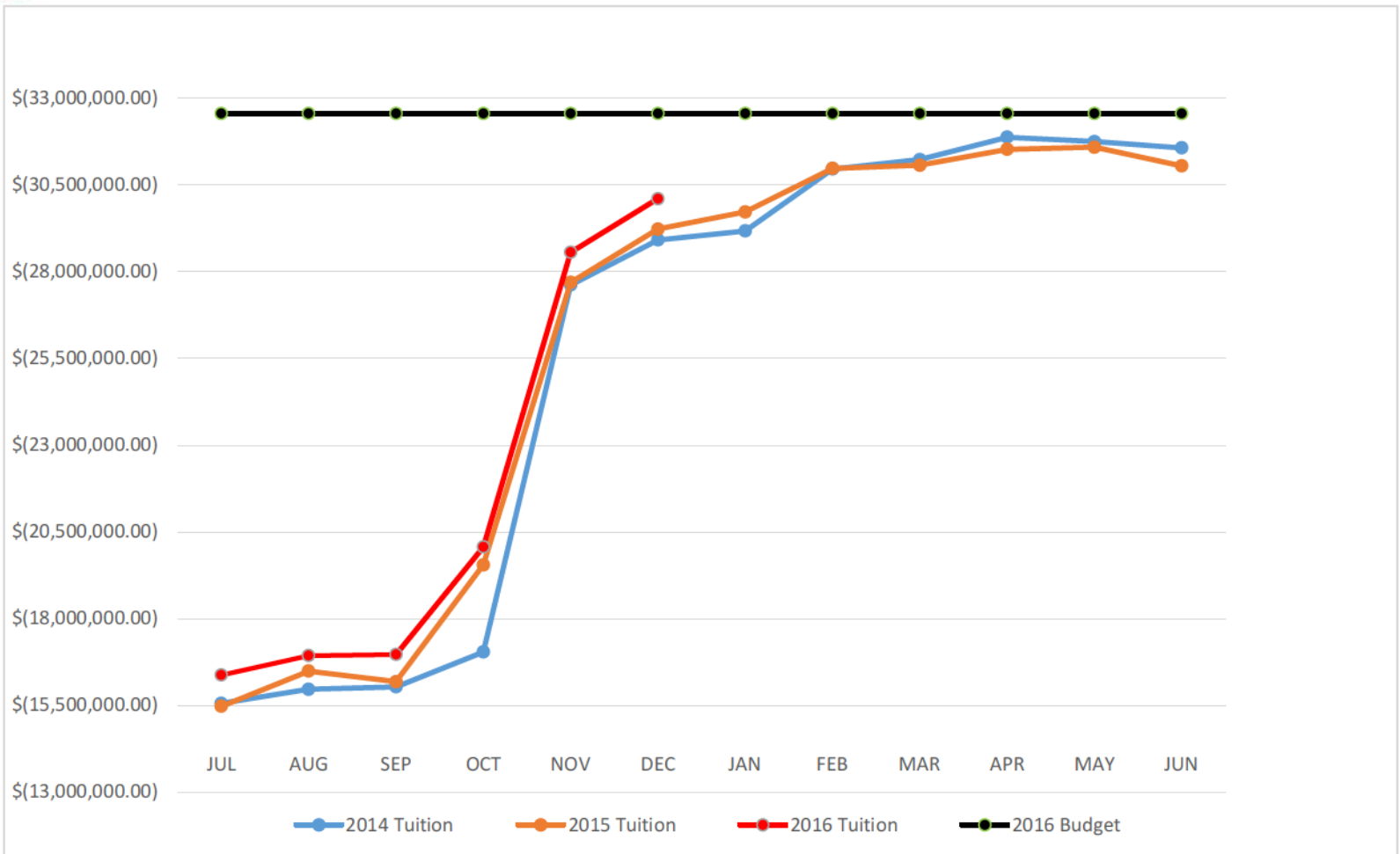


## Section II

Tuition and Other Fee Revenue Trends

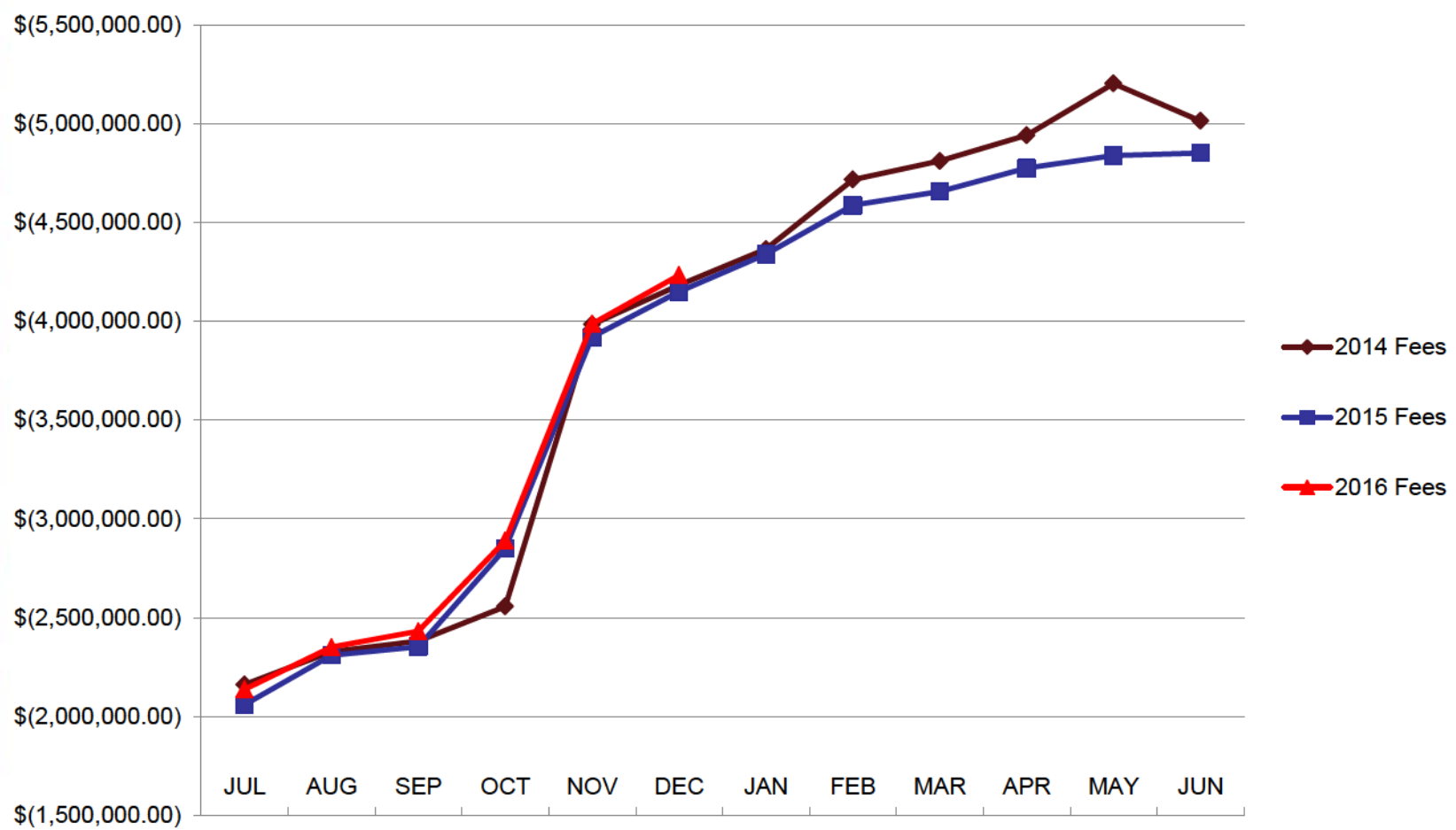
2014, 2015, 2016 (Q2)

# Tuition Revenues



# Other Fee Revenues

Fund 10600 - Institutional Fee and Course Fees



## Section III

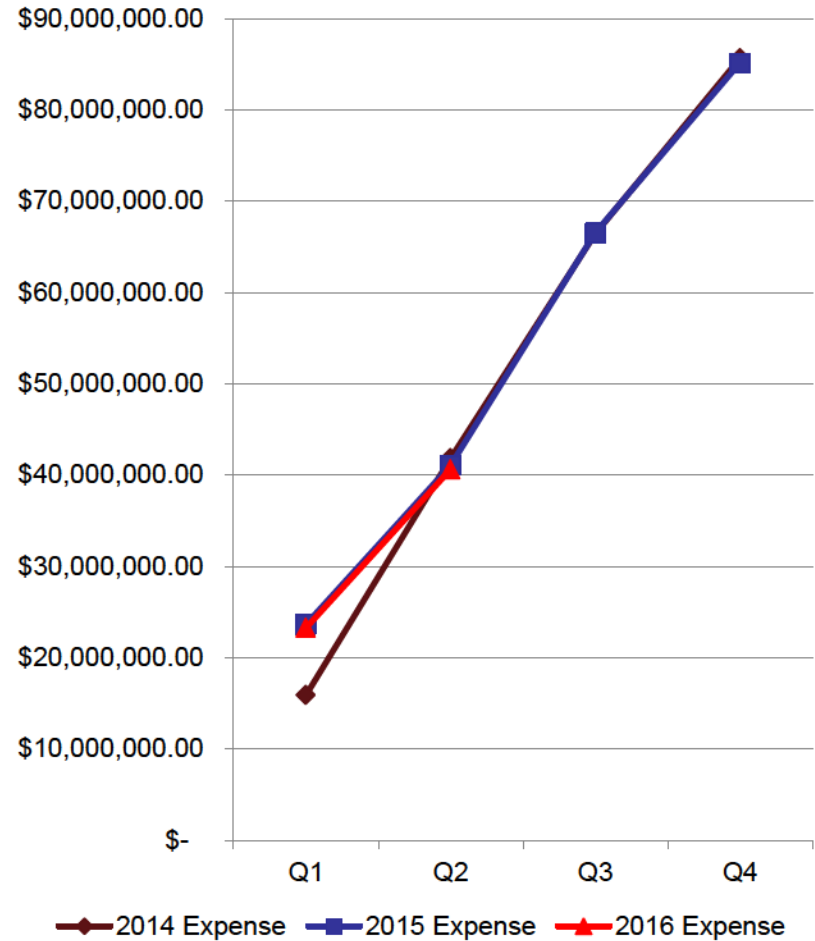
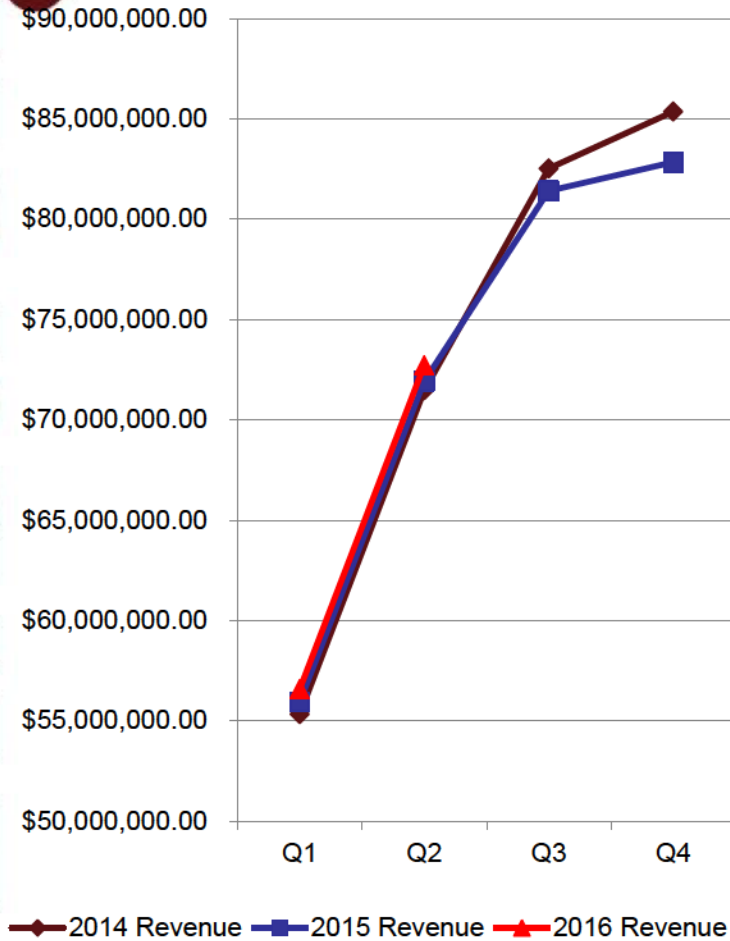
Revenue and Expenses by Fund Source

E&G, Auxiliary, Other Funds

2014, 2015, 2016 (Q2)

# E&G Revenues and Expenses

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## E&G Revenues and Expenses

		Q1	Q2	Q3	Q4
E&G	2014 Revenue	\$ 55,323,105.97	\$ 71,453,965.08	\$ 82,511,794.23	\$ 85,346,933.94
	2014 Expense	\$ 15,884,449.45	\$ 41,818,539.28	\$ 66,403,277.07	\$ 85,623,993.89
	2015 Revenue	\$ 55,931,594.88	\$ 71,916,787.05	\$ 81,401,447.85	\$ 82,832,976.29
	2015 Expense	\$ 23,632,450.00	\$ 41,043,837.67	\$ 66,503,896.58	\$ 85,107,680.42
	2016 Revenue	\$ 56,568,020.45	\$ 72,703,810.64		
	2016 Expense	\$ 23,253,837.74	\$ 40,614,083.55		

Includes:

10000 - State Appropriations

10500 - Tuition

10600 - Other Fees

14000 - Departmental Sales & Services

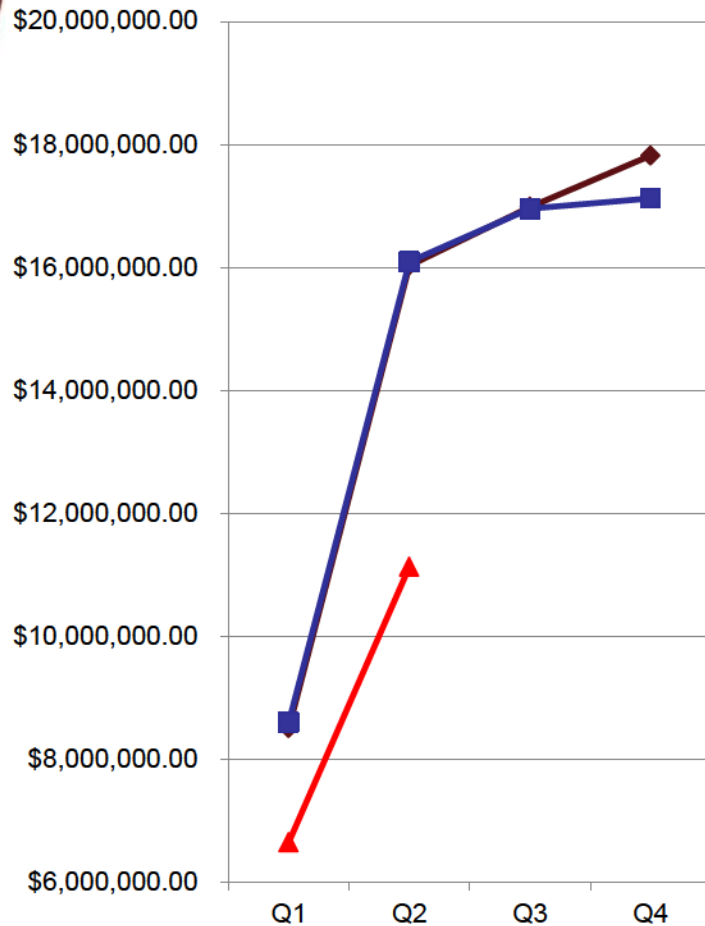
15000 - Indirect Cost Recovery

16000 - Technology Fee

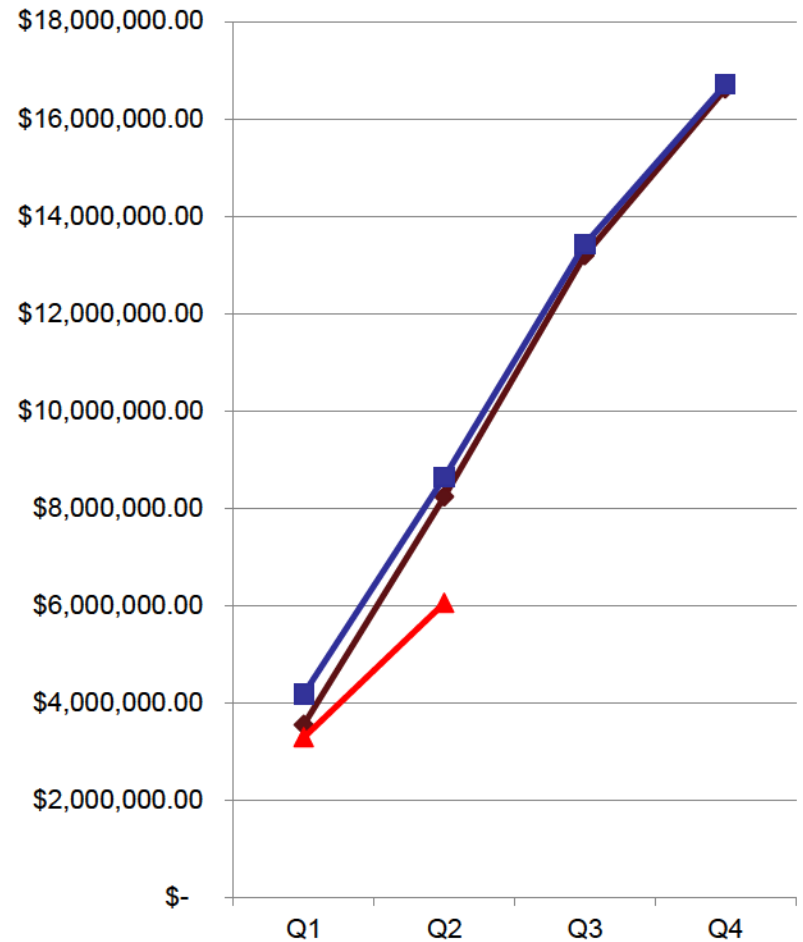
20000 - Sponsored Operations

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# Auxiliary Revenues and Expenses



2014 Revenue 2015 Revenue 2016 Revenue



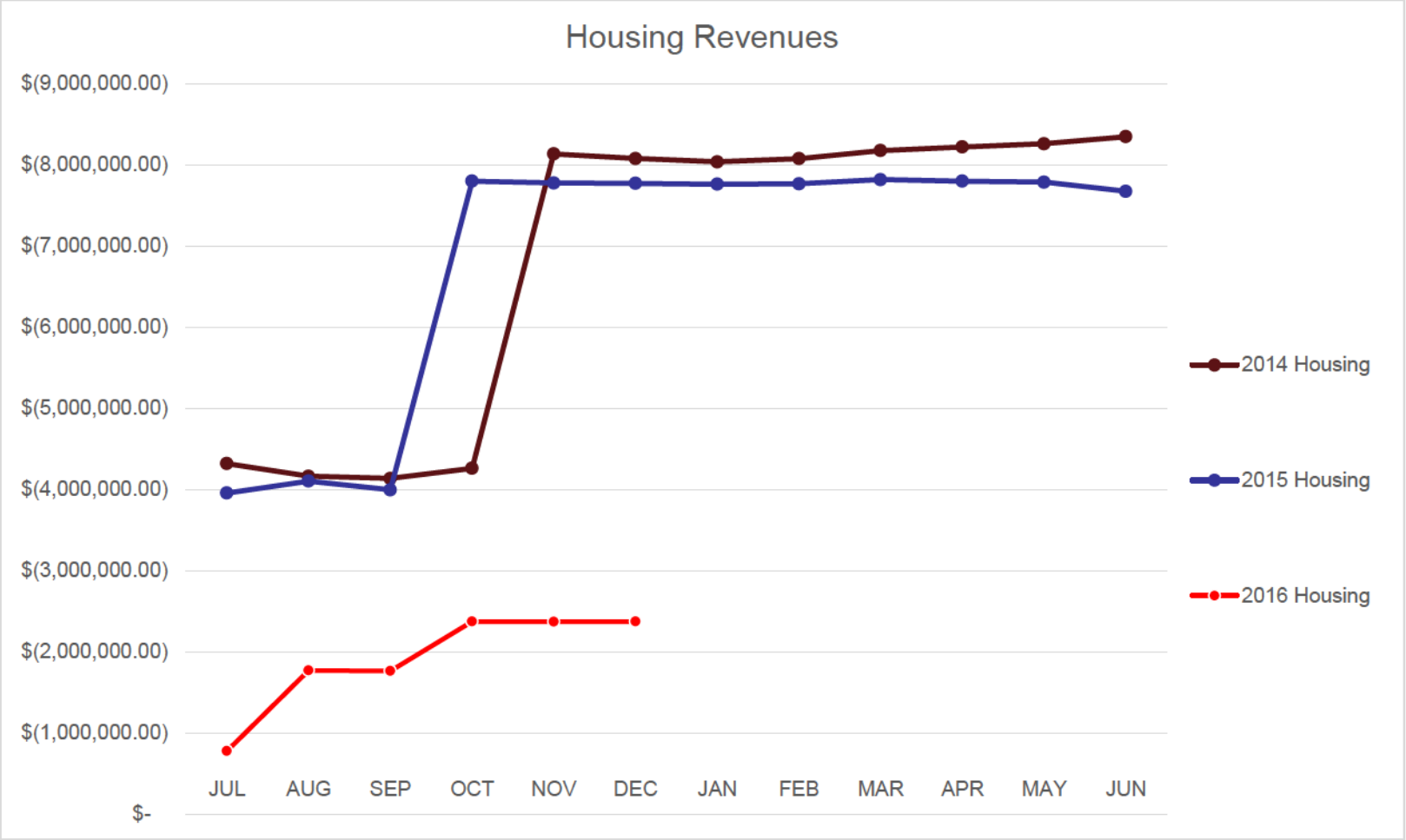
2014 Expense 2015 Expense 2016 Expense

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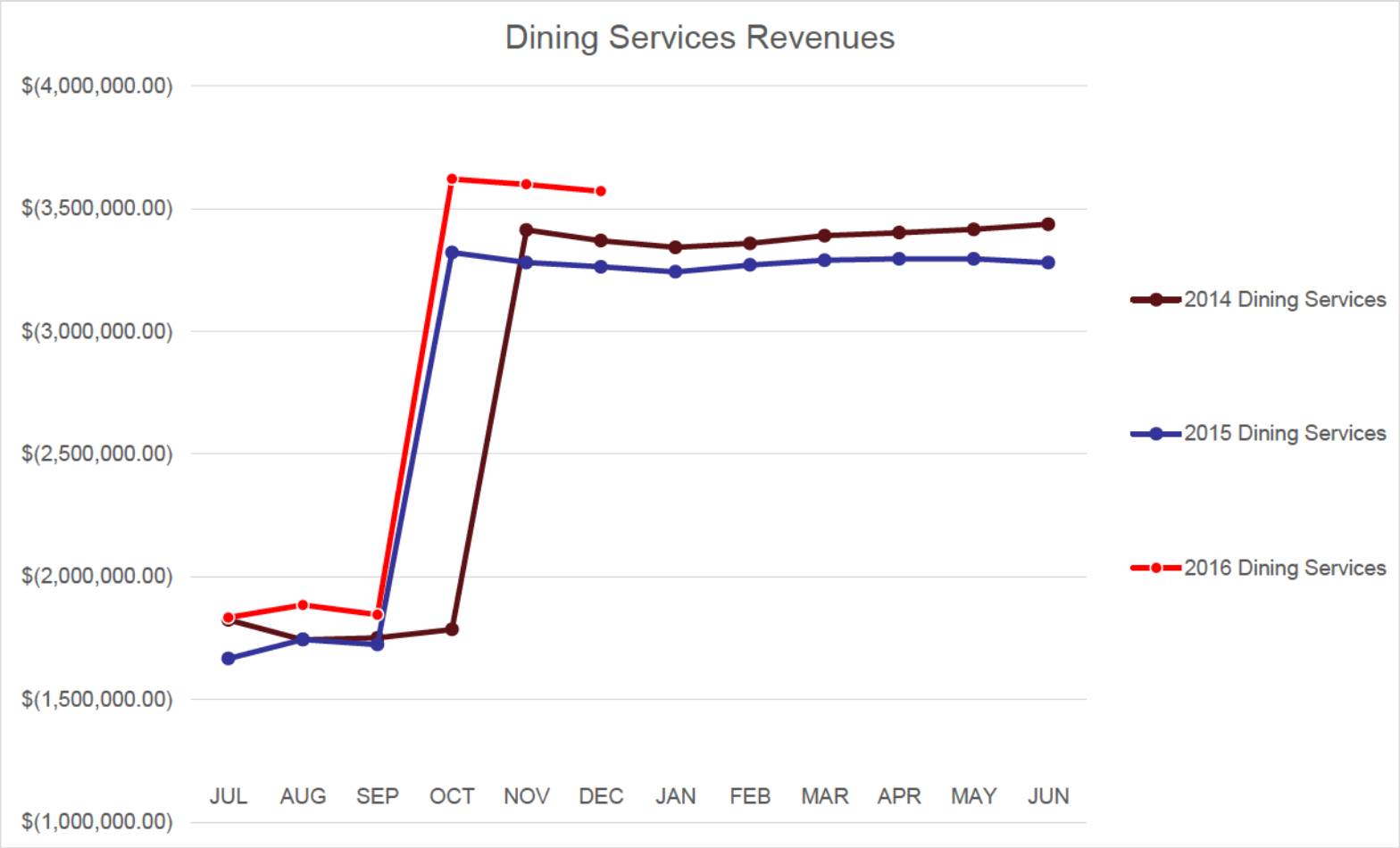
## Section IV

Auxiliary Revenue Trends  
Housing, Dining, Bookstore

# Housing Revenue Trend

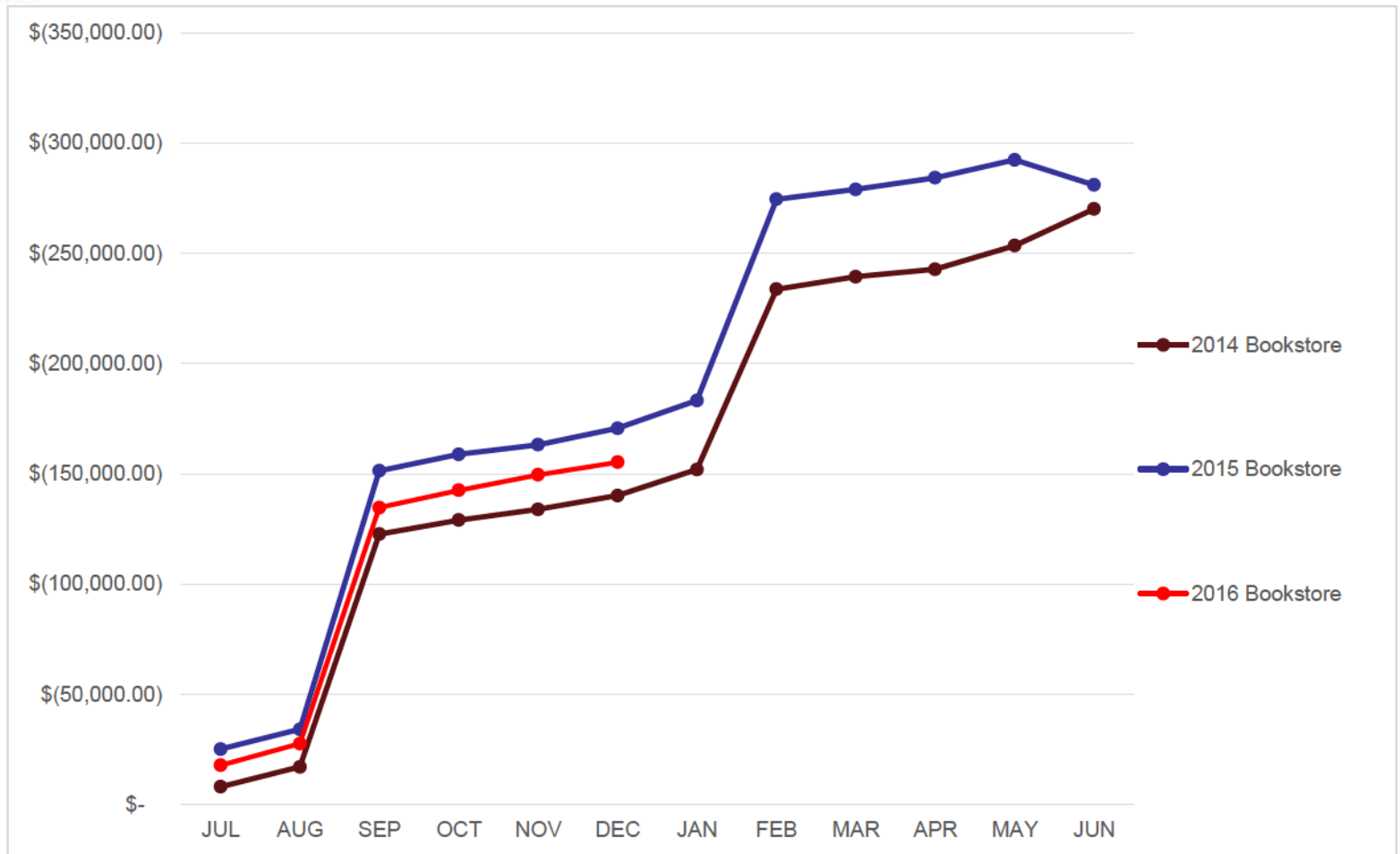


# Dining Revenue Trend





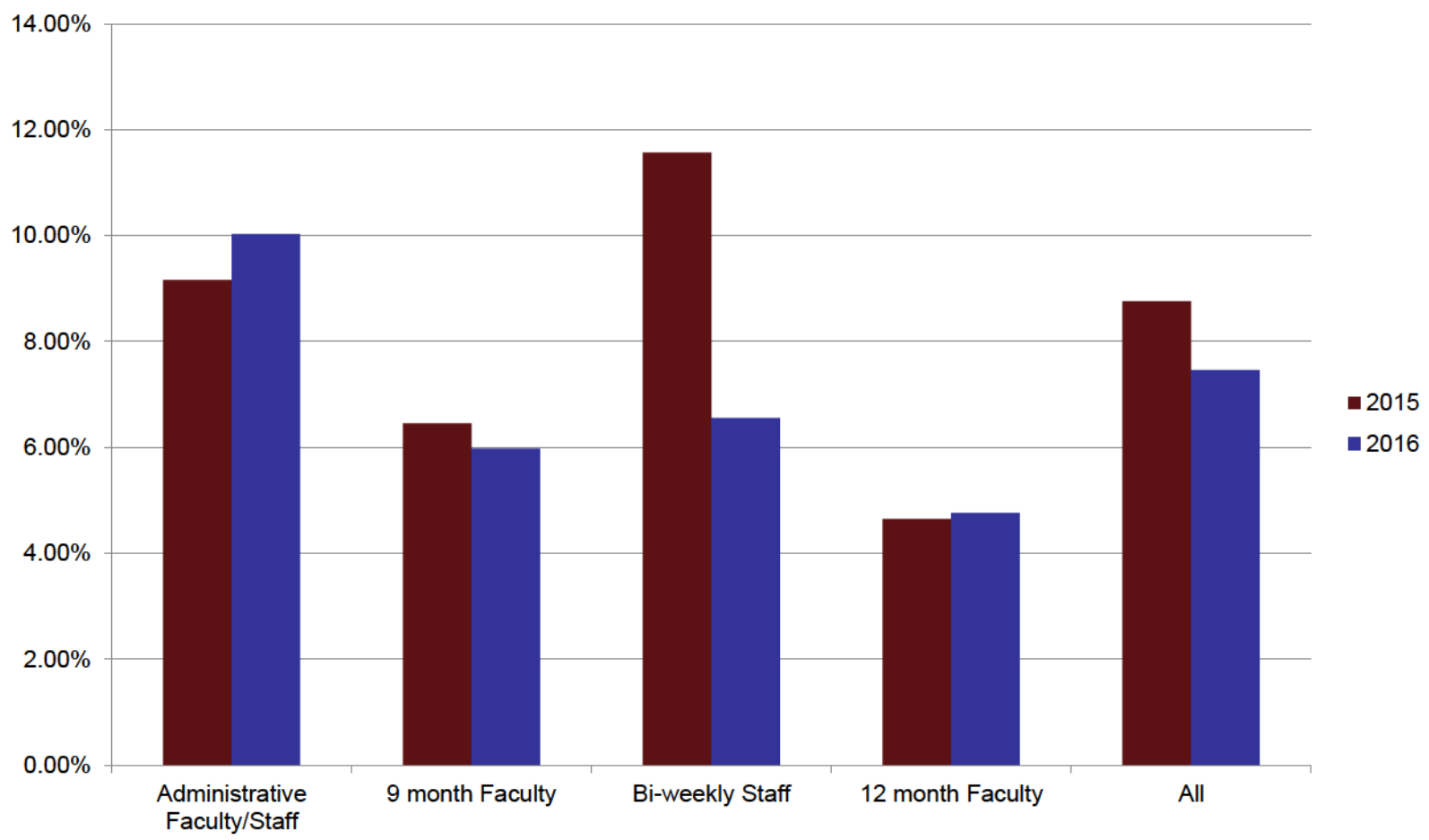
# Bookstore Revenue Trend



## Section V

### HR/Position Information

# Q2 YTD Turnover Rates Full Time Employees (with Retirees)

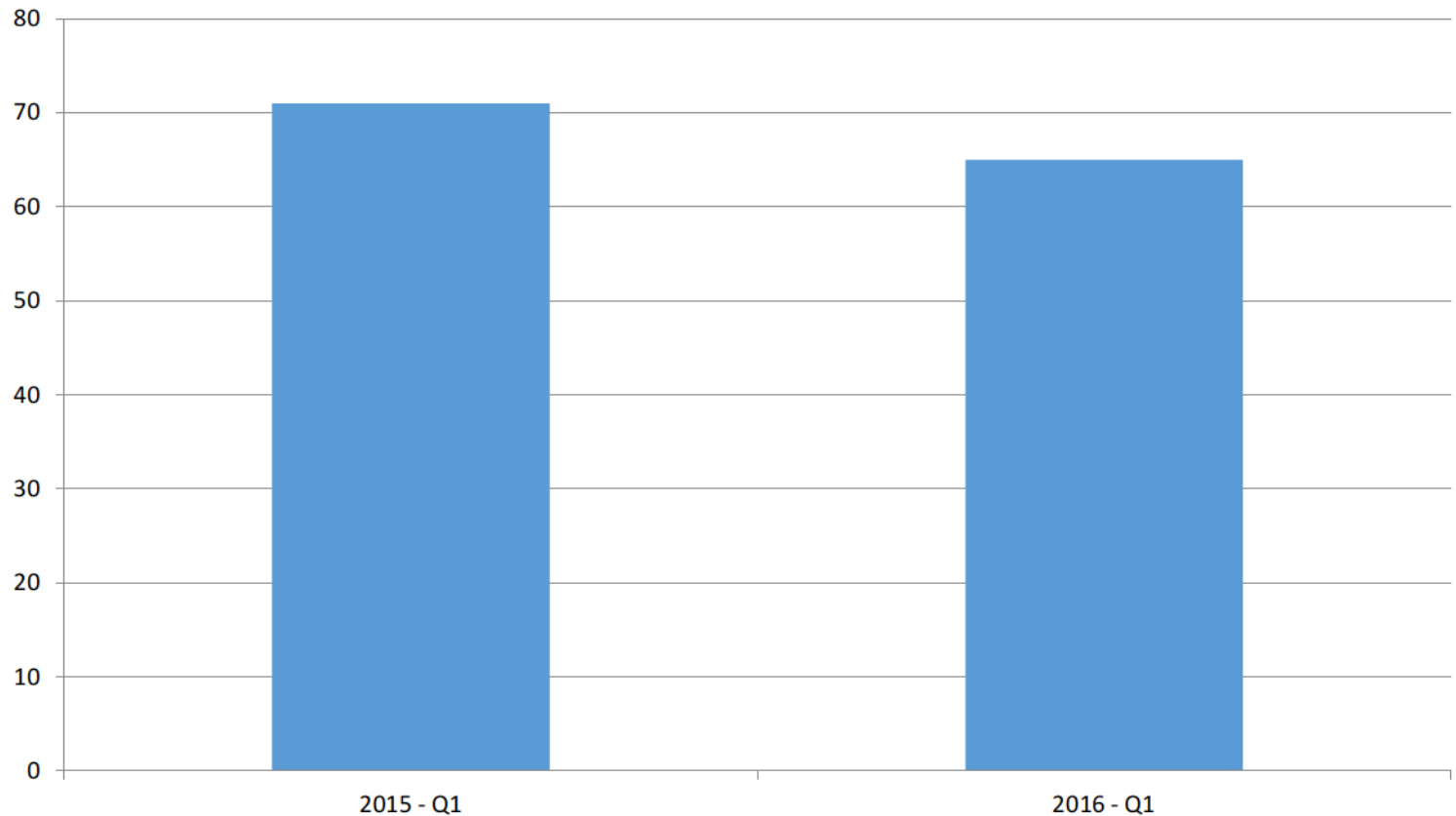


## Q2 YTD Turnover Rates Full Time Employees (with Retirees)

Dates: July 1, 2015 - December 31, 2015						
	<u>Begin Count</u>	<u>Hires/Rehires</u>	<u>Terminations</u>	<u>Retirements</u>	<u>End Count</u>	<u>Turnover</u>
Administrative Faculty/Staff	194	10	19	0	185	10.03%
9 month Faculty	242	33	13	2	260	5.98%
Bi-weekly Staff	148	19	9	1	157	6.56%
10 month Staff	2	2	1	0	3	40.00%
12 month Faculty	21	1	1	0	21	4.76%
All	607	65	43	3	626	7.46%
Dates: July 1, 2014 - December 31, 2014						
	<u>Begin Count</u>	<u>Hires/Rehires</u>	<u>Terminations</u>	<u>Retirements</u>	<u>End Count</u>	<u>Turnover</u>
Administrative Faculty/Staff	198	15	17	1	195	9.16%
9 month Faculty	241	30	14	2	255	6.45%
Bi-weekly Staff	145	21	15	2	149	11.56%
10 month Staff	3	3	2	0	4	57.14%
12 month Faculty	21	2	1	0	22	4.65%
All	608	71	49	5	625	8.76%

# Q1 PeopleAdmin Postings

PeopleAdmin Postings

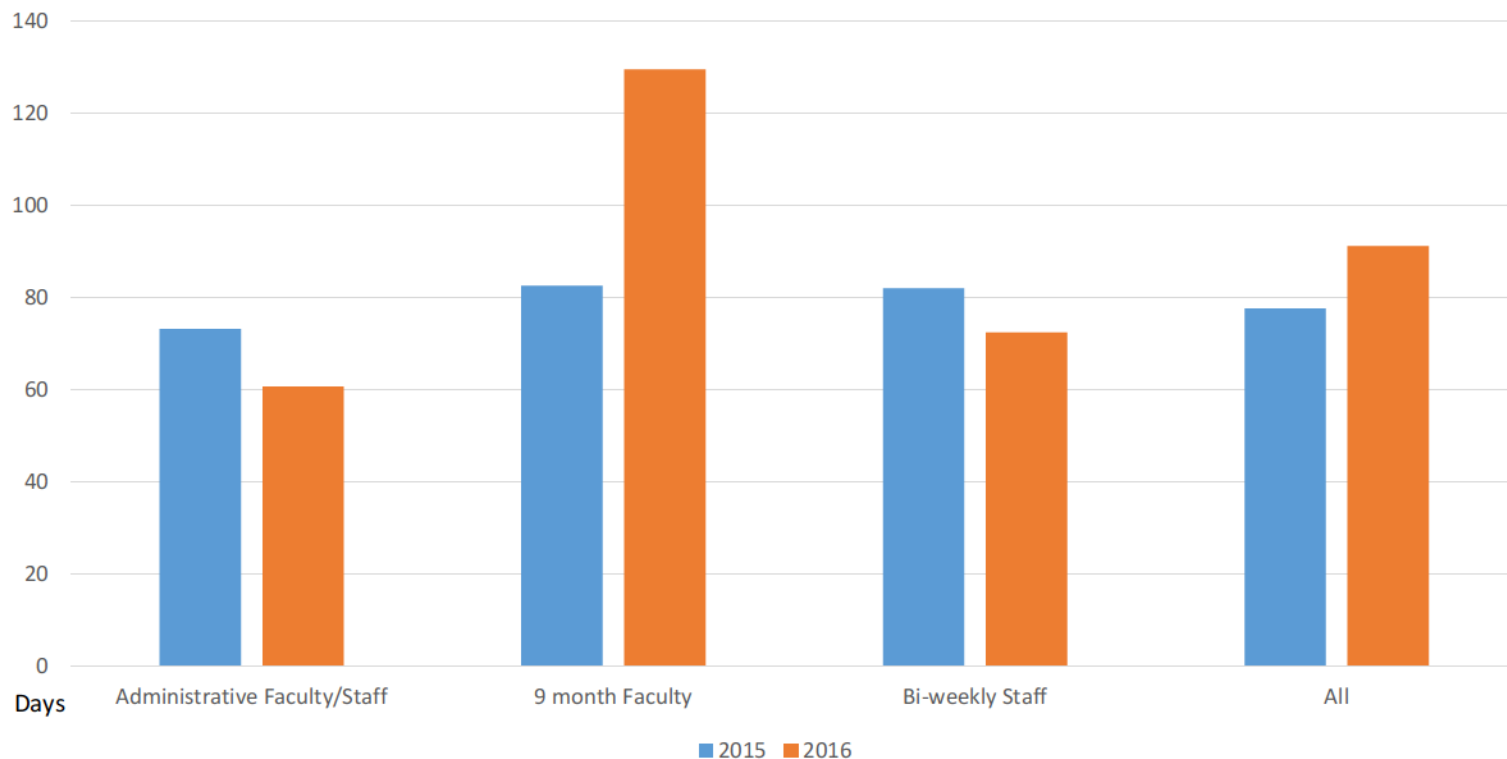


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# Q1 Average Time to Fill



	<u>2015</u>	<u>Count</u>	<u>2016</u>	<u>Count</u>
Administrative Faculty/Staff	73.18	17	60.67	9
9 month Faculty	82.60	10	129.50	14
Bi-weekly Staff	82.00	6	72.43	14
All	77.64	33	91.16	37

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## FY17 Budget Request (1 of 5)

### Enrollment Projections

- Based on recommendations from the campus Enrollment Management Council (EMC)
- Fall 2016 – 7129
- Fall 2017 – 7164
- 0.5% growth rate (Vinson Institute Projection)

## FY17 Budget Request (2 of 5)

### **Enrollment Management Strategies**

- Start Strong, Start Now,
- Move on When Ready,
- Grades First,
- Degree Works,
- Out of State Waivers,
- EAB Student Success Collaborative.

## FY17 Budget Request (3 of 5)

### **Proposals for New Academic Programs**

- BS Computer Science with option in Cyber Security,
- Collaborative Online DNP program.

## FY17 Budget Request (4 of 5)

### **New Funding Requests**

- Faculty and Staff Salary increase (3%),
- Student Services position at Liberty Center (testing and advising),
- Counselor position,
- Professional Academic Advisor position and associated operating funds,
- Upgrade to current phone system to allow callback and queue management features.

# FY17 Budget Request (5 of 5)

## Facilities Requests (new funds request)

- Science Center chill water plant replacement - \$1,200,000,
- Memorial College Center renovation - \$2,000,000,
- University Hall Renovation – \$800,000,
- Science Center renovation (lab spaces & furnishings) - \$500,000.

## FY17 Governor's Budget

- Budget includes:
  - Funding for enrollment growth
  - ~3% merit salary increase
  - Maint. and repair funding (similar to prior years)
- Budget doesn't include:
  - Funding for normal increase in health insurance costs
  - Construction funding for 7 of the 9 BOR requested capital projects (including ASU CoHP building)



## FY17 Budget Next Steps

- Late January:
  - Call for 2<sup>nd</sup> round of EOY funding
- March
  - College and Administrative Budget Hearings
- April
  - Budget Preparations
- Mid-April
  - Final BOR Budget / State Appropriations issued
- May 6<sup>th</sup>
  - Final ASU budget due to BOR



# **Armstrong State University Academic Affairs Strategic Plan 2015-2020**

Presented by the Academic Strategic Plan Committee:

Becky daCruz, Faculty Development, Co-Chair  
Jane Wong, Interim Dean of CST, Co-Chair  
Greg Anderson, First Year Experience  
William Baird, Faculty Senate Representative  
Jason Beck, College of Liberal Arts  
Janet Buckenmeyer, Dean of the College of Education  
Dorothy Kempson, Liberty Center  
Brenda Logan, College of Education  
Jonathan Roberts, College of Science and Technology  
TimMarie Williams, College of Health Professions  
Doug Frazier, University Librarian

Armstrong State University  
Academic Affairs Strategic Plan  
2015-2020

Mission:

The purview of higher education and the reason for Armstrong's existence is student academic achievement. The mission of the division of Academic Affairs is to provide a rigorous teaching-centered, student-focused education in cutting-edge academic programs that transform students into life-long learners, professionals, community leaders, and ethical citizens of the world. As an integral part of its mission, Academic Affairs is committed to supporting its faculty and staff in attaining excellence in teaching, service, scholarship, and professional development.

Vision:

Academic Affairs will offer exceptional educational programs that engage and inspire its diverse student body to be ethical and informed decision makers who understand their own culture and values and those of others.

Values:

Academic Affairs demonstrates its commitment to the values Armstrong advances in its strategic plan. Specifically:

- We value the intellectual growth of the Armstrong Community through engaged teaching and learning, research, scholarship, and creative endeavors.
- We value the liberal arts and sciences core as the underpinning of each academic discipline and program.
- We value academic freedom, collegiality, diversity, inclusion, equity, and transparency.
- We value service to our students, the institution, the community, and the disciplines.
- We value active, ethical, and informed participation in a global society.
- We value our commitment to shared governance with the active participation of the faculty and staff.

Goal 1: To support student success through excellence in teaching and learning.

- Must maintain:
  - ❖ Recognition of student achievement (e.g., Dean's List, Silver A Academic Award, etc.);
  - ❖ Our strong tradition of shared governance regarding curricular processes and policies
  - ❖ Achievement in teaching is the most heavily weighted aspect of faculty evaluations for annual review, tenure, and promotion.
- Currently striving to achieve:

- ❖ Facilitate and recognize excellence in student learning;
- ❖ Expand resources for student success (e.g., tutoring, mentoring, labs, etc.);
- ❖ Recruit, develop, and retain a diverse and highly qualified faculty;
- ❖ Recognize and reward outstanding teaching;
- ❖ Develop and make readily available experiential learning/high impact educational practices (e.g., undergraduate research experiences, moot court, study abroad, clinicals, internships);
- ❖ Provide faculty, staff, and students access to state-of-the-art curriculum, information resources, and technology based on best practices for the discipline;
- ❖ Encourage and reward effective curricular improvement.
- Within reach to achieve:
  - ❖ Expand Honors programming;
  - ❖ Enhance the quality of “work life” for faculty and staff through building a sense of Armstrong identity and improving working conditions, including compensation, office space, opportunities for professional development, and access to technology;
  - ❖ Recognize and support faculty and staff endeavors to remain at the forefront of teaching in their fields; reward the Scholarship of Teaching and Learning;
  - ❖ Encourage and fully support faculty participation in Fulbright, NEH, and other scholars programs;
  - ❖ Enhance teaching evaluations, faculty mentoring, interdisciplinary collaborations and team teaching, and use of mid-term evaluations;
  - ❖ Expand new faculty orientation to include “teach the teacher” workshops (e.g., during the week prior to the semester’s start, semester of course release, and/or designated protected time-slots);
  - ❖ Develop a Summer Institute led by Armstrong Teaching Fellows;
  - ❖ Modify the Teaching and Learning internal grant program with increased awards and emphasis on SoTL.
- Longer range goals:
  - ❖ Create a Center for Teaching and Learning and a program of Teaching and Learning Fellows in each college;
  - ❖ Develop and maintain state of the art facilities, technology, and other relevant teaching tools;
  - ❖ Develop a Sophomore Year Experience program to address the “sophomore slump.”

Goal 2: To support student success through scholarly engagement, professional development, and creative activities.

- Must maintain:
  - ❖ In keeping with academic freedom, Academic Affairs recognizes and rewards professional development, creative activities, and scholarship in the areas of discovery, integration, application and engagement, and teaching and learning consistent with Boyer’s Model of Scholarship;
  - ❖ Maintain current financial support for existing internal grants.
- Currently striving to achieve:
  - ❖ Encouraging research with graduate and undergraduate students;
  - ❖ Enhance grants for research and scholarship for both students and faculty;

- ❖ Minimum start-up funds for research endeavors appropriate to the department and discipline to initiate the type of research new faculty members are expected to conduct.
- Within reach to achieve:
  - ❖ Encourage and recognize contributions by faculty and staff that advance their respective disciplines;
  - ❖ Encourage participation and expand opportunities for advanced academic leave and to earn course releases to pursue scholarship;
  - ❖ Support faculty collaboration with other universities and institutions and research/cultural/community organizations.
- Longer range goals:
  - ❖ Establish a Visiting Scholars in Residence program;
  - ❖ Establish endowed Undergraduate Research funds to fund faculty time and student positions.

Goal 3: To support student success through community service and public engagement.

- Must maintain:
  - ❖ Funding internal grants that support service activities.
- Currently striving to achieve:
  - ❖ Encourage, support, and recognize outstanding staff and faculty service and public engagement.
- Within reach to achieve:
  - ❖ Promote and reward collaborations and partnerships between the university and stakeholders (e.g. public school system, hospitals, government agencies, etc.);
  - ❖ Develop rigorous, systematic evaluations of all outreach and extension programs;
  - ❖ Encourage and recognize both community public service (e.g., Savannah Council of World Affairs, Cyber Forensics Lab) and on-campus public service (e.g., sexual assault prevention);
  - ❖ Recognize and support faculty and staff leadership service to external professional and/or academic organizations.
- Longer range goals:
  - ❖ Connect service and public engagement to on-campus research and educational strengths.

Goal 4: To encourage diversity in our academic community to provide education from diverse perspectives that inspires our students to be open minded and engaged citizens of the world.

- Must maintain:
  - ❖ Continue funding for academically-based student retention efforts (e.g., Men of Vision and Excellence, Hispanic Outreach Coordinator and programming, Honors, Study Abroad, and STEM Student Success Center, etc.) to achieve a more diverse student population;
- Currently striving to achieve:
  - ❖ Resources to recruit a more diverse faculty and staff;



- ❖ Collaborate with the Office of Diversity, Inclusion, and Equity to provide professional development and training on diversity, inclusion, and multi-cultural education;
- ❖ Seek diverse membership on our academic advisory groups;
- ❖ Provide students opportunities to “learn and live diversity” through the core and high impact practices (e.g., study away/abroad, honors, disciplinary living-learning communities, Greek/discipline organizations, etc.).
- Within reach to achieve:
  - ❖ Develop strategies for hiring and retaining a diverse faculty and staff (e.g., invest in specialty publication advertisements to enhance applicant pool, “grow your own” hiring pathway for ASU alumni);
  - ❖ Develop strategies for attracting and retaining a diverse student body (e.g., scholarships, grants, programing, etc.);
  - ❖ Develop a policy of support for qualified international faculty;
  - ❖ Enhance study abroad programs.
- Longer range goals:
  - ❖ Develop a strategic plan to attract and retain a more diverse faculty, professional staff, and administration;
  - ❖ Offer competitive compensation to recruit and retain the best faculty, professional staff, and administration;
  - ❖ Strive toward a level of diversity in our faculty, professional staff, and administration that is reflective of our student population.