College of Liberal Arts
Academic Plan 2012-2017
(3.25.12)

I. Introduction

College Mission

The College of Liberal Arts values quality teaching and learning; innovative research, scholarship, and creative expression; and committed service to local and global communities. We expect our students to think, read, write, and speak effectively; to acquire foundational knowledge in the humanities and social sciences; and to develop expertise in their chosen fields of study. We celebrate diversity in people and ideas. We foster civility, ethical behavior, and personal responsibility. And we embrace our role as citizens in an increasingly interdependent world.

College Vision 2012-2017

The College of Liberal Arts is home to a varied, dynamic array of students, faculty, and staff who gather at the heart of the campus to speak, listen, read, write, learn, and teach. We are the first point of academic contact for most freshmen and many transfers, with thousands of students enrolled each year in our core courses in communication, the humanities, the social sciences, and the natural sciences. We also serve more than 6,000 undergraduate and graduate majors in nine departments. These departments, along with our three interdisciplinary centers, carry out the essential work of the college: to create and sustain an intellectually challenging and diverse academic environment in which teaching and learning may flourish.

Like the university as a whole, the College of Liberal Arts faces challenges over the next five years: continued enrollment growth, insufficient numbers of faculty and staff, and persistent space shortages. Despite these demands on our human and physical resources, we nevertheless remain optimistic. We are confident that we will meet the challenges, and we look forward to playing a leading role in advancing academic excellence at Texas State University.

Top Five Planning Priorities 2012-2017

Because of the unusually varied nature of the units in the college, we have given special emphasis to planning at the department level—a decentralized approach. Individual department and center plans will remain important blueprints for the college over the next five years. The following priorities do not displace those of departments and centers but rather capture shared concerns and delineate major initiatives that cut across units.

1. **Ensure academic quality across programs by maintaining our current faculty-to-student ratios and by lowering selected faculty-to-major ratios.** [1.2, 1.4, 1.5, 1.6, 1.8, and others]

   — request new lines to address maintenance and growth, with special attention to graduate programs.
   — hire to achieve an appropriate balance of tenure-track faculty, senior lecturers, lecturers, and GAs.
   — in special situations, reclassify faculty to avoid overreliance non-tenurable faculty.
   — manage enrollments in particular programs where excessive growth in majors compromises quality.
   — employ non-continuing faculty only as necessary and appropriate.

2. **Build on the university's emerging research status by strengthening existing PhD programs in geography and by adding new programs in applied anthropology and public administration.** [1.5, 1.6, 1.8, 1.9, 2.3, and others]

   — offer competitive doctoral stipends for PhD geography students in order to meet recruitment goals and completion rates; increase stipends in other graduate programs, especially those that compete nationally for applicants.
   — hire key faculty and build infrastructure for doctoral programs in applied anthropology and public administration, with a goal of submitting proposals for inclusion on the THECB 2016 Table of Programs.
   — strengthen departmental research centers, especially those in anthropology and political science, as a means of enhancing research productivity and increasing external funding.

3. **Improve student success, retention, and completion rates by offering our undergraduate majors the best academic advising experience we can provide.** [3.1, 3.2, 4.1. 5.2, 5.4, and others]

   — reduce student-to-advisor ratio to 300 to 1; barring that, lower ratio to a level comparable to the average ratio in PACE and other advising centers on campus.
   — improve service, especially phone response times, by adding an administrative assistant in the advising center.
   — renovate advising center space in order to alleviate crowding and address privacy and accessibility issues.

4. **Continue to lead the university in its internationalization efforts.** [1.8, 2.4, 2.5, and others]

    — capitalize on the success of the Center for International Studies by strengthening its ties with academic departments, and building faculty and staff resources
    — maintain existing study abroad programs and develop new ones.
    — create opportunities for faculty and student exchanges.
    — continue to internationalize course offerings and curricula in the college.

5. **Add departmental staff in critical areas.** [1.5, 1.6, 2.5, 3.2, 5.2, and others]

    — add administrative staff to support enrollment growth and program development, especially in graduate programs.
    — add technical staff to support faculty research, to help manage web-based learning, and to direct computer labs.

New Line Requests Year 1 (2012-2013) and Years 2-5 (2013-2017)

The number of new lines we intend to request over the next five years depends on enrollment growth. Our analysis of annual growth rates over the past five years (4.9% average) and of projected annual growth rates over the next five (3-5%) indicates that we will need between 50 and 80 new faculty FTEs to break even—that is, to sustain the same SCH/FTE ratio we had in fall 2011 (details available on request). For purposes of this plan, we are assuming a middle level of growth (4%) and are therefore requesting 65 faculty FTEs, a mix of tenure-track and non-tenure track faculty, configured as follows:

Year 1: 10 tenure track + 9 non-tenure track = 19
Years 2-5: 22 tenure track + 17 non-tenure track + 7 FTE GAs = 46

TOTAL: 65

Note: Some of the new lines listed above would be created by converting faculty from one rank to another: 4 senior lecturers would become assistant professors during Year 1, and 5 lecturers would become senior lecturers over the course of the planning cycle.

Total Amount of New Funding Year 1 (2012-2013) and Years 2-5 (2013-2017)

Year 1: TT lines $367K + Non-TT lines $303K + staff $132K + advisors $63K + other $170K = $1,035,000

Years 2-5: TT lines—$1,250K + Non-TT lines $605K + staff $205K + advisors $95K + other $385K = $2,540,000

(Note: The above costs are for initiatives listed in this document—the college plan. Department and center plans include additional initiatives and costs not listed here. The total estimate for the college plan—about $3.5M—represents roughly 15% of the college's total budget, or an average annual increase of about 3% over the next 5 years.)

Facilities Required for Anticipated Growth 2012-1017

1. **Advising Center.** The most critical facilities issue in the college is overcrowding in the Liberal Arts Advising Center in FH. Space is inadequate to accommodate advisors and students, does not meet confidentiality needs, and lacks sufficient access for students with disabilities. Our highest priority is a planned renovation of the existing space, with annexation of new space that is currently occupied by the Center for Multicultural and Gender Studies, which will move to LAMP.

2. **Other Facilities Issues.** Several renovation efforts are in the works or planned, and, if completed, these projects should allow units in the college to cope with anticipated growth over the next five years.

    A. The new UAC will provide some relief, though Liberal Arts departments moving there will have no room to expand.

    B. Space in ELA made available when Political Science moves to UAC will allow breathing room for Anthropology and Geography. Various renovations are planned. Geology equipment currently housed in COLO will be moved to ELA.

    C. The Writing Center, currently in FH, has been allocated space in ASBN, which will free space in FH for a seminar room, two group offices (which could later be converted to classrooms), and a small usability lab. Also, the English Department will gain several faculty offices in LAMP, which will free space for classrooms in FH.

    D. Philosophy is moving temporarily to DERR and will return eventually to occupy its former space, slightly enlarged, in PSY.

These projects, along with ongoing improvements of existing facilities (e.g., the classroom renovation program) should help the college manage growth over the next five years. However, if growth is in the upper half of the predicted five-year 15 to 25% range, the college will face significant difficulties in finding both classroom and office space.

Other facilities issues: from the outset, Psychology will lack sufficient space for research labs in UAC, which will create challenges in hiring new tenure-track faculty; the History Department lacks sufficient seminar space in THM and proposes construction of a new building annex to address the issue; the Center for International Studies proposes construction of a new building (or renovation of an existing one) in order to meet its long-term goals.

II. Process

Process Used to Develop Plan

In fall 2011, the college reviewed university goals and initiatives and recommended changes to Institutional Effectiveness. Our planning process in spring 2012 was decentralized, involving a good deal of autonomy at the department level. Each of the college's thirteen units spent January and February formulating plans, with involvement of faculty and staff. The dean then provided written comments on all draft plans (totaling 170 pages). At a subsequent meeting, the Liberal Arts Council (LAC) discussed the top ten priorities of each unit along with the dean's draft priorities for the college. Discussion at a subsequent meeting resulted in a final list of five priorities.

Departments then submitted revised plans to the dean (totaling 130 pages), who forwarded them to Institutional Effectiveness. The dean in turn assembled the college plan based on (1) departmental plans and priorities, (2) LAC discussions, and (3) insights garnered at the Deans' Open Forums on March 21 and 22. Finally, the dean submitted the college plan to Institutional Effectiveness, with a copy to the Liberal Arts department chairs and center directors, reminding them that the college plan is an evolving document subject to revision, and that the detailed department/center plans remain part of the overall Liberal Arts plan for the next five years.

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III. Program Maintenance

Note: This table summarizes three important maintenance needs in all units of the college. Details about specific needs and costs are included in Part IV.

Maintenance Need	Reason for Need	Cost	Result of Funding
FACULTY. Addition of 50-80 faculty FTEs over next 5 years, depending on rate of enrollment growth. These new FTEs will cover both growth and program quality. (Details in Part IV, below.)	Anticipated annual enrollment growth of 3-5%. Numbers and costs in Part IV are based on a projected 4% rate, which will require 65 new FTEs.	See Part IV, below: LA 1.01-1.20.	Maintenance of current SCH/FTE ratio of 386 (approximately 128 students per faculty FTE)--second highest at university. Returning to a ratio above 400 would undo gains made in the 2004-2012 planning cycle and compromise academic quality.
ADVISORS. Two additional advisors are needed (3 or more in subsequent years) to provide timely, quality service for LA majors. An administrative assistant is urgently needed to handle call volume and paperwork in the Advising Center. (Details in Part IV, below.)	Current phone call response times and delays in securing appointments seriously compromise quality of academic advising; job stress has caused turnover of 9 advisors and 1 administrative assistant since 2009.	See Part IV, below: LA 3.01, 3.02, 3.03.	Improved service; improved student success and retention; improved efficiency with less employee turnover and therefore reduced hiring and training costs.
STAFF. Additional departmental staff are needed to cover shortages in critical areas. (Details in Part IV, below.)	Staff needed to address growth, esp. in graduate programs, and to cover badly needed technical support for research, online/distance education, and computer labs.	See Part IV, below: 3.03, 5.01-511	Improved efficiency and productivity in academic departments; more faculty time devoted to core teaching/learning mission, less to clerical and technical work.

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IV. Planning Categories

Note: Because of the varied nature of programs in the College of Liberal Arts, we gave special emphasis to planning at the department level. Many initiatives listed below reflect shared concerns and priorities. Others are representative; the list is not comprehensive. Individual department/center plans will remain important blueprints for the college over the next five years, and those plans are incorporated into this document by reference.

Dept.	Initiative	1 yr	2-5 Yr	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
University Goal 1: Promote academic quality by building & supporting a distinguished faculty.								
Tenure-Track Faculty—For Enrollment Growth and Program Development (32 FTE)								
LA 1.01	ANTH: 3 tenure-track faculty (rank TBD) to address growth and build MA/PhD programs		x	3 new lines	$54K-85K ea (depends on rank) = $180K	Provost	Development/growth of graduate programs; SCH/FTE	1.2, 1.5, 1.6, 1.7, 4.1
LA 1.02	ENG: 2 tenure-track assistant professors to address growth and quality (1 tech comm, 1 writing rhetoric)	x		2 new lines	$51K ea = $102K	Provost	Staffing of needed sections; program quality; SCH/FTE	1.2, 1.5. 2.2, 2.5. 4.1
LA 1.03	ENG: 1 tenure-track assistant professor in tech comm to address growth and quality		x	1 new line	$51K	Provost	Staffing of needed sections; program quality; SCH/FTE	1.2, 1.5. 2.2, 2.5. 4.1
LA 1.04	GEO: 4 tenure-track assistant professors to address growth and quality (1 GIS, 1 climatology, 2 environmental)		x	4 new lines	$62K GIS; others $59 each = $239K	Provost	Staffing of needed sections; program quality; SCH/FTE	1.2, 1.5, 1.6, 4.1
LA 1.05	HIST: 2 tenure-track assistant professors to address growth and quality (1 British, 1 Mexican-American)	x		2 new lines	$50K ea = $100K	Provost	Staffing of needed sections; program quality; SCH/FTE	1.2, 1.5, 4.1, 4.2

Dept.	Initiative	1 yr	2-5 Yr	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
LA 1.06	HIST: 2 tenure-track assistant professors to address growth and program quality (1 Public, 1 Sub-Saharan Africa)		x	2 new lines	$50K ea = $100K	Provost	Staffing of needed sections; program quality; SCH/FTE	1.2, 1.5, 4.1, 4.2
LA 1.07	ML: 1 tenure-track assistant professor in Spanish to address growth and quality	x		1 new line	$55K	Provost	Staffing of needed sections; program quality; SCH/FTE	1.2, 1.5, 4.1, 4.2
LA 1.08	PHIL: 4 tenure-track lines for growth, program develop-ment, and better balance TT/ non-TT	x		4 lines created by conversion	$10K ea = $40K	Provost	Program quality; less reliance on non-TT faculty; SCH/FTE	1.2, 4.1, 4.4
LA 1.09	POSI: 4 tenure-track assistant professors to address growth and build MA/MPA/PhD (2 MA POSI, 1 MPA, 1 MA LS)		x	4 new lines	$55K ea = $220K	Provost	Coverage of grad program growth; credentials built for PhD; SCH/FTE	1.2, 1.5
LA 1.10	PSY: 4 tenure-track assistant professors in psychology to address growth/quality		x	4 new lines	$54K ea = $216K	Provost	Staffing of needed sections; program quality; SCH/FTE	1.2, 1.5
LA 1.11	SOC: 1 tenure-track associate professor to address growth, support grad program, and increase external funding	x		1 new line	$70K	Provost	Staffing of needed graduate sections; program quality; SCH/FTE	1.02. 1.05, 1.06
LA 1.12	SOC: 2 tenure-track assistant professors to address growth, support graduate program, and increase external funding		x	2 new lines	$52K ea = $104K	Provost	Staffing of needed graduate sections; program quality; SCH/FTE	1.2. 1.05, 1.06
LA 1.13	CIS/LA departments: 2 senior faculty to build Center for International Studies (dept affiliation TBD).		x	2 new lines	TBD (depends on rank, field, department); est. $140K	Provost	Assignment of faculty to center/department	1.02, 1.05, 1.06
LA 1.14	CIS: joint appointment of tenure-track faculty with LA departments		x	Unknown; depends on departmental appointments	Unknown; funding in departments	Negotiated with dept / Provost	Assignment of faculty to joint status	1.02, 1.05, 1.06

Dept.	Initiative	1 yr	2-5 Yr	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
Non-Tenure Track Faculty—Mainly for Enrollment Growth (33 FTE)								
LA 1.15	Senior Lecturers: ENG (1 conversion), POSI (2), SOC (1)	x		4 FTE	Total: $138K	Provost	SCH/FTE	1.02
LA 1.16	Senior Lecturers: ENG (4 conversions), ML (2), POSI (2), PSY (2)		x	10 FTE	Total: $292K	Provost	SCH/FTE	1.02
LA 1.17	Lecturers: ENG (2), HIST (1), POSI (2)	x		5 FTE	Total: $165K	Provost	SCH/FTE	1.02
LA 1.18	Lecturers: ENG (6+), SOC (1)		x	7 FTE	Total: $234+	Provost	SCH/FTE	1.02
LA 1.19	GAs: 14+ college-wide		x	7 FTE	Total: $79K+	Provost	Program/large class support	1.02
LA 1.20	If growth exceeds annual 4% projection, more faculty will be needed for maintenance		x	FTE to address growth	Depends on rate of growth	Provost	SCH/FTE	1.02
Other Initiatives for Goal I								
LA 1.21	ANTH: Prepare PhD proposal in Applied Anthropology		x	Faculty, GAs, staff, M&O	TBD; surplus projected end of 5th PhD yr	State and external	Proposal submitted 2016	1.5
LA 1.22	POSI: Prepare PhD proposal in Public Administration		x	Faculty, GAs, staff, M&O	TBD; surplus projected end of 5th PhD yr	State and external	Proposal submitted 2016	1.5
LA 1.23	PSY: Restructure MA program to emphasize psychological research and prepare graduates for PhD programs	x	x	NA	NA	NA	Increase in (a) mean GRE scores of incoming students, (b) faculty-student publication rate, and (c) PhD-program matriculation rate	1.5
LA 1.24	All Departments: Increase external funding from grants, contracts, with special emphasis on supporting departmental research centers in their activities	x	x	Administrative, faculty, and staff time	NA	Existing budgets; new resources, e.g., see LA 1.21, 1.22	Funding totals from grants and contract	1.6

Dept.	Initiative	1 yr	2-5 Yr	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
LA 1.25	All Departments: Increase funding for faculty travel and other research-support in order to promote grant writing and scholarly/ creative production	x	x	Funding of research accounts in departments	Requests vary by depart-ment	University	Increased external funding, publications, and papers	
	Note: More than 30 initiatives related to research/creative activity are listed in Liberal Arts department and center plans.							
LA 1.26	All Departments: Increase development funding to build scholarships, support research, and fund special needs (e.g., Dialogue Series, Model Organization of American States, Model Arab League)	x	x	Administrative, faculty, and staff time	NA	Existing budgets	Funding totals from development	1.6
LA 1.27	ANTH: Secure M&O budget for CAS and FACTS to support research, grant/contract funding and PhD development	x		Accounts established	$5K ea = $10K	University	Increased accounting efficiency, accuracy, operations	1.4, 1.5, 1.6, 1.8, 1.9
LA 1.28	ANTH: Secure funding for the Coordinator for Forensic Anthropology Center		x	1 FTE program faculty	$38K	University	Increased assistance for forensic research and Willed Body Donation Program	1.2, 1.4, 1.5, 2.1, 4.1, 5.2
Goal 2: Provide opportunities for a public university education & contribute to economic & cultural development.								
LA 2.01	ANTH, ENG, GEO, HIST, ML, PHIL, SOC: Create new study abroad and international exchange programs in such locations as Cuba, Germany, Puerto Rico, UK, Korea	x	x	Assistance from Office of Exten-sion and Distance Learning and International Office	Faculty time	Department	Successful launch of new programs; assessment through Office of Extension and Distance Learning	2.4. 2.5

Dept.	Initiative	1 yr	2-5 Yr	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
LA 2.02	ENG, GEO, CIS, and Others: Host Fulbright scholar for full year; host other international scholars for shorter visits to conduct collaborative research	x	x	Support from university offices responsible for international activities	Year-long Fulbright = $25K; others minimal cost	University; department; external	Favorable results, e.g., student learning, research collaborations, resulting from visits	2.4. 2.5
	Note: More than 25 international initiatives are listed in Liberal Arts department and center plans.							
LA 2.03	ANTH, ENG, HIST, ML, PHIL, POSI, PSY, CMCGS: Explore and/or develop online/ distance learning degree programs and other curricula, such as BPA at Round Rock, web-based BA/BS in Psychology, and hybrid core courses	x	x	Assistance from campus offices that support online/ distance learning	Faculty time; varies	University; Departments	Student evaluations, peer review, and other measures	2.8, 5.5
	Note: More than 20 distance learning initiatives are listed in Liberal Arts department and center plans.							
LA 2.04	ENG and Others: Increased GA stipends for master's students to offset tuition cost, especially in nationally competitive programs, such as MFA		x	Stipends or tuition scholarships	Varies by program. In ENG, e.g., $360K/yr.	University	Stipends increased, recruitment and program quality improved	1.5, 2.3
LA 2.05	GEO: Raise PhD assistantship stipends to improve PhD recruitment and maintain completion rates in support of university's Emerging Research status	x		$5K added to each of 32 stipends	$160,000	University	Stipends increased, recruitment improved, 6-8 PhD graduates annually	1.5, 2.3
Goal 3: Provide a premier student-centered, educational experience that fosters retention & success.								
LA 3.01	ADV CTR: Hire 2 academic advisors	x		Advisor position	$63K	Student fees/ university funds	Student/ advisor ratio lowered	3.2, 4.1, 5.2

Dept.	Initiative	1 yr	2-5 Yr	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
LA 3.02	ADV CTR: Hire 3 academic advisors		x	Advisor position	$95K	Student fees/ university funds	Student/ advisor ratio lowered	3.2, 4.1, 5.2
LA 3.03	ADV CTR: Hire additional administrative assistant	x		Staff position	$32K	Student fees/ university funds	Improved response time and service	3.2, 4.1, 5.2
LA 3.04	All Departments: Explore/ develop new minors, tracks, certificates to broaden range of programs and enrich academic experience	x	x	Varies by project	Varies	Department, with support of other university offices	New minors, certificates, tracks in place	3.1, 3.8, 3.9
LA 3.05	ENG, HIST, PHIL: Pilot alternative teaching app- roaches in core courses to enhance learning (ENG 1310, HIST 1310, PHIL 1305)	x	x	Faculty time	None	NA	Student and peer evaluation of courses	3.1, 3.8, 3.9
Goal 4: Enrich our learning & working environment by attracting & supporting a more diverse faculty, staff, & student body.								
LA 4.01	All Departments: Support HSI initiatives. E.g., grants to support Hispanic student success (PSY), HACU-based research projects (ANTH).	x	x	Varies by project	Varies	Department, with support of other university offices	Grants submitted, research completed, curricula and courses developed	4.1, 4.2, 4.3, 4.4, and others
LA 4.02	ML, PHIL, CMCGS, and Others: Diversify curriculum with new programs. E.g., Diversity Studies, Latino/ Latin American Studies, European Studies	x	x	Varies by project	Varies	Department, with support of other university offices	New minors, certificates, tracks, courses in place	4.1, 4.2, 4.3, 4.4, and others
Note: More than 30 HSI and other diversity initiatives are included in Liberal Arts department and center plans.								
LA 4.03	PHIL: Interdisciplinary BA Religious Studies to enrich students' academic experience and to foster understanding of diverse beliefs and religious practice		x	Existing resources	Faculty time	Existing resources	Proposal developed and submitted	4.4, 2.2, 3.1

Dept.	Initiative	1 yr	2-5 Yr	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
LA 4.04	All Departments: Attract diverse faculty by continuing to support pre-doctoral fellowship program	x	x	Departmental resources	Faculty time; minimal M&O funds	Department	Relationship with fellows established; possible job candidacy or target of opportunity hire	
Goal 5: Develop & manage human, financial, physical & technological resources effectively, efficiently, and ethically to support university's mission.								
LA 5.01	ANTH: Hire grant specialist		x	1 FTE staff	$35K	University	Increased external funding from contracts, workshops, grants	5.2, 4.1, 1.6, 2.1
LA 5.02	ANTH and HIST: Hire Technical Support Person		x	.5 + .5 = 1 FTE staff	$15K	Departments, using online course fees	Increased support for research, web-based learning, labs	5.2, 5.7, 1.4, 2.8
LA 5.03	ENG: Hire administrative assistant for Writing Center	x		1 FTE staff	$30K	University	Improved efficiency, productivity, and support for student learning	5.2, 1.4. 1.6
LA 5.04	ENG: Hire administrative assistant for graduate programs		x	1 FTE staff	$30K	University	Same as above	5.2, 1.4. 3.5, 5.10
LA 5.05	HIST: Hire half-time administrative assistant for department support		x	.5 FTE staff	$15K	University	Same as above	5.2
LA 5.06	POSI: Hire administrative assistant for graduate programs	x		1 FTE staff	$40K	University	Same as above	5.2, 1.5, 1.6 and others
LA 5.07	POSI: Hire administrative assistant for CRRTP to energize center, increase external funding, and build toward PhD		x	1 FTE staff	$40K	University	Center energized; external funding increased	5.2, 1.5, 1.6 and others
LA 5.08	POSI: Hire half-time assistant coordinator of LA Computer Lab	x		.5 FTE staff	$15K	University	Successful management of technology in UAC: digital signage, new computer lab, high-tech moot court	5.2

Dept.	Initiative	1 yr	2-5 Yr	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
LA 5.09	SOC: Hire administrative assistant for graduate programs		x	1 FTE staff	$32K	University	Improved efficiency, productivity, and support for student learning	5.2, 1.5, 1.6 and others
LA 5.10	CIS: Designate current advisor as program coordinator and transfer duties to LA Advising Center when new advisor is available; designate faculty member as associate director	x		NA	Cost of advisor listed earlier; replacement cost for associate director	NA	Enriched partnerships across university; increased CIS activities in support of university's internationalization efforts	5.2, 2.4, 2.5, 1.5, 1.6, and others
LA 5.11	CIS: Hire half-time administrative assistant to address program growth	x		.5 FTE staff	$15K	University	Improved efficiency, productivity, and support for student learning	5.2, 2.4, 2.5, 1.5, 1.6, and others