

College of Arts and Sciences 2016-2017 *Blueprint for Academic Excellence:*
Vision, Mission, and Goals

VISION: The College of Arts and Sciences aspires to transform the lives of our students and improve the world they will inhabit by creating and sharing knowledge at the frontiers of inquiry.

MISSION: Since 1805, the College has been the intellectual core of the University, entrusted to provide superb teaching in the arts and sciences to all students. The College is a richly diverse community dedicated to the discovery, dissemination, and application of knowledge about the natural and human world. The College is committed to enriching the academic experience of every graduate and undergraduate student through a wide and innovative array of courses, programs, and opportunities in the arts, humanities, and sciences, and to excelling in research, scholarship, and creative activity. With its broad coverage of academic disciplines, the College is uniquely situated to promote opportunities for graduate and undergraduate student research and interdisciplinary and international learning. As the heart of a major research university, the College is a catalyst for positive change in the local community, the state, the nation, and the world.

GOAL 1: To develop an educated citizenry through excellent programs for all undergraduate students in the University of South Carolina.

GOAL 2: To develop the next generation of intellectual leadership through excellent doctoral programs and graduate programs at the master's and certificate levels.

GOAL 3: To foster research, scholarship, and creative activity by supporting, retaining, and recruiting faculty members who are or will become nationally and internationally known as leaders in their fields.

GOAL 4: To recognize and support the essential role of staff in fulfilling the College's mission.

GOAL 5: To encourage positive change through engagement with the broader society.

GOAL 6: To ensure the reputation, unity, and stability of the College.

SECTION I College of Arts and Sciences 2016-2017 Blueprint for Academic Excellence: Executive Summary

Not only is the College of Arts and Sciences the largest college in the University of South Carolina, it is arguably the most central to the present interests and future aspirations of the University as a whole. A strong, vibrant College of Arts and Sciences is integral to University's mission: the education of the state's citizens through teaching, research, creative activity, and community engagement.

With our broad range of courses and degree programs at the doctoral, master's, certificate, and baccalaureate levels, the College of Arts and Sciences serves students at all levels. Arts and Sciences faculty are leaders in research, scholarship, and creative activity, generating impressive levels of external funding and garnering national awards and recognition. Through our academic units as well as centers and institutes, the College of Arts and Sciences advances the interests of the state of South Carolina. Not only do we award 8% of baccalaureate degrees and 14% of doctoral degrees statewide, we serve the citizens of South Carolina with outreach and engagement in the arts, teacher preparation, health, government and civic life, natural resource management, global initiatives, and cultural resources.

The guiding principle for all of our activities and programs in the College of Arts and Sciences is an enduring commitment to the values of liberal education. This commitment is reflected in our vision and mission statements, and the six goals through which we realize our vision and mission. The College's goals fully support the University's broad goal to enhance quality of academic programs.

Our first three goals directly address the parameters the University has chosen to measure progress. Our first goal includes measures and initiatives in support of undergraduate education. Our emphasis on providing courses and excellent instruction for all undergraduates supports the University's aim to increase total undergraduate enrollment, the freshman-sophomore retention rate, and the 6-year graduation rate. Although the average SAT score is beyond our direct control, we are committed to supporting the University's efforts to recruit the most able students through the reputation of our programs and our outreach and engagement activities. The College's second goal includes measures and initiatives to enhance doctoral education, facilitate student movement through doctoral programs, and support students at various stages in the program. The College's third goal includes measures and initiatives to increase the size of the faculty, improve the student-faculty ratio, enhance the research agenda, and support faculty throughout their careers.

For the foreseeable future, we aim to accomplish our goals with two critical objectives in mind: acquisition of additional **undergraduate science laboratory space** and targeted **faculty hiring** in key, high-demand areas.

We look forward to the appointment of a permanent Dean of the College of Arts and Sciences to guide these efforts in the long term.

SECTION II College of Arts and Sciences 2016-2017 Blueprint for Academic Excellence: Meeting the University's Academic Dashboard Targets

The following chart aligns College of Arts and Sciences goals with not only the Academic Dashboard, but also the Provost's goals and Performance Parameters. The College's goals, as well as the objectives and action plans in pursuit of these goals, reflect the University's core values and central priorities in these areas.

College of Arts and Sciences Goal	Provost's Goals	Academic Dashboard	Performance Parameters
Goal 1: To develop an educated citizenry through excellent programs for all undergraduate students in the University of South Carolina.	<i>(1) Enhance the Quality of Undergraduate, Graduate, and Professional Education (3) Meet South Carolina's goal of increasing the number of citizens who hold high-quality baccalaureate degrees</i>	<i>Dashboard 1. Total Undergraduate Enrollment 2. Average SAT Score 3. Freshman-Sophomore Retention Rate 4. Six-year Graduation Rate</i>	Teaching Excellence Sustainability
Goal 2: To develop the next generation of intellectual leadership through its excellent graduate programs.	<i>(1) Enhance the Quality of Undergraduate, Graduate, and Professional Education (2) Enhance Faculty Scholarship, Research, and Creative Achievements</i>	<i>Dashboard 8. Doctoral Degrees</i>	Teaching Excellence Research/Scholarship Reputation and Productivity
Goal 3: To foster research, scholarship, and creative activity by supporting, retaining, and recruiting faculty members who are or will become nationally and internationally known as leaders in their fields.	<i>(2) Enhance Faculty Scholarship, Research, and Creative Achievements</i>	<i>Dashboard 5. Student to Faculty Ratio 6. Research Expenditures 7. Faculty Productivity</i>	Teaching Excellence Research/Scholarship Reputation and Productivity Service to State, Community, Profession, and University Sustainability
Goal 4: To recognize and support the essential role of staff in fulfilling the	<i>All</i>		Teaching Excellence Research/Scholarship Reputation and

College of Arts and Sciences Goal	Provost's Goals	Academic Dashboard	Performance Parameters
College's mission			Productivity Service to State, Community, Profession, and University Sustainability
Goal 5: To encourage positive change through engagement with the broader society.	<i>(4) Engage the Community and Improve the Quality of Life for South Carolinians</i>		Service to State, Community, Profession, and University
Goal 6: To ensure the reputation, unity, and stability of the College.	<i>All</i>		Sustainability

The table below summarizes highlights of the College's main achievements and plans with respect to the Academic Dashboard. More detail about the College's progress, accomplishments, and strengths are detailed in **SECTION III**.

Academic Dashboard	Highlights of College of Arts and Sciences Achievements (as of February 2016)	College of Arts and Sciences Plans for 2016-2017
<i>1. Total Undergraduate Enrollment</i>	<ul style="list-style-type: none"> ❖ Implemented new undergraduate degrees and majors: BS, Biochemistry and Molecular Biology; BA, Chinese Studies; BA, Environmental Studies; BS, Environmental Science. BA, Global Studies, is awaiting final approval. ❖ Ensured smooth transition for students transferring from USC Palmetto College campuses and SC Technical Colleges. 	<ul style="list-style-type: none"> ❖ Implement BA, Global Studies. ❖ Continue close relationship with Palmetto College campuses and technical colleges in course articulation and transfer.
<i>2. Average SAT Score</i>	<ul style="list-style-type: none"> ❖ Supported the University's efforts to recruit the most able students through the reputation of our programs and our outreach and engagement activities and by complementing University-level recruiting activities. ❖ Nine of the 13 Honors College Faculty Fellows are from Arts and Sciences. ❖ 60% of honors courses sections are taught by Arts and Sciences. 	<ul style="list-style-type: none"> ❖ Continue same.

Academic Dashboard	Highlights of College of Arts and Sciences Achievements (as of February 2016)	College of Arts and Sciences Plans for 2016-2017
<p><i>3. Freshman-Sophomore Retention Rate</i></p>	<ul style="list-style-type: none"> ❖ Implemented Carolina Core. As of January 2016, over 185 of the College's courses have been fully approved for Carolina Core designation (95% of Core.) ❖ Expanded teaching capacity in high-demand areas such as biology, Spanish, speech, and SAEL 200. ❖ Appointed Associate Dean for Undergraduate STEM Education. ❖ Partnered with the Center for Teaching Excellence to initiate Focus on Learning, Innovation and Pedagogy (FLIP), a faculty discussion group, ideas lab, and learning community focused on topics related to the theory and practice of teaching and learning. ❖ Developed and implemented STEM Intensive Orientation programs BIOS and ChemIOS. ❖ Recalibrated Mathematics Placement Test to ensure appropriate student placement in mathematics sequences; developed Carolina Calculus Preparation program for students scoring at low end of calculus placement test. ❖ Developed courses (MATH 791, 792) for formal training of Mathematics graduate assistants in mathematics pedagogy. 	<ul style="list-style-type: none"> ❖ Contribute to leadership of Carolina Core assessment process. ❖ Continue BIOS and ChemIOS programs. ❖ Continue FLIP participation and encourage redesign of courses, especially at the foundational level. ❖ Continue efforts to increase student participation in study abroad, internships, Graduation with Leadership Distinction, research.
<p><i>4. Six-year Graduation Rate</i></p>	<ul style="list-style-type: none"> ❖ Unified general education requirements for Bachelor of Arts and Bachelor of Science degrees. ❖ Led development of "Summer at Carolina: Graduation on Your Time": course planning, scheduling, summer institutes, and study abroad. ❖ Reduced hours from 128 to 120 for BS/BSC degrees in Biological Sciences, Chemistry, Geological Sciences, Interdisciplinary Studies, Mathematics and Physics; these degrees now are in alignment with the BS degrees in Economics, Geography, Psychology, Sociology, and Statistics, and all BA degrees. 	<ul style="list-style-type: none"> ❖ For Summer 2016, experiment with three-week intensive summer session in May for key areas such as chemistry, mathematics, and Spanish (second half of sequence courses.) ❖ Continue full implementation of new student information systems (DegreeWorks and EAB.) ❖ Work with University Advising Center to improve advisor training and to integrate UAC advisors into College system.

Academic Dashboard	Highlights of College of Arts and Sciences Achievements (as of February 2016)	College of Arts and Sciences Plans for 2016-2017
	<ul style="list-style-type: none"> ❖ Reduced hours to 120 for BFA in Art Studio with curricular reorganization. 	
<p><i>5. Student to Faculty Ratio</i></p>	<ul style="list-style-type: none"> ❖ Successfully concluded 46 faculty searches in 2012-2013, 21 in 2013-2014, and 15 in 2014-2015. ❖ 10 faculty searches are in progress during 2015-2016. ❖ Developed search committee training module to ensure that faculty searches are conducted effectively and in compliance with University regulations. ❖ Added new full-time instructor positions in key areas (biological sciences, SAEL, Spanish, speech.) 	<ul style="list-style-type: none"> ❖ Continue strategic hiring plan exercise with all departments and programs in the College. ❖ Seek faculty positions in targeted areas through Provost-funded initiatives, grants, and College strategic planning process. ❖ Continue to conduct all faculty searches for maximum effectiveness. ❖ Continue training of faculty search committees. ❖ Continue to make competitive counteroffers to retain excellent faculty. ❖ Continue to collaborate with other Colleges and within Arts and Sciences on selected spousal hires and opportunity hires. ❖ Continue to expand capacity in key areas with full-time instructor positions (e.g., statistics.)
<p><i>6. Research Expenditures</i></p>	<ul style="list-style-type: none"> ❖ Garnered \$33 M in research funding for FY 2015. ❖ Established centers and institutes to maximize opportunities to attract research funding. Within past 5 years, opened the Institute for Mind and Brain and Center for Digital Humanities. ❖ Monitored federal budget process and changes in federal grants management. ❖ Hired head of research computing for College of Arts and Sciences Research Computing Center. 	<ul style="list-style-type: none"> ❖ Continue aggressive campaign for external funding. ❖ Continue efforts to strategies to increase effectiveness of grant proposals.
<p><i>7. Faculty Productivity</i></p>	<ul style="list-style-type: none"> ❖ 82% of University's AAAS Fellows and 75% of national award recipients are in Arts & Sciences. ❖ Hired DASIV SmartState chair ❖ Named first three cohort of McCausland Fellows. ❖ Continued full salary support for faculty who win prestigious fellowships, e.g., NEH, ACLS. 	<ul style="list-style-type: none"> ❖ Continue full salary support and enhanced sabbatical program. ❖ Continue implementation of McCausland Fellows program with additional appointments. ❖ Continue consolidation and integration of SEOE in

Academic Dashboard	Highlights of College of Arts and Sciences Achievements (as of February 2016)	College of Arts and Sciences Plans for 2016-2017
	<ul style="list-style-type: none"> ❖ Continued enhanced sabbatical program (one semester at 100% pay or full year at 65% pay.) ❖ School of Earth, Ocean and Environment (SEOE) approved to become tenure home. ❖ Academic Analytics reports indicate that Arts and Sciences faculty are performing well above average based on commonly used metrics. 	<p>faculty appointments, tenure and promotion, and research support processes.</p>
<p><i>8. Doctoral Degrees</i></p>	<ul style="list-style-type: none"> ❖ Awards annual average of 100 doctoral degrees. ❖ Fully funded tuition abatements for full-time, College-supported graduate assistantships. ❖ Increased all full-time, College-supported graduate assistantships by \$1,000 annually. ❖ Awarded over \$1.4 M in College of Arts and Sciences Dean's Doctoral Dissertation and MFA Fellowships AY 2011-2012 through 2015-2016. ❖ Secured \$900,000 in humanities fellowships from Bilinski Foundation; awarded funds for 2013-2014, 2014-2015, and 2015-2016. Funds for 2016-2017 to be awarded in late spring 2016. ❖ Aggressively nominated incoming graduate students for Presidential Fellowships. 	<ul style="list-style-type: none"> ❖ Continue full funding of tuition abatements for full-time, College-supported graduate assistantships. ❖ Continue \$1,000 increase for all full-time, College-supported graduate assistantships. ❖ Continue College of Arts and Sciences Dean's Doctoral Dissertation and MFA Fellowships for 2016-2017. ❖ Continue process to award Bilinski Foundation funds in humanities fellowships for 2016-2017; pursue additional future funding. ❖ Continue nomination campaign for Presidential Fellowships and other fellowships. ❖ Continue College-wide discussion of graduate education issues through Directors of Graduate Studies group.

SECTION III College of Arts and Sciences 2016-2017 Blueprint for Academic Excellence: Goals and Contributions to University's Key Performance Parameters

College of Arts and Sciences goals have been developed and planned in consultation with chairs and directors, Academic Planning Council, directors of graduate studies; undergraduate directors, classified staff.

KEY PERFORMANCE PARAMETERS (abbreviations): Teaching Excellence = T; Research/Scholarship Reputation and Productivity = R; Service to State, Community, Profession, and University = S; Sustainability = Sus

Goal 1: To develop an educated citizenry through excellent programs for all undergraduate students in the University of South Carolina.

KEY PERFORMANCE PARAMETERS: T; Sus

The first goal of the College expresses our profound commitment to excellence in teaching. Our academic programs serve not only our own majors, but all undergraduates at the University through general education, specialized course work required for professional majors, and minors. Commitment to teaching continues to be a chief priority of the College, as evidenced by our faculty hiring, use of College resources to advance teaching and learning, and leadership in general education reform. We play a key role in the University's aim to increase the freshman to sophomore retention and graduation rates.

Progress

- Implemented Carolina Core: over 185 (95%) courses as of February 2016.
- Created or modified courses to satisfy Carolina Core requirements, e.g., ASTR 101, 201 (SCI); CPLT 150 (AIU, VSR); GEOG 105 (ARP); HIST 103 (GHS); PHIL 114, 115 (ARP); RELG 101 (GSS); STAT 206 (ARP) for Moore School of Business
- Revised College general education requirements with Carolina Core as foundation and greater cohesion between BA and BS requirements.
- Implemented new undergraduate degree: BA in Chinese Studies.
- Increased instructional capacity in high-demand areas such as biological sciences, Spanish, speech, SAEL 200.
- Led development of "Summer at Carolina: Graduation on Your Time" as third semester; developed institute model for course groupings.
- BS/BSC degrees in Biological Sciences, Chemistry, Geological Sciences, Interdisciplinary Studies, Mathematics, and Physics streamlined from 128 to 120 hours.
- BFA in Art Studio streamlined to 120 hours with curriculum reorganization.
- Recalibrated Mathematics Placement Test; developed Carolina Calculus Preparation program for students scoring on lower end of calculus placement test.
- Appointed Associate Dean for Undergraduate STEM Education.
- Developed and implemented Biology Intensive Orientation for Students (BIOS) and Chemistry Intensive Orientation for Students (ChemIOS).
- Overhauled salary structure for full-time instructors.
- Established non-tenure track teaching award.
- Partnered with the Center for Teaching Excellence to initiate Focus on Learning, Innovation and Pedagogy (FLIP), a faculty discussion group, ideas lab, and learning community focused on topics related to the theory and practice of teaching and learning.

Plans

- Continue Carolina Core designation process and lead efforts, where appropriate, for assessment of Carolina Core.
- Transition SAEL 200 staffing from graduate assistant to faculty/instructor model.
- Integrate new course, PHIL/SPCH 213 (CMS/VSR) into Carolina Core offerings along with SAEL 200, PHIL 325.
- Work with University Advising Center (UAC) to improve advisor training and to integrate UAC advisors into College advising system.
- Implement new degree, BA in Global Studies (awaiting final approval by CHE and SACS.)
- Continue to plan for maximum instructional capacity in key areas; plan in coordination with Honors College and Evening program.
- Continue “On Your Time” approach to summer school planning.
- Continue BIOS and ChemIOS for new STEM freshmen.
- Continue efforts to increase student participation in study abroad, internships, Graduation with Leadership Distinction, and research.

Goal 2: To develop the next generation of intellectual leadership through excellent doctoral programs and graduate programs at the master’s and certificate levels.

KEY PERFORMANCE PARAMETERS: T; R

As a key measure of institutional quality and research prominence, graduate programs, especially those at the doctoral level, are a chief priority for the College. Graduate students are also essential to the undergraduate learning experience. Serving in a variety of instructional roles, graduate students directly contribute to undergraduate education, particularly at the level of general education.

Progress

- Increased full-time, A-funded assistantships by \$1,000 annually.
- Established A&S Dean’s Doctoral Dissertation and MFA Fellowships; awarded 60 in the five-year period from 2011-2012 to 2015-2016, totaling over \$1.4 M.
- Implemented Bilinski Foundation Fellowships for humanities doctoral students; awarded 27 in three-year period from 2013-2014 to 2015-2016, totaling \$700,000. Plans to award remaining \$200,000 in Bilinski funds for fellowships in 2016-2017 are in place.
- Continued Directors of Graduate Studies (DGS) as a formal leadership group.
- Reopened MA in Art History in Fall 2015 with a reconceptualized curriculum and assessment plan.
- Implemented courses (MATH 791, 792) for formal training of Mathematics graduate assistants in mathematics pedagogy.

Plans

- Continue above.
- Partner with the Graduate School to hire our own newly graduated doctoral degree recipients in the humanities as a “bridge” teacher corps for a year.

Goal 3: To foster research, scholarship, and creative activity by supporting, retaining, and recruiting faculty members who are or will become nationally and internationally known as leaders in their fields.

KEY PERFORMANCE PARAMETERS: T; R; S; Sus

A strong faculty is the cornerstone on which all of the College’s successes are built. The size, strength, and composition of the faculty ensure excellence in undergraduate and graduate education, prominence in

research, and leadership in service to South Carolina citizens, the University, higher education, and the disciplines. As the largest College in the University with responsibility for general education, as well as a broad range of undergraduate majors and graduate programs, we play a central role in the University's pursuit of objectives to increase the size and quality of the undergraduate student body, improve undergraduate retention and graduation rates, decrease the student to faculty ratio, increase research expenditures and faculty productivity, and spur the number of doctoral degrees awarded.

Progress

- Since 2010, successfully concluded 160 faculty searches.
- Successfully recruited SmartState chair in Data Analysis, Simulation, Imaging, and Visualization.
- Garnered \$33 M in research funding in FY 2015.
- Revised T & P criteria/procedures for all 19 tenure-home departments, 10 fully approved by UCTP.
- Developed formal guidelines for appointment, review, and promotion of research faculty, clinical faculty, and instructors; developed formal guidelines for appointment, review, and tenure and promotion of jointly appointed faculty.
- Named first three cohorts of McCausland Fellows to support faculty in innovative teaching and research.
- Completed recommendations following external reviews of Department of Psychology, Department of Geography, and Women's and Gender Studies Program.
- Revised external review format and procedures.
- Completed approval for name change of Department of Art to School of Visual Art and Design.
- Guided proposal to make School of Earth, Ocean and Environment (SEOE) a tenure home (approved by Board of Trustees December 2015.)

Plans

- Successfully complete searches in progress 2015-2016.
- Partner with the Office of the Provost to hire faculty in key, high-demand areas. See **Appendix A**.
- Continue efforts to retain faculty with support and competitive counteroffers.
- Monitor reduced levels of available federal research funding; aggressively pursue funding opportunities at the federal level as well as in other arenas.
- Develop strategy to broaden support for research by interacting with South Carolina companies to provide technical support and industrial research.
- Monitor progress of remaining T & P criteria/procedures revisions through approval process.
- Implement tenure home status for SEOE.
- Schedule external review for Department of Philosophy.

Goal 4: To recognize and support the essential role of staff in fulfilling the College's mission.

KEY PERFORMANCE PARAMETERS: *T; R; S; Sus*

The teaching, research, and service missions of the College require not only an excellent faculty, but a talented and dedicated staff who perform a wide range of functions in student advising, management of student programs, unit administration, budget/HR management, research and grant support, public information and programming, outreach and engagement with the broader community, IT management, among others. The contributions of staff in careful management of fiscal and human resources underpin the College's commitment to undergraduate and graduate education, research, and service.

Progress

- Awarded 3 Classified Staff Excellence Awards in 2014-2015.
- Implemented universal review dates for staff.
- Offered professional development opportunities for staff who handle faculty HR matters.
- Conducted annual retreat for business/HR managers.

Plans

- Continue above.

Goal 5: To encourage positive change through engagement with the broader society.

KEY PERFORMANCE PARAMETERS: S

With expertise in the arts, humanities, and social and natural sciences, the College of Arts and Sciences fosters positive change in the state, the region, and the world. The knowledge that we create, preserve, and disseminate serves a broad range of public concerns: PK-12 education, business and industry, government, science, medicine, mental health, and cultural and arts institutions. Our academic, research, and engagement programs directly impact quality of life for citizens in the broader society.

Progress

- Offered professional development opportunities to PK-12 teachers (e.g., summer institutes and contract courses) and outreach to PK-12 students.
- Achieved full NASD accreditation of dance program.
- Integrated jointly appointed faculty member in mathematics education into Dept. of Mathematics.
- Completed follow-up on NASPAA accreditation review for Public Administration program, APA accreditation reviews of Clinical-Community Psychology and School Psychology programs.
- Completed NASAD site visit for School of Visual Arts and Design.
- Revised curricula in educator preparation programs to comply with Read to Succeed legislation.
- Completed new brochure for South Carolina industries on Arts and Sciences services, facilities, and opportunities for collaboration and partnership.

Plans

- Conduct follow-up for NASAD review.
- Complete two hires in School Psychology for 2016-2017.
- Continue teacher professional development, public outreach and engagement.
- Implement recently approved Emergency Management and Planning concentration in MPA degree.

Goal 6: To ensure the reputation, unity, and stability of the College.

KEY PERFORMANCE PARAMETERS: Sus

Our strengths in promotion and advancement, community-building, and strategic planning are critical elements that sustain the College in both the present and the future. Our efforts to advance the College support key initiatives in the educational, research, and service missions of the College. Our strong and flexible processes for planning and decision-making enable us to weather downturns and pressures, respond to new opportunities, and move forward toward our goals.

Progress

- Raised \$10.5 M in private philanthropy in FY 2015. Raised \$101 M in private philanthropy during capital campaign, surpassing our original goal of \$80 M by 26% (as of December 31, 2015.)

- Continued signature activities that engage the public and promote the College: lectures and public series (e.g., Open Book.)
- Advocacy by College Board of Visitors and Alumni Council.
- Strategic planning with chairs and directors, Academic Planning Council, directors of graduate studies; undergraduate directors, classified staff.
- Secured major gift of \$10 M for faculty development; appointed first three cohorts of McCausland Fellows.

Plans

- Continue above strategies with an emphasis on major philanthropic gifts.
- Ensure smooth transition as a new Dean of the College of Arts and Sciences is recruited and appointed.

Five Year Plans for All Goals

Achievement of all six College goals is centered on two main objectives:

Objective 1. Acquire additional undergraduate science laboratory space.

Plans

- Continue to work with central space and facilities planning to acquire space in the current Law Center building. Collaborate with science units to ensure space is renovated into high quality undergraduate science laboratories.

Objective 2. Hire faculty in key, high-demand areas.

Plans

- Partner with the Office of the Provost to hire faculty in key, high-demand areas. Continue to use the annual strategic hiring plan process, enrollment data, and information regarding departures and upcoming retirements to identify the most critical areas. Build an Arts and Sciences faculty for the next decade and beyond.

SECTION IV College of Arts and Sciences 2016-2017 Blueprint for Academic Excellence: Appendix A, Resources Needed

The College faces a number of challenges in the next five years and beyond. With respect to some of these challenges, we are confident in our ability to meet them. We have demonstrated that we are capable of recruiting faculty and students of the highest caliber, supporting an ambitious research agenda, delivering academic programs of the highest quality, and building a base of alumni, friends, and supporters who share our vision of the role that higher education can play in our state, nation, and global community. We are able not only to manage our limited resources well, but to deploy them strategically to preserve and enhance our core mission in the long term.

Nevertheless, the College faces a number of overarching challenges that are a source of deep concern and that will require the sustained attention of the College and the University as a whole.

RESOURCES NEEDED: Undergraduate Science Laboratory Space in Renovated Law Center Building

As undergraduate enrollment continues to increase, demands for undergraduate laboratory space will soon outstrip our ability to offer sufficient course work for students across all colleges at the University. Our undergraduate science courses serve not only Arts and Sciences majors, but undergraduates pursuing degrees in engineering, public health, exercise science, nursing, and pharmacy. We have committed College resources and leveraged University resources to refit existing space for undergraduate laboratories. With all available space already in use, the College seeks to find new space to accommodate the expanding demand for undergraduate courses in the sciences. It is our understanding that the current Law Center building will be renovated once the new School of Law building is completed and the move takes place. Space in the vacated building is suitable for renovation as instructional laboratories, at a cost of approximately \$45 M. Space in the current Law Center, renovated as high-quality instructional laboratories, will satisfy much of the increased demand expected in the next few years.

RESOURCES NEEDED: Faculty

Despite substantial hiring efforts in the past five years, net growth in the number of tenure-track faculty is far less than what we need to keep pace with increasing demands for our courses and programs. Roughly 160 tenure-track faculty have been hired with competitive salaries and startup packages since 2010; this success, however, is offset by the departures of 120 faculty, chiefly to retirement. We began the 2015-2016 academic year in August with 491 tenure-track faculty, 17 fewer than the 508 of the previous year. Even if all searches in progress for this year are successful, we will begin

the 2016-2017 academic year with fewer faculty than we had two years ago in August 2014.

Clearly, the level of faculty hiring that we have been able to do recently is not sufficient to offset expected retirements, to keep pace with growing undergraduate enrollments, and to continue to advance our graduate programs and research agenda. Of particular importance is the College's responsibility for the Carolina Core: Arts and Sciences provides 95% of the Carolina Core. Any and all increases in undergraduate enrollment affect the College of Arts and Sciences significantly, as we bear primary responsibility for general education for all undergraduates, regardless of the majors they choose. Of equal importance is the role we play in the South Carolina Honors College. Over 60% of honors courses, taught in small sections, are staffed by Arts and Sciences faculty. We must continue to meet our massive teaching obligations in general education and specialized coursework¹, the South Carolina Honors College², as well as Arts and Sciences undergraduate majors and graduate programs.

Projections regarding the state of the Arts and Sciences faculty in five years (FY 2021) are alarming. Given known retirements and estimates of other vacancies, the College of Arts and Sciences will begin the 2020-2021 academic year (FY 2021) with **422** faculty if we continue to hire at the current rate of 7-10 faculty per year. A total of 422 faculty represents a **14% decrease** from FY 2016. With hiring at our current pace, we cannot even maintain faculty levels, much less grow.

Targeted growth will demand a much more aggressive approach. If the College is to reverse the decline of faculty levels and instead **grow by 15% to 566 faculty** by FY 2021, **we must hire 35 faculty per year.**³

In order to aim for this hiring rate, the College of Arts and Sciences must seek an investment of resources by the University. Our resources for salary and start-up have been severely depleted, limiting the number of faculty that we can hire on our own. We understand and are prepared to make hard choices to target key, high-demand areas for hiring; we fully support an approach to hiring that is strategic and responsive to emerging needs. We do not approach hiring as an exercise in simple replacement.

Our request consists of three parts.

¹ Arts and Sciences teaches 25-47% of the credits required for baccalaureate degrees outside our College, and we produce roughly half of all credit hours generated by the University.

² Approximately 60% of honors courses are taught by Arts and Sciences.

³ A more detailed analysis of the projections will be done as part of the Blueprint presentation on March 24, 2016.

(1.) *First, it is critical that faculty positions vacated by retirement, resignation, or other reasons stay with the College of Arts and Sciences.*

From this current year through FY 2018, we are expecting at least 47 vacancies in the tenure-track ranks primarily due to retirements. Significant numbers of upcoming retirements will mean severe shortages of faculty in high-demand areas. We must take steps now to address what could easily become a crisis within the next two to three years. Our approach will be to identify the most pressing needs and organize hiring in stages to address those needs.

(2) *Second, we request fifteen new faculty positions per year for the next five years, a total of 75 new faculty positions by FY 2021, to be funded by the Provost's Office.*

These positions are needed to keep pace with the growing demand for our courses and to ensure progress in graduate education and the research arena. Starting assistant professor salaries and startup costs vary by disciplinary area, with the highest levels in the sciences. We would thus stagger hiring in the sciences across the five-year period. Each year, we would search for roughly 5 positions in the sciences, mathematics, statistics; 5 in social sciences; and 5 in humanities/arts.

For FY 2017, we would focus hiring on the most critical areas. (Numbering does not imply rank order.)

Area	Salary/Fringe	Startup
#1 Biological Sciences	78,000/25,000	700,000
#2 Biological Sciences	78,000/25,000	700,000
#3 Chemistry	78,000/25,000	700,000
#4 School of the Earth, Ocean and Environment/Marine Science	78,000/25,000	600,000
#5 Mathematics	76,000/24,000	100,000
#6 Clinical-Community Psychology	73,000/23,500	200,000
#7 Criminology & Criminal Justice	66,000/21,000	100,000
#8 Sociology	68,000/22,000	75,000
#9 Anthropology	62,000/20,000	25,000
#10 Political Science	71,000/23,000	35,000
#11 Spanish	58,000/18,500	30,000
#12 Speech & Rhetoric/English	61,000/19,500	46,000
#13 Philosophy	60,000/19,000	50,000
#14 Visual Arts	56,000/18,000	40,000
#15 Theatre	56,000/18,000	40,000

(3) ***In addition, we request \$330,000 to hire six (6) non-tenure track faculty (instructors) to increase instructional capacity in key disciplines;*** all of these instructors would be hired for FY 2017. Areas include:

- Speech
- Spanish
- Chemistry
- Biological Sciences
- Physics
- Mathematics

Instructor salaries are typically \$42,000 plus fringe.

SECTION IV College of Arts and Sciences 2016-2017 Blueprint for Academic Excellence: Appendix B, Benchmarking Information

The College of Arts and Sciences is unique among the University's Colleges in that it houses a broad range of disciplines: natural sciences, mathematics, statistics, humanities, social sciences, and the arts, as well as a number of interdisciplinary programs and specialized centers and institutes. The elected Academic Planning Council of the College of Arts and Sciences has considered the question of how to determine the top ten and peer institutions for a College of our size and complexity. The Academic Planning Council has examined programmatic, enrollment, and research funding data from the following sources: *The Top American Research Universities, Annual Report*, The Center for Measuring University Performance; Carnegie classifications; Association of American Universities (AAU) membership criteria; and *U.S. News and World Report* list of Top Public Schools: National Universities.

As the Academic Planning Council has grappled with this question, it has observed that it is not a national norm for arts and sciences colleges to identify top ten and peer institutions for colleges as a whole. The Academic Planning Council has concluded that there is not a consistent and coherent set of institutions that can be identified as the top ten and peers for the College of Arts and Sciences. Rather, it is more effective and ultimately more useful to identify top ten and peer institutions in specific disciplines.

In 2009-2010, each academic department in the College developed a list of institutions considered to have the top ten departments in the discipline. Our departments identified forty-five (45) public and thirty (30) private institutions whose relevant departments can be considered top ten in the discipline, or in some cases, subdiscipline. Similarly, our departments identified forty-four (44) public and eight (8) private institutions whose relevant departments can be considered peer or close peer aspirants.

The National Research Council (NRC) rankings of doctoral programs (released in September 2010) have provided external validation of what we have asserted for a number of years, i.e., that College of Arts and Sciences faculty are national players in terms of the quality and quantity of their research and that the reputations of many of our departments and programs are growing rapidly. In particular, our programs in Biological Sciences, Comparative Literature, English, Geography, and History are highly ranked among both public and private universities. The recent Academic Analytics study of the scholarly productivity of college faculty has demonstrated that the majority of faculty in our departments are performing well above average based on metrics used by all major research universities in the United States.

SECTION IV College of Arts and Sciences 2016-2017 *Blueprint for Academic Excellence: Appendix C, Top Strengths and Important Accomplishments*

Research Productivity

- From FY 2005 to FY 2015, garnered \$466 M in sponsored funding, with \$33 M in FY 2015.
- Generates 24% of the University's external funding, excluding medical school and hospital partners.
- Since 2005, Arts and Sciences faculty have published 231 scholarly books, 143 edited volumes, and 40 creative works.
- In CY 2015, Arts & Sciences faculty published 867 articles in scientific journals, exceeding CY 2014 by 26%.
- Includes 82% of the University's AAAS Fellows (25 as of Spring 2016) and 75% of the University's national award winners.
- Over the past nine years, Arts & Sciences faculty have won 10 NSF Career Awards and 24 prestigious fellowships (e.g., NEH, ACLS.)
- Established six new centers and institutes: Institute for African American Research, Hazards and Vulnerability Research Institute, Confucius Institute, Parenting and Family Research Center, Center for Digital Humanities, and Institute for Mind and Brain.
- Established School of the Earth, Ocean and Environment; in December 2015, the school was approved to become a tenure home.
- Renamed Department of Art as School of Visual Art and Design.

Faculty Hiring

- Proven ability to attract, recruit, and hire faculty.
- Search committees are trained in search principles and processes, including University regulations and applicable state and federal law. Each committee includes an affirmative action advocate.
- The College includes 5 SmartState Chairs (10% of statewide total): Polymer Nanocomposites, Nanostructures, Brain Imaging, Childhood Neurotherapeutics, and Data Analysis, Simulation, Imaging, and Visualization.

Faculty Support and Retention

- Competitive starting salaries and startup packages.
- Remediated salary compression in selected units employing principles developed by faculty.
- Increased faculty promotional raises by \$2,000.
- Full-year salary support for recipients of prestigious external fellowships.
- Enhanced sabbatical program (full year at 65%.)
- Bridge funding for research active faculty.
- Since 2010, countered 73 outside offers with an average retention rate of 71%.
- Successfully pursued major philanthropic gift to support McCausland Fellows; three cohorts named to recognize associate professors with exemplary records of innovative teaching and research.

Undergraduate Education

- Broad range of undergraduate degree programs in arts, humanities, social sciences, natural and mathematical sciences. Awards 37% of University of South Carolina, Columbia baccalaureate degrees.
- Offers nearly half of all academic courses at the University (48% of total credit hours.)
- Leadership in developing, implementing, and assessing Carolina Core; over 185 (95%) of Core courses are in Arts and Sciences; retooled and developed new courses for the Core.
- Revised College general education requirements with Carolina Core as foundation; unified Bachelor of Arts and Bachelor of Science general education curricula.
- New undergraduate programs: BS in Biochemistry and Molecular Biology; BA in Chinese Studies; BS in Environmental Sciences; BA in Environmental Studies; BA in Dance; minors in Chinese Studies, Islamic World Studies, and Leadership Studies; teacher certification track in undergraduate foreign language majors. BA in Global Studies awaiting final approval from CHE and SACS.
- Attracts the largest number of transfer students at the University: 48%.
- Attracts quality students: 39% of South Carolina Honors College students and 60% of national fellowship/scholarship recipients are Arts and Sciences majors.
- 60% of South Carolina Honors College courses are taught by Arts and Sciences faculty.
- Effective management of teaching resources to serve general education, specialized course work for professional schools, minors, as well as College major curricula. Increased efficiency to manage increases in first-year class size (3500 to 5200 over 10 years.)
- Sustained attention to improving learning and teaching in first-year courses; appointed Associate Dean for Undergraduate STEM Education; launched Biology Intensive Orientation for Students (BIOS) in August 2014, followed by Chemistry version (ChemIOS) in 2015; formal courses in mathematics pedagogy for Mathematics graduate assistants implemented in 2015-2016.
- New awards to support undergraduate teaching by full-time instructors: Non-Tenure Track Undergraduate Instructional Faculty Teaching Award (\$2,000 each.)
- Remediated instructor salary inequities.
- Led development of “Summer at Carolina: Graduation on Your Time” as third semester; developed institute model for course groupings.
- Flexible advising model combining faculty and professional staff expertise with oversight by College Academic Affairs and Advising Office, centrally located in Flinn Hall.
- Streamlining of BS degrees from 128 to 120 hours: BS and BSC in Chemistry, BS in Biological Sciences, Mathematics, Physics, Geological Sciences, and Interdisciplinary Studies. 70% of BS degrees are now at the 120-hour total (same as BA.)
- A curricular change in the BFA in Art Studio effectively reduced the degree by 12 hours, making it possible to complete with 120 hours.

Graduate Education

- Awards one-third of all University of South Carolina doctoral degrees.
- 2010 NRC rankings spotlighted several of our doctoral programs (Biological Sciences, Comparative Literature, English, Geography, and History) as national leaders in their disciplines.
- Increased College-sponsored graduate assistantships by \$1,000 annually.
- Established College of Arts and Sciences Dean's Doctoral Dissertation and MFA Fellowships; over \$1.4 M in fellowships awarded for AY 2011-2012 through 2015-2016.
- Secured initial \$500,000 in humanities fellowships from Bilinski Foundation for 2013-2014 and 2014-2015. Secured additional \$400,000 from Bilinski Foundation to award fellowships in 2015-2016 and 2016-2017.
- Established new doctoral degree programs: Anthropology, Criminology and Criminal Justice, and Spanish.
- Regular meetings of Directors of Graduate Studies to discuss best practices.

Space and Facilities

- Since 2005, invested over \$14 M in College funds and leveraged over twice this amount from central administration to improve space and facilities.

Contributions to SC Economic and Overall Well-Being

- Awards 8% of baccalaureate degrees statewide.
- Produces 14% of doctoral degrees awarded in the state.
- Contributes to the growth and well-being of South Carolina through PK-12 teacher preparation and outreach; training, research, and outreach related to health; services, research, and outreach for government agencies, citizen groups, and industry; resources for understanding the state's culture and history; center for global interests, arts leadership.

Community-Building, Planning, and Recognition

- Raised nearly \$101 M in private philanthropy during capital campaign, surpassing our original goal of \$80 M by 26% (as of December 31, 2015.)
- Advocacy by College of Arts and Sciences Board of Visitors.
- Advocacy by College of Arts and Sciences Alumni Council (council groups in Columbia and in Washington, DC.)
- Promotion of the College among alumni, supporters, and friends with alumni weekends, Recognition of Excellence dinner, alumni receptions and events within SC and in major cities nationally and abroad.
- Support for major public lectures, exhibits, and engagement activities.
- Strong leadership and governance through organization of Chairs and Directors, elected Academic Planning Council, Directors of Graduate Studies, Undergraduate Directors, and Senior Staff.
- Annual strategic hiring plan exercise.

SECTION IV College of Arts and Sciences 2016-2017 Blueprint for Academic Excellence: Appendix D, Weaknesses

Space and Facilities

Excellence in teaching and learning, research, and service must be supported by high quality space and facilities. The College's aging space and facilities must be continually refurbished and updated to serve the academic needs of faculty, staff, and students. Since 2005, we have invested over \$14 M in College resources and leveraged over twice this amount in University resources for the expansion, enhancement, and improvement of space and facilities assigned to the College. Beyond maintaining existing space and facilities, the College needs additional space to accommodate growth in all areas of our mission: to serve increased undergraduate enrollment; to enhance graduate education, especially at the doctoral level; to support the ambitious research agenda of our faculty; and to engage the public with service and outreach programs, lectures, exhibitions, and performances.

At this time, our most pressing space need is for additional **undergraduate laboratory space** as described in **Appendix A**. Space in the current Law Center building, renovated as high quality instructional laboratories, will satisfy much of the increased demand expected in the next few years.

Strategy: Continue to work with University space and facilities planning for renovation of current Law Center space into undergraduate instructional laboratories.

Faculty Positions

In **Appendix A**, we have explained the critical need for **faculty positions** in the College. We must address the large number of looming retirements within the next three years and hire new faculty in areas of high student demand and research productivity. Given our hiring efforts over the past five years and our salary and startup commitments to current faculty, College resources are severely constrained and will be for the immediate future. If we are to maintain current levels of instructional capacity and research strength, we need the resources associated with upcoming vacancies to stay with the College. Further, if we are to grow in key areas, we need new resources from outside the College to hire fifteen (15) new faculty members per year for five (5) years.

Strategy: Continue to work with the Office of the Provost to document instructional demand and research needs. Ensure that all currently available College resources are directed to meeting pressing instructional needs. Continue strategic hiring plan process across all College units to identify and justify within most critical needs in faculty hiring.

SECTION IV

College of Arts and Sciences

***2016-2017 Blueprint for Academic
Excellence:***

Appendix E, Unit Statistical Profile



UNIVERSITY OF
SOUTH CAROLINA

College of Arts and Sciences

STATISTICAL PROFILE

Data for Tables 1-12 are supplied by Office of Institutional Research and Assessment (OIRA), per Provost's instructions.

NOTE

Data for Table 9 Percentage of Credit Hours Taught by Faculty with Highest Terminal Degree are not included. A significant portion of these data indicate 0%. OIRA has been informed that such data are suspect.

Data for Table 10 Percentage of Credit Hours Taught by Full-Time Faculty are incomplete. Some degree programs are missing. OIRA has been informed.

STATISTICAL PROFILE

Table 1: Number of Freshmen and Average SAT/ACT

Admissions	Headcount	Average SAT Total	Average ACT Total
Fall 2012	1379	1216	27
Fall 2013	1469	1213	27
Fall 2014	1293	1219	28
Fall 2015	1611	1222	28

Source: OIRA
Date Updated: 3/7/2016

STATISTICAL PROFILE

Table 2: Freshman to Sophomore Retention Rates

		2012 Cohort	2013 Cohort	2014 Cohort
<i>Starting in:</i>	<i>Ending in:</i>	Returned 13	Returned 14	Returned 15
Arts & Sciences	Same School	74.5%	72.1%	76.8%
	Other School	13.1%	14.6%	10.7%
	TOTAL	87.5%	86.7%	87.5%

Source: OIRA

Date Updated: 3/7/2016

STATISTICAL PROFILE

Table 3: Sophomore to Junior Retention Rates

		2011 Cohort	2012 Cohort	2013 Cohort
<i>Starting in:</i>	<i>Ending in:</i>	Returned 13	Returned 14	Returned 15
Arts & Sciences :	Same School	78.3%	74.9%	75.4%
	Other School	13.8%	13.3%	13.9%
	TOTAL	92.2%	88.2%	89.3%

Source: OIRA

Date Updated: 3/7/2016

STATISTICAL PROFILE

Table 4: Number of Majors (Headcount)

Student Headcount	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Undergrad	8089	8014	7769	7686
Masters	363	373	360	317
Certificate	19	20	19	13
First Prof	n/a	n/a	n/a	n/a
Doctoral	776	829	837	827
Total	9247	9236	8985	8843

Source: OIRA
Date Updated: 3/7/2016

STATISTICAL PROFILE

Table 5: Number of Entering Graduate Students and Average GRE

	Applications	Admissions	Headcount	Average GRE Verbal	Average GRE Quantitative
Fall 2012	1882	643	236	*	*
Fall 2013	1899	738	288	*	*
Fall 2014	1933	679	169	*	*
Fall 2015	1708	588	178	*	*

Source: OIRA
Date Updated: 3/8/2016

*The Office of Institutional Research and Assessment indicates that graduate test scores are not included due to high percentage of missing test scores on USC database.

STATISTICAL PROFILE

Table 6: Number of Graduates

Degrees Awarded	Fall 2014, Spring 2015, Summer 2015
Undergraduate	1798
Masters	168
Certificate	17
First Prof	n/a
Doctoral	112
Total	2095

Source: OIRA
Date Updated: 3/7/2016

STATISTICAL PROFILE

Table 7A: Number of Graduates 4-Year Graduation rates (percent)

		2007 Cohort	2008 Cohort	2009 Cohort
		4-Year	4-Year	4-Year
<i>Starting in:</i>	<i>Ending in:</i>			
A & S	Same School	45.4	45.8	42.2
	Other School	10.0	10.9	12.6
	TOTAL	55.4	56.7	54.8

Source: OIRA
Date Updated: 3/8/2016

STATISTICAL PROFILE

Table 7B: Number of Graduates 5-Year Graduation rates (percent)

		2007 Cohort	2008 Cohort	2009 Cohort
		5-Year	5-Year	5-Year
<i>Starting in:</i>	<i>Ending in:</i>			
A & S	Same School	53.8	54.4	50.4
	Other School	16.6	17.3	19.0
	TOTAL	70.4	71.7	69.5

Source: OIRA
Date Updated: 3/8/2016

STATISTICAL PROFILE

Table 7C: Number of Graduates 6-Year Graduation rates (percent)

		2007 Cohort	2008 Cohort	2009 Cohort
		6-Year	6-Year	6-Year
<i>Starting in:</i>	<i>Ending in:</i>			
A & S	Same School	55.3	55.5	52.3
	Other School	17.3	17.7	20.0
	TOTAL	72.6	73.2	72.3

Source: OIRA
Date Updated: 3/8/2016

STATISTICAL PROFILE

Table 8: Total Credit Hours

Student Credit Hours	Fall 2014	Spring 2015	Summer 2015	Total for Degree Level
Undergraduate	215,999	188,408	18,134	422,541
Masters	4393	3462	484	8339
1 st Professional	n/a	n/a	n/a	n/a
Doctoral	6639	5763	498	12,900
Total for Term	227,031	197,633	19,116	
Grand Total				
443,780				

Source: OIRA
Date Updated: 3/8/2016

STATISTICAL PROFILE

Table 9: % Credit Hours Taught by Faculty with Highest Terminal Degree, Fall 2015

Data for Table 9 Percentage of Credit Hours Taught by Faculty with Highest Terminal Degree are not included. A significant portion of these data indicate 0%. OIRA has been informed that such data are suspect.

Program (from Undergraduate Academic Bulletin)	
African American Studies/ B.A.	
Anthropology/ B.A.	
Art Education, B.F.A.	
Art History/ B.A.	
Art Studio	
Art Studio, 3D Studies, B.A.	
Art Studio, 3D Studies, B.F.A.	
Art Studio, Ceramics, B.A.	
Art Studio, Ceramics, B.F.A.	
Art Studio, Design, B.A.	
Art Studio, Design, B.F.A.	
Art Studio, Drawing, B.A.	
Art Studio, Drawing, B.F.A.	
Art Studio, Intermedia, B.A.	
Art Studio, Intermedia, B.F.A.	
Art Studio, Painting, B.A.	
Art Studio, Painting, B.F.A.	
Art Studio, Photography, B.A.	
Art Studio, Photography, B.F.A.	
Art Studio, Printmaking, B.A.	
Art Studio, Printmaking, B.F.A.	

STATISTICAL PROFILE

Table 9: % Credit Hours Taught by Faculty with Highest Terminal Degree, Fall 2015

Biochemistry and Molecular Biology, B.S.	
Biological Sciences/ B.S.	
Cardiovascular Technology, B.S.	
Chemistry, B.S.	
Chemistry, B.S.C.	
Classics, Classical Studies, B.A.	
Classics, LATNGREK Classical S	
Classics, Teacher Certification Option, B.A.	
Comparative Literature, B.A.	
Criminology & Crim Justice/B.A	
Dance, Dance Education K-12, B.A.	
Dance, Performance and Choreography, B.A.	
Economics/ B.A. or B.S.	
English, General, B.A.	
English, Intensive, B.A.	
English, Writing, B.A.	
Environmental Science, B.S.	
European Studies, B.A.	
Film and Media Studies, B.A.	
French, General Option, B.A.	
French, Teaching Certification, B.A.	

STATISTICAL PROFILE

Table 9: % Credit Hours Taught by Faculty with Highest Terminal Degree, Fall 2015

Geography, General Geography, B.A.	
Geography, General Geography, B.S.	
Geography, Geographic Information Science, B.A.	
Geography, Geographic Information Science, B.S.	
Geography, Human/Economic, B.A.	
Geography, Human/Economic, B.S.	
Geography, Physical/Environmental, B.A.	
Geography, Physical/Environmental, B.S.	
Geological Sciences, Environmental Geosciences, B.S.	
Geological Sciences, General, B.S.	
Geophysics, B.S.	
German, Teacher Certification Option, B.A.	
German/ General Option/ B.A.	
History/ B.A.	
International Studies, B.A.	
Latin American Studies, B.A.	
Marine Science, B.S.	
Mathematics, Actuarial, B.S.	
Mathematics, Applied, B.S.	
Mathematics, General, B.S.	

STATISTICAL PROFILE

Table 9: % Credit Hours Taught by Faculty with Highest Terminal Degree, Fall 2015

Media Arts, B.A.	
Philosophy, B.A.	
Physics, Biophysics, B.S.	
Physics, Electrical, B.S.	
Physics, Engineering Physics, B.S.	
Physics, General, B.S.	
Physics, Mechanical, B.S.	
Physics, Pre	
Political Science, B.A.	
Religious Studies, B.A.	
Russian, B.A.	
Sociology, B.A.	
Sociology, B.S.	
Spanish, Teacher Certification, B.A.	
Spanish/ B.A.	
Statistics, Actuarial Mathematics, B.S.	
Statistics, General, B.S.	
Theatre, B.A.	
Womens & Gender Studies/ B.A.	

STATISTICAL PROFILE

Table 10: % Credit Hours Taught by Full-time Faculty, Fall 2015

Data for Table 10 Percentage of Credit Hours Taught by Full-Time Faculty are incomplete. Some degree programs are missing. OIRA has been informed.

<u>Program (from Undergraduate Academic Bulletin)</u>	<u>FT % Cred Hrs</u>
African American Studies/ B.A.	Data missing
Anthropology/ B.A.	Data missing
Art Education, B.F.A.	44.19%
Art History/ B.A.	90.35%
Art Studio	50.62%
Art Studio, 3D Studies, B.A.	45.13%
Art Studio, 3D Studies, B.F.A.	0.00%
Art Studio, Ceramics, B.A.	30.86%
Art Studio, Ceramics, B.F.A.	0.00%
Art Studio, Design, B.A.	45.13%
Art Studio, Design, B.F.A.	100.00%
Art Studio, Drawing, B.A.	45.13%
Art Studio, Drawing, B.F.A.	0.00%
Art Studio, Intermedia, B.A.	43.41%
Art Studio, Intermedia, B.F.A.	60.66%
Art Studio, Painting, B.A.	37.90%
Art Studio, Painting, B.F.A.	100.00%
Art Studio, Photography, B.A.	31.71%
Art Studio, Photography, B.F.A.	91.79%
Art Studio, Printmaking, B.A.	38.14%
Art Studio, Printmaking, B.F.A.	Data missing

Source: OIRA
Updated: 3/8/2016

STATISTICAL PROFILE

Table 10: % Credit Hours Taught by Full-time Faculty, Fall 2015

Biochemistry and Molecular Biology, B.S.	75.81%
Biological Sciences/ B.S.	68.79%
Cardiovascular Technology, B.S.	84.04%
Chemistry, B.S.	81.31%
Chemistry, B.S.C.	55.82%
Classics, Classical Studies, B.A.	100.00%
Classics, LATNGREK Classical S	24.13%
Classics, Teacher Certification Option, B.A.	18.10%
Comparative Literature, B.A.	100.00%
Criminology & Crim Justice/B.A	67.97%
Dance, Dance Education K-12, B.A.	29.27%
Dance, Performance and Choreography, B.A.	100.00%
English, General, B.A.	83.52%
English, Intensive, B.A.	80.77%
English, Writing, B.A.	56.28%
Environmental Science, B.S.	100.00%
Film and Media Studies, B.A.	55.91%
French, General Option, B.A.	100.00%
French, Teaching Certification, B.A.	38.31%

Source: OIRA
Updated: 3/8/2016

STATISTICAL PROFILE

Table 10: % Credit Hours Taught by Full-time Faculty, Fall 2015

Geography, General Geography, B.A.	62.18%
Geography, General Geography, B.S.	62.18%
Geography, Geographic Information Science, B.A.	68.17%
Geography, Geographic Information Science, B.S.	68.17%
Geography, Human/Economic, B.A.	64.49%
Geography, Human/Economic, B.S.	64.49%
Geography, Physical/Environmental, B.A.	68.53%
Geography, Physical/Environmental, B.S.	68.53%
Geological Sciences, Environmental Geosciences, B.S.	100.00%
Geological Sciences, General, B.S.	100.00%
Geophysics, B.S.	100.00%
German, Teacher Certification Option, B.A.	20.06%
German/ General Option/ B.A.	Data missing
History/ B.A.	Data missing
International Studies, B.A.	0.00%
Latin American Studies, B.A.	56.13%
Marine Science, B.S.	100.00%
Mathematics, Actuarial, B.S.	90.20%
Mathematics, Applied, B.S.	100.00%
Mathematics, General, B.S.	77.16%

Source: OIRA
Updated: 3/8/2016

STATISTICAL PROFILE

Table 10: % Credit Hours Taught by Full-time Faculty, Fall 2015

Media Arts, B.A.	69.81%
Philosophy, B.A.	58.38%
Physics, Biophysics, B.S.	50.40%
Physics, Electrical, B.S.	78.18%
Physics, Engineering Physics, B.S.	70.30%
Physics, General, B.S.	100.00%
Physics, Mechanical, B.S.	92.29%
Physics, Pre	57.67%
Political Science, B.A.	7.76%
Religious Studies, B.A.	77.50%
Russian, B.A.	100.00%
Sociology, B.A.	100.00%
Sociology, B.S.	100.00%
Spanish, Teacher Certification, B.A.	52.72%
Spanish/ B.A.	60.36%
Statistics, Actuarial Mathematics, B.S.	75.04%
Statistics, General, B.S.	75.04%
Theatre, B.A.	93.78%
Womens & Gender Studies/ B.A.	35.61%

Source: OIRA
Updated: 3/8/2016

STATISTICAL PROFILE

Table 11: Number of Faculty

Number of Faculty by Rank (Tenure-track; Research; Clinical **ONLY**)

	Professor	Associate Professor	Assistant Professor	Research Professor	Research Associate Professor	Research Assistant Professor	Clinical Professor	Clinical Associate Professor	Clinical Assistant Professor
TOTAL Fall 2013	191	180	123	6	12	8	1	2	2
TOTAL Fall 2014	184	187	104	2	6	5	0	3	0
TOTAL Fall 2015	190	175	103	5	9	5	1	3	0

Source: OIRA
Date Updated: 3/8/2016

STATISTICAL PROFILE

Table 12: Ethnicity of Tenured and Tenure-Track Faculty

Ethnicity	Fall 2013 (FY14) Number of Faculty	% of Fall 2013 Total of Tenured and Tenure Track Faculty	Fall 2015 (FY16) Number of Faculty	% of Fall 2015 Total of Tenured and Tenure Track Faculty	Change
Hispanic	14	2.8%	15	3.2%	+1/+0.4%
American Indian/ Alaska Native	1	.2%	2	.4%	+1/+0.2%
Asian	38	7.7%	49	10.6%	+11/+2.9%
Black or African American	28	5.7%	24	5.2%	-4/-0.5%
White	351	71%	368	79.3%	+17/+8.3%
Two or More Races	5	1%	6	1.3%	+1/+0.3%
NR/Alien	25	5.1%	No data		
Unknown	13	2.6%	No data		
Not Available for this Semester	19	3.8%	No data		

College of Arts and Sciences

Blueprint Data #4 – FY2015

	Invention Disclosures	Provisional patent applications	Non-Provisional patent applications	Issued patents
Arts & Sciences Total	10	5	12	9
<i>Breakdown</i>	<i>Biological Sci. - 1 Chem & Biochem - 9</i>	<i>Chem & Biochem - 5</i>	<i>Biological Sci. - 1 Chem & Biochem - 9 Physics - 2</i>	<i>Biological Sci. Chem & Biochem - 8 Physics - 1</i>

Blueprint #3 - Total Sponsored Research Expenditures per Tenured/Tenure-Track Faculty for FY 2015 by Rank and Department

ACCOUNT_NUMBER	Debt	Fiscal_Year	LastFirst	Dept	College	Expense	TENURE_STATUS_DESC	PRIMARY_JOB_TITLE_DESC
10060-FA20	10060	2015	Pournelle, Jennifer	Program	Arts and Sciences, College of	31,156.66		RESEARCH ASSOC PROF
11160-FA07	11160	2015	Patel, Rekha	Biological Sciences	Arts and Sciences, College of	43,810.94	TENURED	ASSOC. PROFESSOR
12200-FA15	12200	2015	Sevigny, Eric	Department of	Arts and Sciences, College of	885.60		
12200-FA19	12200	2015	Alpert, Geoffrey	Department of	Arts and Sciences, College of	104,149.95	TENURED	PROFESSOR
12200-FA21	12200	2015	Sevigny, Eric	Department of	Arts and Sciences, College of	13,644.16		
12200-FA22	12200	2015	Alpert, Geoffrey	Department of	Arts and Sciences, College of	12,372.50	TENURED	PROFESSOR
12200-FA23	12200	2015	Applegate, Brandon	Department of	Arts and Sciences, College of	16,388.34	TENURED	PROFESSOR
12200-FA24	12200	2015	Applegate, Brandon	Department of	Arts and Sciences, College of	31,043.89	TENURED	PROFESSOR
12510-FA06	12510	2015	Kissel, Laura	Art	Arts and Sciences, College of	11,524.37	TENURED	ASSOC. PROFESSOR
12510-KA37	12510	2015	Heid, Karen	Art	Arts and Sciences, College of	2,000.00		
12530-KA29	12530	2015	Schwebel, Sara	English	Arts and Sciences, College of	5,000.00	TENURED	ASSOC. PROFESSOR
12560-LA00	12560	2015	Khushf, George	Philosophy	Arts and Sciences, College of	34,296.17	TENURED	PROFESSOR
13010-FB58	13010	2015	Connolly, Erin	Biological Sciences	Arts and Sciences, College of	(1,466.83)	TENURED	PROFESSOR
13010-FB62	13010	2015	Helmuth, Brian	Biological Sciences	Arts and Sciences, College of	5,712.55		VISITING PROFESSOR
13010-FB74	13010	2015	Vance, Vicki	Biological Sciences	Arts and Sciences, College of	(5,341.61)	TENURED	PROFESSOR
13010-FB76	13010	2015	Richardson, Tammi	Biological Sciences	Arts and Sciences, College of	114,501.65	TENURED	PROFESSOR
13010-FB82	13010	2015	Place, Sean	Biological Sciences	Arts and Sciences, College of	3,587.44		
13010-FB85	13010	2015	Vance, Vicki	Biological Sciences	Arts and Sciences, College of	5,999.00	TENURED	PROFESSOR
13010-FB86	13010	2015	Hughes, Austin	Biological Sciences	Arts and Sciences, College of	20,783.82		
13010-FB88	13010	2015	Griffen, Blaine	Biological Sciences	Arts and Sciences, College of	5,333.32	TENURED	ASSOC. PROFESSOR
13010-FB91	13010	2015	Wethey, David	Biological Sciences	Arts and Sciences, College of	142,204.50	TENURED	PROFESSOR
13010-FB92	13010	2015	Griffen, Blaine	Biological Sciences	Arts and Sciences, College of	109,015.55	TENURED	ASSOC. PROFESSOR
13010-FB93	13010	2015	Wethey, David	Biological Sciences	Arts and Sciences, College of	278,584.56	TENURED	PROFESSOR
13010-FB98	13010	2015	Helmuth, Brian	Biological Sciences	Arts and Sciences, College of	19,881.78		VISITING PROFESSOR
13010-FC02	13010	2015	Waldman, Alan	Biological Sciences	Arts and Sciences, College of	165,234.32	TENURED	PROFESSOR
13010-FC06	13010	2015	Griffen, Blaine	Biological Sciences	Arts and Sciences, College of	1,809.21	TENURED	ASSOC. PROFESSOR
13010-FC13	13010	2015	Benner, Ronald	Biological Sciences	Arts and Sciences, College of	120,085.60	TENURED	PROFESSOR
13010-FC16	13010	2015	Ely, Berten	Biological Sciences	Arts and Sciences, College of	198,167.63	TENURED	PROFESSOR
13010-FC17	13010	2015	Smith, Deanna	Biological Sciences	Arts and Sciences, College of	311,644.32	TENURED	ASSOC. PROFESSOR
13010-FC18	13010	2015	Ely, Berten	Biological Sciences	Arts and Sciences, College of	239,713.51	TENURED	PROFESSOR
13010-FC19	13010	2015	Matesic, Lydia	Biological Sciences	Arts and Sciences, College of	289,265.47	TENURED	ASSOC. PROFESSOR
13010-FC21	13010	2015	Pena, Maria	Biological Sciences	Arts and Sciences, College of	227,519.89	TENURED	ASSOC. PROFESSOR
13010-FC22	13010	2015	Pena, Maria	Biological Sciences	Arts and Sciences, College of	622.07	TENURED	ASSOC. PROFESSOR
13010-FC23	13010	2015	Shim, Minsub	Biological Sciences	Arts and Sciences, College of	22,357.33		ASST PROFESSOR
13010-FC24	13010	2015	Boggs, Carol	Biological Sciences	Arts and Sciences, College of	521.32	TENURED	PROFESSOR
13010-FC25	13010	2015	Dudycha, Jeffry	Biological Sciences	Arts and Sciences, College of	280,819.85	TENURED	ASSOC. PROFESSOR
13010-FC26	13010	2015	Hughes, Austin	Biological Sciences	Arts and Sciences, College of	41,059.57		
13010-FC27	13010	2015	Chen, Hexin	Biological Sciences	Arts and Sciences, College of	359,119.74	TENURED	ASSOC. PROFESSOR
13010-FC28	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	214,847.37	TENURED	PROFESSOR
13010-FC29	13010	2015	Ely, Berten	Biological Sciences	Arts and Sciences, College of	0.01	TENURED	PROFESSOR
13010-FC30	13010	2015	Mousseau, Timothy	Biological Sciences	Arts and Sciences, College of	18,204.61	TENURED	PROFESSOR
13010-FC31	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	113,063.36	TENURED	PROFESSOR
13010-FC32	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	158,475.97	TENURED	PROFESSOR
13010-FC34	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	327,510.02	TENURED	PROFESSOR
13010-FC35	13010	2015	Boggs, Carol	Biological Sciences	Arts and Sciences, College of	55,144.50	TENURED	PROFESSOR
13010-FC36	13010	2015	Vance, Vicki	Biological Sciences	Arts and Sciences, College of	52,104.80	TENURED	PROFESSOR
13010-FC37	13010	2015	Rykaczewski, Ryan	Biological Sciences	Arts and Sciences, College of	1,126.51		ASST PROFESSOR

13010-FC38	13010	2015	Stewart, Jason	Biological Sciences	Arts and Sciences, College of	158,074.57		ASST PROFESSOR
13010-FC40	13010	2015	Poulain, Fabienne	Biological Sciences	Arts and Sciences, College of	54,919.94		ASST PROFESSOR
13010-FC41	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	7,653.45	TENURED	PROFESSOR
13010-GA05	13010	2015	Ely, Berten	Biological Sciences	Arts and Sciences, College of	3,177.60	TENURED	PROFESSOR
13010-JA08	13010	2015	Marton, Laszlo	Biological Sciences	Arts and Sciences, College of	113,781.19	TENURED	PROFESSOR
13010-KA03	13010	2015	Bolander, Franklyn	Biological Sciences	Arts and Sciences, College of	480.16	TENURED	ASSOC. PROFESSOR
13010-KA58	13010	2015	Chen, Hexin	Biological Sciences	Arts and Sciences, College of	38,647.31	TENURED	ASSOC. PROFESSOR
13010-KA92	13010	2015	Matesic, Lydia	Biological Sciences	Arts and Sciences, College of	556.87	TENURED	ASSOC. PROFESSOR
13010-KA93	13010	2015	Anderson, Jill	Biological Sciences	Arts and Sciences, College of	11,486.28		ASST PROFESSOR
13010-KA95	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	94,938.31	TENURED	PROFESSOR
13010-KA96	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	22,366.82	TENURED	PROFESSOR
13010-KA97	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	33,647.50	TENURED	PROFESSOR
13010-KA98	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	40,047.06	TENURED	PROFESSOR
13010-KA99	13010	2015	Tufford, Daniel	Biological Sciences	Arts and Sciences, College of	8,300.67		RESEARCH ASSOCIATE
13010-KA99	13010	2015	Tufford, Daniel	Biological Sciences	Arts and Sciences, College of	8,300.67		
13010-KB00	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	169,476.00	TENURED	PROFESSOR
13010-KB01	13010	2015	Tufford, Daniel	Biological Sciences	Arts and Sciences, College of	3,900.01		RESEARCH ASSOCIATE
13010-KB02	13010	2015	Mousseau, Timothy	Biological Sciences	Arts and Sciences, College of	19,115.76	TENURED	PROFESSOR
13010-LA02	13010	2015	Twiss, Jeff	Biological Sciences	Arts and Sciences, College of	11,291.97	TENURED	PROFESSOR
13010-LA03	13010	2015	Mousseau, Timothy	Biological Sciences	Arts and Sciences, College of	20,706.04	TENURED	PROFESSOR
13020-FB56	13020	2015	Dawson, John	Chemistry & Biochemistry	Arts and Sciences, College of	4,441.31	TENURED	PROFESSOR
13020-FB67	13020	2015	Dawson, John	Chemistry & Biochemistry	Arts and Sciences, College of	(300.00)	TENURED	PROFESSOR
13020-FB72	13020	2015	Shimizu, Ken	Chemistry & Biochemistry	Arts and Sciences, College of	(0.78)	TENURED	PROFESSOR
13020-FB75	13020	2015	zur Loye, Hans-Conrad	Chemistry & Biochemistry	Arts and Sciences, College of	26,542.22	TENURED	PROFESSOR
13020-FB84	13020	2015	Myrick, Michael	Chemistry & Biochemistry	Arts and Sciences, College of	18.73	TENURED	PROFESSOR
13020-FB86	13020	2015	Reger, Daniel	Chemistry & Biochemistry	Arts and Sciences, College of	47,269.37	TENURED	PROFESSOR
13020-FB88	13020	2015	Outten, Franklin	Chemistry & Biochemistry	Arts and Sciences, College of	44,386.98	TENURED	ASSOC. PROFESSOR
13020-FB90	13020	2015	Morgan, Stephen	Chemistry & Biochemistry	Arts and Sciences, College of	(1,179.29)	TENURED	PROFESSOR
13020-FB96	13020	2015	Wiskur, Sheryl	Chemistry & Biochemistry	Arts and Sciences, College of	62,513.27		ASST PROFESSOR
13020-FB98	13020	2015	Dawson, John	Chemistry & Biochemistry	Arts and Sciences, College of	29,971.88	TENURED	PROFESSOR
13020-FB99	13020	2015	Garashchuk, Sophya	Chemistry & Biochemistry	Arts and Sciences, College of	132,242.87	TENURED	ASSOC. PROFESSOR
13020-FC01	13020	2015	Shimizu, Ken	Chemistry & Biochemistry	Arts and Sciences, College of	10,502.23	TENURED	PROFESSOR
13020-FC02	13020	2015	Berg, Mark	Chemistry & Biochemistry	Arts and Sciences, College of	41,094.18	TENURED	PROFESSOR
13020-FC03	13020	2015	Benicewicz, Brian	Chemistry & Biochemistry	Arts and Sciences, College of	(1,438.79)	TENURED	PROFESSOR
13020-FC04	13020	2015	Adams, Richard	Chemistry & Biochemistry	Arts and Sciences, College of	55,904.12	TENURED	PROFESSOR
13020-FC06	13020	2015	Shimizu, Ken	Chemistry & Biochemistry	Arts and Sciences, College of	81,070.90	TENURED	PROFESSOR
13020-FC08	13020	2015	Morgan, Stephen	Chemistry & Biochemistry	Arts and Sciences, College of	116,459.75	TENURED	PROFESSOR
13020-FC09	13020	2015	Outten, Franklin	Chemistry & Biochemistry	Arts and Sciences, College of	1,663.52	TENURED	ASSOC. PROFESSOR
13020-FC10	13020	2015	Angel, S.	Chemistry & Biochemistry	Arts and Sciences, College of	20,196.86	TENURED	PROFESSOR
13020-FC16	13020	2015	Rassolov, Vitaly	Chemistry & Biochemistry	Arts and Sciences, College of	14,123.19	TENURED	PROFESSOR
13020-FC17	13020	2015	zur Loye, Hans-Conrad	Chemistry & Biochemistry	Arts and Sciences, College of	151,511.64	TENURED	PROFESSOR
13020-FC18	13020	2015	Lavigne, John	Chemistry & Biochemistry	Arts and Sciences, College of	197,020.14	TENURED	ASSOC. PROFESSOR
13020-FC20	13020	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	66,864.27	TENURED	ASSOC. PROFESSOR
13020-FC21	13020	2015	Morgan, Stephen	Chemistry & Biochemistry	Arts and Sciences, College of	139,726.62	TENURED	PROFESSOR
13020-FC22	13020	2015	Chruszcz, Maksymilian	Chemistry & Biochemistry	Arts and Sciences, College of	2,912.10		ASSOC. PROFESSOR
13020-FC24	13020	2015	Outten, Caryn	Chemistry & Biochemistry	Arts and Sciences, College of	268,852.56	TENURED	ASSOC. PROFESSOR
13020-FC25	13020	2015	zur Loye, Hans-Conrad	Chemistry & Biochemistry	Arts and Sciences, College of	26,958.06	TENURED	PROFESSOR
13020-FC26	13020	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	119,788.76	TENURED	ASSOC. PROFESSOR
13020-FC29	13020	2015	Outten, Caryn	Chemistry & Biochemistry	Arts and Sciences, College of	307,631.95	TENURED	ASSOC. PROFESSOR

13020-FC30	13020	2015	Chen, Donna	Chemistry & Biochemistry	Arts and Sciences, College of	123,895.88	TENURED	PROFESSOR
13020-FC31	13020	2015	Wang, Hui	Chemistry & Biochemistry	Arts and Sciences, College of	110,521.07		ASST PROFESSOR
13020-FC32	13020	2015	zur Loye, Hans-Conrad	Chemistry & Biochemistry	Arts and Sciences, College of	140,803.21	TENURED	PROFESSOR
13020-FC33	13020	2015	Shimizu, Linda	Chemistry & Biochemistry	Arts and Sciences, College of	137,619.51	TENURED	PROFESSOR
13020-FC34	13020	2015	Ferry, John	Chemistry & Biochemistry	Arts and Sciences, College of	174,164.98	TENURED	PROFESSOR
13020-FC35	13020	2015	Angel, S.	Chemistry & Biochemistry	Arts and Sciences, College of	168,908.07	TENURED	PROFESSOR
13020-FC36	13020	2015	Shimizu, Ken	Chemistry & Biochemistry	Arts and Sciences, College of	121,793.35	TENURED	PROFESSOR
13020-FC37	13020	2015	Wang, Qian	Chemistry & Biochemistry	Arts and Sciences, College of	159,141.14	TENURED	PROFESSOR
13020-FC38	13020	2015	Wang, Qian	Chemistry & Biochemistry	Arts and Sciences, College of	20,561.59	TENURED	PROFESSOR
13020-FC39	13020	2015	Wang, Qian	Chemistry & Biochemistry	Arts and Sciences, College of	72,796.66	TENURED	PROFESSOR
13020-FC40	13020	2015	Angel, S.	Chemistry & Biochemistry	Arts and Sciences, College of	21,210.75	TENURED	PROFESSOR
13020-FC41	13020	2015	Angel, S.	Chemistry & Biochemistry	Arts and Sciences, College of	112,069.33	TENURED	PROFESSOR
13020-FC42	13020	2015	zur Loye, Hans-Conrad	Chemistry & Biochemistry	Arts and Sciences, College of	6,705.80	TENURED	PROFESSOR
13020-FC43	13020	2015	Angel, S.	Chemistry & Biochemistry	Arts and Sciences, College of	169,051.62	TENURED	PROFESSOR
13020-FC44	13020	2015	Berg, Mark	Chemistry & Biochemistry	Arts and Sciences, College of	146,555.95	TENURED	PROFESSOR
13020-FC45	13020	2015	Karthikeyan, Mythreye	Chemistry & Biochemistry	Arts and Sciences, College of	174,535.98		ASST PROFESSOR
13020-FC46	13020	2015	Benicewicz, Brian	Chemistry & Biochemistry	Arts and Sciences, College of	34,332.29	TENURED	PROFESSOR
13020-FC47	13020	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	9,058.50	TENURED	ASSOC. PROFESSOR
13020-FC48	13020	2015	Richardson, Susan	Chemistry & Biochemistry	Arts and Sciences, College of	13,889.37	TENURED	PROFESSOR
13020-FC49	13020	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	19,526.47	TENURED	ASSOC. PROFESSOR
13020-FC50	13020	2015	Karthikeyan, Mythreye	Chemistry & Biochemistry	Arts and Sciences, College of	3,790.57		ASST PROFESSOR
13020-FC51	13020	2015	Outten, Franklin	Chemistry & Biochemistry	Arts and Sciences, College of	61,852.95	TENURED	ASSOC. PROFESSOR
13020-FC52	13020	2015	Wiskur, Sheryl	Chemistry & Biochemistry	Arts and Sciences, College of	6,675.36		ASST PROFESSOR
13020-FC54	13020	2015	zur Loye, Hans-Conrad	Chemistry & Biochemistry	Arts and Sciences, College of	16,388.94	TENURED	PROFESSOR
13020-FQ07	13020	2015	Stefik, Morgan	Chemistry & Biochemistry	Arts and Sciences, College of	317,283.09		ASST PROFESSOR
13020-GA18	13020	2015	Angel, S.	Chemistry & Biochemistry	Arts and Sciences, College of	18,365.87	TENURED	PROFESSOR
13020-GA19	13020	2015	Shimizu, Linda	Chemistry & Biochemistry	Arts and Sciences, College of	3,016.50	TENURED	PROFESSOR
13020-GA20	13020	2015	Shaw, Timothy	Chemistry & Biochemistry	Arts and Sciences, College of	3,537.50	TENURED	PROFESSOR
13020-GA21	13020	2015	Shaw, Timothy	Chemistry & Biochemistry	Arts and Sciences, College of	3,537.50	TENURED	PROFESSOR
13020-GQ00	13020	2015	zur Loye, Hans-Conrad	Chemistry & Biochemistry	Arts and Sciences, College of	6,000.00	TENURED	PROFESSOR
13020-JA05	13020	2015	Sodetz, James	Chemistry & Biochemistry	Arts and Sciences, College of	2,170.94	TENURED	PROFESSOR
13020-JA20	13020	2015	Benicewicz, Brian	Chemistry & Biochemistry	Arts and Sciences, College of	128,474.93	TENURED	PROFESSOR
13020-JA21	13020	2015	Benicewicz, Brian	Chemistry & Biochemistry	Arts and Sciences, College of	92,919.30	TENURED	PROFESSOR
13020-JA22	13020	2015	Benicewicz, Brian	Chemistry & Biochemistry	Arts and Sciences, College of	41,671.58	TENURED	PROFESSOR
13020-JA23	13020	2015	Benicewicz, Brian	Chemistry & Biochemistry	Arts and Sciences, College of	75,948.25	TENURED	PROFESSOR
13020-KA91	13020	2015	Lavigne, John	Chemistry & Biochemistry	Arts and Sciences, College of	29,086.57	TENURED	ASSOC. PROFESSOR
13020-KA92	13020	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	45,076.06	TENURED	ASSOC. PROFESSOR
13020-KA94	13020	2015	Karthikeyan, Mythreye	Chemistry & Biochemistry	Arts and Sciences, College of	111,376.95		ASST PROFESSOR
13020-KA95	13020	2015	Karthikeyan, Mythreye	Chemistry & Biochemistry	Arts and Sciences, College of	57,405.37		ASST PROFESSOR
13020-KA96	13020	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	13,000.00	TENURED	ASSOC. PROFESSOR
13020-KA97	13020	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	95,040.04	TENURED	ASSOC. PROFESSOR
13020-KA98	13020	2015	Peryshkov, Dmitry	Chemistry & Biochemistry	Arts and Sciences, College of	50,495.00		ASST PROFESSOR
13020-KA99	13020	2015	Chen, Donna	Chemistry & Biochemistry	Arts and Sciences, College of	29,661.05	TENURED	PROFESSOR
13020-KB00	13020	2015	Richardson, Susan	Chemistry & Biochemistry	Arts and Sciences, College of	33,008.13	TENURED	PROFESSOR
13020-KB03	13020	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	8,932.78	TENURED	ASSOC. PROFESSOR
13020-LA01	13020	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	68,841.61	TENURED	ASSOC. PROFESSOR
13020-LA02	13020	2015	Shimizu, Ken	Chemistry & Biochemistry	Arts and Sciences, College of	19,084.08	TENURED	PROFESSOR
13020-LA03	13020	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	6,536.35	TENURED	ASSOC. PROFESSOR
13020-LA05	13020	2015	Rassolov, Vitaly	Chemistry & Biochemistry	Arts and Sciences, College of	62,015.70	TENURED	PROFESSOR

13040-FB59	13040	2015	Thunell, Robert	Earth and Ocean Sciences	Arts and Sciences, College of	28,148.36	TENURED	PROFESSOR
13040-FB74	13040	2015	Knapp, James	Earth and Ocean Sciences	Arts and Sciences, College of	28,608.12	TENURED	PROFESSOR
13040-FB79	13040	2015	Thunell, Robert	Earth and Ocean Sciences	Arts and Sciences, College of	36,626.01	TENURED	PROFESSOR
13040-FB85	13040	2015	Benitez-Nelson, Claudia	Earth and Ocean Sciences	Arts and Sciences, College of	(104.95)	TENURED	DISTINGUISHED PROFESSOR
13040-FB87	13040	2015	Torres, Raymond	Earth and Ocean Sciences	Arts and Sciences, College of	29,637.90	TENURED	ASSOC. PROFESSOR
13040-FB91	13040	2015	Thunell, Robert	Earth and Ocean Sciences	Arts and Sciences, College of	12,900.04	TENURED	PROFESSOR
13040-FB93	13040	2015	Bizimis, Michael	Earth and Ocean Sciences	Arts and Sciences, College of	(2,519.35)	TENURED	ASSOC. PROFESSOR
13040-FB94	13040	2015	Voulgaris, George	Earth and Ocean Sciences	Arts and Sciences, College of	1,095.72	TENURED	PROFESSOR
13040-FB95	13040	2015	Lakshmi, Venkataraman	Earth and Ocean Sciences	Arts and Sciences, College of	20,895.48	TENURED	PROFESSOR
13040-FB96	13040	2015	Yankovsky, Alexander	Earth and Ocean Sciences	Arts and Sciences, College of	(2,189.80)	TENURED	ASSOC. PROFESSOR
13040-FB97	13040	2015	Bulusu, Subrahmanyam	Earth and Ocean Sciences	Arts and Sciences, College of	28,519.72	TENURED	PROFESSOR
13040-FB99	13040	2015	Scher, Howard	Earth and Ocean Sciences	Arts and Sciences, College of	(6,252.57)	TENURED	ASSOC. PROFESSOR
13040-FC00	13040	2015	Barbeau, David	Earth and Ocean Sciences	Arts and Sciences, College of	41,593.99	TENURED	ASSOC. PROFESSOR
13040-FC01	13040	2015	Lakshmi, Venkataraman	Earth and Ocean Sciences	Arts and Sciences, College of	142,668.33	TENURED	PROFESSOR
13040-FC02	13040	2015	Scher, Howard	Earth and Ocean Sciences	Arts and Sciences, College of	12,153.38	TENURED	ASSOC. PROFESSOR
13040-FC04	13040	2015	John, Seth	Earth and Ocean Sciences	Arts and Sciences, College of	100,073.55		LECTURER
13040-FC05	13040	2015	Voulgaris, George	Earth and Ocean Sciences	Arts and Sciences, College of	(20,521.12)	TENURED	PROFESSOR
13040-FC06	13040	2015	Moore, Willard	Earth and Ocean Sciences	Arts and Sciences, College of	18,144.94		
13040-FC07	13040	2015	Bulusu, Subrahmanyam	Earth and Ocean Sciences	Arts and Sciences, College of	2,694.00	TENURED	PROFESSOR
13040-FC12	13040	2015	Wilson, Alicia	Earth and Ocean Sciences	Arts and Sciences, College of	136,179.63	TENURED	ASSOC. PROFESSOR
13040-FC13	13040	2015	John, Seth	Earth and Ocean Sciences	Arts and Sciences, College of	96,470.22		LECTURER
13040-FC15	13040	2015	Bulusu, Subrahmanyam	Earth and Ocean Sciences	Arts and Sciences, College of	65,600.45	TENURED	PROFESSOR
13040-FC16	13040	2015	Voulgaris, George	Earth and Ocean Sciences	Arts and Sciences, College of	80,258.85	TENURED	PROFESSOR
13040-FC18	13040	2015	Talwani, Pradeep	Earth and Ocean Sciences	Arts and Sciences, College of	3,628.15		
13040-FC19	13040	2015	Thunell, Robert	Earth and Ocean Sciences	Arts and Sciences, College of	255,383.24	TENURED	PROFESSOR
13040-FC20	13040	2015	Bizimis, Michael	Earth and Ocean Sciences	Arts and Sciences, College of	57,306.95	TENURED	ASSOC. PROFESSOR
13040-FC21	13040	2015	Voulgaris, George	Earth and Ocean Sciences	Arts and Sciences, College of	90,581.54	TENURED	PROFESSOR
13040-FC22	13040	2015	White, Scott	Earth and Ocean Sciences	Arts and Sciences, College of	10,013.74	TENURED	ASSOC. PROFESSOR
13040-FC23	13040	2015	Ziolkowski, Lori	Earth and Ocean Sciences	Arts and Sciences, College of	62,280.06		ASST PROFESSOR
13040-FC24	13040	2015	Benitez-Nelson, Claudia	Earth and Ocean Sciences	Arts and Sciences, College of	106,855.20	TENURED	DISTINGUISHED PROFESSOR
13040-FC25	13040	2015	Voulgaris, George	Earth and Ocean Sciences	Arts and Sciences, College of	64,250.26	TENURED	PROFESSOR
13040-FC26	13040	2015	Lakshmi, Venkataraman	Earth and Ocean Sciences	Arts and Sciences, College of	7,669.24	TENURED	PROFESSOR
13040-FC27	13040	2015	Yogodzinski, Gene	Earth and Ocean Sciences	Arts and Sciences, College of	50,513.46	TENURED	ASSOC. PROFESSOR
13040-FC28	13040	2015	Knapp, James	Earth and Ocean Sciences	Arts and Sciences, College of	25,451.74	TENURED	PROFESSOR
13040-FC29	13040	2015	Moore, Willard	Earth and Ocean Sciences	Arts and Sciences, College of	4,395.00		
13040-FC31	13040	2015	Lakshmi, Venkataraman	Earth and Ocean Sciences	Arts and Sciences, College of	2,392.10	TENURED	PROFESSOR
13040-FC32	13040	2015	Lang, Susan	Earth and Ocean Sciences	Arts and Sciences, College of	2,660.22		ASST PROFESSOR
13040-FQ02	13040	2015	Lang, Susan	Earth and Ocean Sciences	Arts and Sciences, College of	98,007.94		ASST PROFESSOR
13040-GA21	13040	2015	Kellogg, James	Earth and Ocean Sciences	Arts and Sciences, College of	7,080.68	TENURED	PROFESSOR
13040-KA01	13040	2015	Talwani, Pradeep	Earth and Ocean Sciences	Arts and Sciences, College of	162.54		
13040-KA30	13040	2015	John, Seth	Earth and Ocean Sciences	Arts and Sciences, College of	51,945.55		LECTURER
13040-LA02	13040	2015	Owens, Thomas	Earth and Ocean Sciences	Arts and Sciences, College of	10,035.02	TENURED	PROFESSOR
13060-FA72	13060	2015	Dilworth, Stephen	Mathematics	Arts and Sciences, College of	10,911.13	TENURED	PROFESSOR
13060-FA75	13060	2015	Vraciu, Adela	Mathematics	Arts and Sciences, College of	41,457.18	TENURED	PROFESSOR
13060-FA76	13060	2015	Thorne, Frank	Mathematics	Arts and Sciences, College of	25,188.10		ASST PROFESSOR
13060-FA80	13060	2015	Thorne, Frank	Mathematics	Arts and Sciences, College of	10,531.51		ASST PROFESSOR
13060-FA81	13060	2015	Thorne, Frank	Mathematics	Arts and Sciences, College of	12,388.26		ASST PROFESSOR
13060-FA82	13060	2015	Dilworth, Stephen	Mathematics	Arts and Sciences, College of	26,130.24	TENURED	PROFESSOR
13060-KA11	13060	2015	Kustin, Andrew	Mathematics	Arts and Sciences, College of	2,472.10	TENURED	PROFESSOR

13060-KA12	13060	2015	Ballard, Matthew	Mathematics	Arts and Sciences, College of	6,354.62		ASST PROFESSOR
13070-F129	13070	2015	Kunchur, Milind	Physics & Astronomy	Arts and Sciences, College of	123,727.66	TENURED	PROFESSOR
13070-FA75	13070	2015	Avignone, Frank	Physics & Astronomy	Arts and Sciences, College of	125,641.00		
13070-FA85	13070	2015	Gudkov, Vladimir	Physics & Astronomy	Arts and Sciences, College of	74,780.04	TENURED	PROFESSOR
13070-FA86	13070	2015	Bazaliy, Yaroslav	Physics & Astronomy	Arts and Sciences, College of	53,154.46	TENURED	ASSOC. PROFESSOR
13070-FA96	13070	2015	Avignone, Frank	Physics & Astronomy	Arts and Sciences, College of	11,027.86		
13070-FA98	13070	2015	Kulkarni, Varsha	Physics & Astronomy	Arts and Sciences, College of	76,914.48	TENURED	PROFESSOR
13070-FA99	13070	2015	Gothe, Ralf	Physics & Astronomy	Arts and Sciences, College of	(493.58)	TENURED	PROFESSOR
13070-FB03	13070	2015	Gudkov, Vladimir	Physics & Astronomy	Arts and Sciences, College of	5,946.28	TENURED	PROFESSOR
13070-FB04	13070	2015	Myhrer, Fred	Physics & Astronomy	Arts and Sciences, College of	148,507.26	TENURED	PROFESSOR
13070-FB05	13070	2015	Kulkarni, Varsha	Physics & Astronomy	Arts and Sciences, College of	2,758.74	TENURED	PROFESSOR
13070-FB06	13070	2015	Crawford, Thomas	Physics & Astronomy	Arts and Sciences, College of	68,544.95	TENURED	PROFESSOR
13070-FB07	13070	2015	Kulkarni, Varsha	Physics & Astronomy	Arts and Sciences, College of	81,167.44	TENURED	PROFESSOR
13070-FB08	13070	2015	Crittenden, Scott	Physics & Astronomy	Arts and Sciences, College of	59,974.35		ASST PROFESSOR
13070-FB10	13070	2015	Kulkarni, Varsha	Physics & Astronomy	Arts and Sciences, College of	77,477.10	TENURED	PROFESSOR
13070-FB14	13070	2015	Strauch, Steffen	Physics & Astronomy	Arts and Sciences, College of	596,676.43	TENURED	PROFESSOR
13070-FB17	13070	2015	Mishra, Sanjib	Physics & Astronomy	Arts and Sciences, College of	128,239.52	TENURED	PROFESSOR
13070-FB18	13070	2015	Pershin, Yuriy	Physics & Astronomy	Arts and Sciences, College of	60,867.60	TENURED	ASSOC. PROFESSOR
13070-FB19	13070	2015	Ilieva, Yordanka	Physics & Astronomy	Arts and Sciences, College of	10,762.93	TENURED	ASSOC. PROFESSOR
13070-FB21	13070	2015	Avignone, Frank	Physics & Astronomy	Arts and Sciences, College of	20,302.60		
13070-FB22	13070	2015	Purohit, Milind	Physics & Astronomy	Arts and Sciences, College of	9,707.78	TENURED	PROFESSOR
13070-FB23	13070	2015	Petti, Roberto	Physics & Astronomy	Arts and Sciences, College of	254,017.56	TENURED	ASSOC. PROFESSOR
13070-FB25	13070	2015	Schindler, Matthias	Physics & Astronomy	Arts and Sciences, College of	169,071.31		ASST PROFESSOR
13070-FB26	13070	2015	Avignone, Frank	Physics & Astronomy	Arts and Sciences, College of	389,593.02		
13070-FB27	13070	2015	Purohit, Milind	Physics & Astronomy	Arts and Sciences, College of	60,310.01	TENURED	PROFESSOR
13070-FB28	13070	2015	Guisepe, Vincente	Physics & Astronomy	Arts and Sciences, College of	(1,795.10)		ASST PROFESSOR
13070-FB29	13070	2015	Kulkarni, Varsha	Physics & Astronomy	Arts and Sciences, College of	3,348.51	TENURED	PROFESSOR
13070-FB30	13070	2015	Gothe, Ralf	Physics & Astronomy	Arts and Sciences, College of	12,000.00	TENURED	PROFESSOR
13070-FB31	13070	2015	Crawford, Thomas	Physics & Astronomy	Arts and Sciences, College of	20,555.07	TENURED	PROFESSOR
13070-FB32	13070	2015	Purohit, Milind	Physics & Astronomy	Arts and Sciences, College of	46,228.06	TENURED	PROFESSOR
13070-FB33	13070	2015	Mishra, Sanjib	Physics & Astronomy	Arts and Sciences, College of	19,723.73	TENURED	PROFESSOR
13070-FB34	13070	2015	Mishra, Sanjib	Physics & Astronomy	Arts and Sciences, College of	56,585.37	TENURED	PROFESSOR
13070-FB35	13070	2015	Guisepe, Vincente	Physics & Astronomy	Arts and Sciences, College of	70,741.93		ASST PROFESSOR
13070-FB39	13070	2015	Petti, Roberto	Physics & Astronomy	Arts and Sciences, College of	81,267.77	TENURED	ASSOC. PROFESSOR
13070-FB42	13070	2015	Purohit, Milind	Physics & Astronomy	Arts and Sciences, College of	4,993.18	TENURED	PROFESSOR
13080-FA33	13080	2015	Ma, Yanyuan	Statistics	Arts and Sciences, College of	52,435.18	TENURED	PROFESSOR
13080-FB43	13080	2015	Pena, Edsel	Statistics	Arts and Sciences, College of	28,345.53	TENURED	PROFESSOR
13080-FB47	13080	2015	Pena, Edsel	Statistics	Arts and Sciences, College of	25,712.88	TENURED	PROFESSOR
13080-FB49	13080	2015	Edwards, Donald	Statistics	Arts and Sciences, College of	53,496.69	TENURED	PROFESSOR
13080-FB50	13080	2015	Hitchcock, David	Statistics	Arts and Sciences, College of	7,335.65	TENURED	ASSOC. PROFESSOR
13080-FB51	13080	2015	Ma, Yanyuan	Statistics	Arts and Sciences, College of	72,751.05	TENURED	PROFESSOR
13080-GA14	13080	2015	Grego, John	Statistics	Arts and Sciences, College of	1,901.85	TENURED	PROFESSOR
13130-FA51	13130	2015	Berger, Franklin	Biological Sciences	Arts and Sciences, College of	35,159.10	TENURED	PROFESSOR
13130-FA52	13130	2015	Berger, Franklin	Biological Sciences	Arts and Sciences, College of	19,982.34	TENURED	PROFESSOR
13130-FA54	13130	2015	Pena, Edsel	Statistics	Arts and Sciences, College of	14,888.86	TENURED	PROFESSOR
13130-FA55	13130	2015	Reisman, David	Biological Sciences	Arts and Sciences, College of	(4,749.74)	TENURED	PROFESSOR
13130-FA56	13130	2015	Pena, Maria	Biological Sciences	Arts and Sciences, College of	8,211.78	TENURED	ASSOC. PROFESSOR
13130-FA58	13130	2015	Vance, Vicki	Biological Sciences	Arts and Sciences, College of	248.53	TENURED	PROFESSOR
13130-FA61	13130	2015	Berger, Franklin	Arts and Sciences - (Dean)	Arts and Sciences, College of	244,739.32	TENURED	PROFESSOR

13130-FA63	13130	2015	Pena, Edsel	Statistics	Arts and Sciences, College of	35,801.58	TENURED	PROFESSOR
13130-FA64	13130	2015	Reisman, David	Biological Sciences	Arts and Sciences, College of	86,318.08	TENURED	PROFESSOR
13130-FA65	13130	2015	Pena, Maria	Biological Sciences	Arts and Sciences, College of	132,915.70	TENURED	ASSOC. PROFESSOR
13130-FA66	13130	2015	Berger, Franklin	Biological Sciences	Arts and Sciences, College of	127,495.63	TENURED	PROFESSOR
13130-FA67	13130	2015	Vance, Vicki	Biological Sciences	Arts and Sciences, College of	21,531.29	TENURED	PROFESSOR
13530-FA21	13530	2015	Simpson, Brent	Sociology	Arts and Sciences, College of	30,717.80	TENURED	PROFESSOR
13530-FA22	13530	2015	Simpson, Brent	Sociology	Arts and Sciences, College of	1,665.10	TENURED	PROFESSOR
13530-FA23	13530	2015	Markovsky, Barry	Sociology	Arts and Sciences, College of	23,590.94	TENURED	PROFESSOR
13530-FA24	13530	2015	Melamed, David	Sociology	Arts and Sciences, College of	536.50		
13530-FA25	13530	2015	Melamed, David	Sociology	Arts and Sciences, College of	34,453.68		
13530-FA26	13530	2015	Melamed, David	Sociology	Arts and Sciences, College of	27,306.10		
13530-FA27	13530	2015	Hartnett, Caroline	Sociology	Arts and Sciences, College of	29,791.97		ASST PROFESSOR
13530-FA28	13530	2015	Simpson, Brent	Sociology	Arts and Sciences, College of	27,295.19	TENURED	PROFESSOR
13530-FA29	13530	2015	Augustine, Jennifer	Sociology	Arts and Sciences, College of	11,344.10		ASST PROFESSOR
13540-FA84	13540	2015	Kupfer, John	Geography	Arts and Sciences, College of	36,292.46	TENURED	PROFESSOR
13540-FA92	13540	2015	Cutter, Susan	Geography	Arts and Sciences, College of	29,126.00	TENURED	PROFESSOR
13540-FA93	13540	2015	Dow, Kirstin	Geography	Arts and Sciences, College of	615,009.54	TENURED	PROFESSOR
13540-FA95	13540	2015	Hodgson, Michael	Geography	Arts and Sciences, College of	28,487.57	TENURED	PROFESSOR
13540-FA96	13540	2015	Hodgson, Michael	Geography	Arts and Sciences, College of	(152.74)	TENURED	PROFESSOR
13540-FA98	13540	2015	Kupfer, John	Geography	Arts and Sciences, College of	1,947.44	TENURED	PROFESSOR
13540-FB00	13540	2015	Emrich, Christopher	Geography	Arts and Sciences, College of	43,850.99		RESEARCH ASSOC PROF
13540-FB03	13540	2015	Nagel, Caroline	Geography	Arts and Sciences, College of	(0.09)	TENURED	ASSOC. PROFESSOR
13540-FB05	13540	2015	Kupfer, John	Geography	Arts and Sciences, College of	2,956.58	TENURED	PROFESSOR
13540-FB08	13540	2015	Cutter, Susan	Geography	Arts and Sciences, College of	0.00	TENURED	PROFESSOR
13540-FB09	13540	2015	Cutter, Susan	Geography	Arts and Sciences, College of	438.50	TENURED	PROFESSOR
13540-FB10	13540	2015	Cutter, Susan	Geography	Arts and Sciences, College of	7,131.74	TENURED	PROFESSOR
13540-FB11	13540	2015	Hodgson, Michael	Geography	Arts and Sciences, College of	129,903.24	TENURED	PROFESSOR
13540-FB13	13540	2015	Emrich, Christopher	Geography	Arts and Sciences, College of	67,837.05		RESEARCH ASSOC PROF
13540-FB14	13540	2015	Hiscox, April	Geography	Arts and Sciences, College of	20,119.25		ASST PROFESSOR
13540-FB16	13540	2015	Emrich, Christopher	Geography	Arts and Sciences, College of	0.44		RESEARCH ASSOC PROF
13540-FB17	13540	2015	Emrich, Christopher	Geography	Arts and Sciences, College of	1,769.83		RESEARCH ASSOC PROF
13540-FB18	13540	2015	Dow, Kirstin	Geography	Arts and Sciences, College of	6,390.83	TENURED	PROFESSOR
13540-FB19	13540	2015	Carr, Edward	Geography	Arts and Sciences, College of	507.62		RESEARCH ASSOC PROF
13540-FB21	13540	2015	Carr, Edward	Geography	Arts and Sciences, College of	40,418.21		RESEARCH ASSOC PROF
13540-FB22	13540	2015	Guo, Diansheng	Geography	Arts and Sciences, College of	37,203.24	TENURED	ASSOC. PROFESSOR
13540-FB23	13540	2015	Emrich, Christopher	Geography	Arts and Sciences, College of	13,958.96		RESEARCH ASSOC PROF
13540-FB24	13540	2015	Wang, Cuizhen	Geography	Arts and Sciences, College of	24,347.17	TENURED	ASSOC. PROFESSOR
13540-FB25	13540	2015	Wang, Cuizhen	Geography	Arts and Sciences, College of	61,008.18	TENURED	ASSOC. PROFESSOR
13540-FB26	13540	2015	Carr, Edward	Geography	Arts and Sciences, College of	252,942.37		RESEARCH ASSOC PROF
13540-FB27	13540	2015	Cutter, Susan	Geography	Arts and Sciences, College of	140,383.77	TENURED	PROFESSOR
13540-FB28	13540	2015	Hodgson, Michael	Geography	Arts and Sciences, College of	33,136.65	TENURED	PROFESSOR
13540-FB29	13540	2015	Carr, Edward	Geography	Arts and Sciences, College of	541.06		RESEARCH ASSOC PROF
13540-GA03	13540	2015	Hodgson, Michael	Geography	Arts and Sciences, College of	(6.41)	TENURED	PROFESSOR
13540-KA24	13540	2015	Cutter, Susan	Geography	Arts and Sciences, College of	9,577.01	TENURED	PROFESSOR
13540-L102	13540	2015	Mitchell, Jerry	Geography	Arts and Sciences, College of	14,935.44		RESEARCH ASSOCIATE
13540-LA03	13540	2015	Cutter, Susan	Geography	Arts and Sciences, College of	9,151.60	TENURED	PROFESSOR
13550-FA20	13550	2015	Schulz, Constance	History	Arts and Sciences, College of	142,674.26		
13550-FA21	13550	2015	Miller, David	English	Arts and Sciences, College of	22,046.39	TENURED	PROFESSOR
13550-KA29	13550	2015	Marsh, Allison	History	Arts and Sciences, College of	4,053.84		ASST PROFESSOR

13550-KA38	13550	2015	Brock, Emily	History	Arts and Sciences, College of	0.00		
13570-FA08	13570	2015	Shaw, Todd	Political Science	Arts and Sciences, College of	90,986.58	TENURED	ASSOC. PROFESSOR
13570-KA22	13570	2015	Witko, Christopher	Political Science	Arts and Sciences, College of	18,595.28	TENURED	ASSOC. PROFESSOR
13570-LA03	13570	2015	Miller, Susan	Political Science	Arts and Sciences, College of	0.68	TENURED	ASSOC. PROFESSOR
13580-FA66	13580	2015	Malone, Patrick	Psychology	Arts and Sciences, College of	(250.82)		ASSOC. PROFESSOR
13580-FA84	13580	2015	Weist, Mark	Psychology	Arts and Sciences, College of	17,432.02	TENURED	PROFESSOR
13580-FA86	13580	2015	Mactutus, Charles	Psychology	Arts and Sciences, College of	27,772.48	TENURED	PROFESSOR
13580-FA92	13580	2015	Henderson, John	Psychology	Arts and Sciences, College of	72,415.86	TENURED	PROFESSOR
13580-FA93	13580	2015	Flory, Kate	Psychology	Arts and Sciences, College of	405,169.04	TENURED	ASSOC. PROFESSOR
13580-FA95	13580	2015	Roberts, Jane	Psychology	Arts and Sciences, College of	185,750.84	TENURED	PROFESSOR
13580-FA96	13580	2015	Wedell, Douglas	Psychology	Arts and Sciences, College of	91,500.92	TENURED	PROFESSOR
13580-FB00	13580	2015	Cooper, Shauna	Psychology	Arts and Sciences, College of	46,262.82	TENURED	ASSOC. PROFESSOR
13580-FB01	13580	2015	Roberts, Jane	Psychology	Arts and Sciences, College of	(443.64)	TENURED	PROFESSOR
13580-FB03	13580	2015	Weist, Mark	Psychology	Arts and Sciences, College of	12,321.94	TENURED	PROFESSOR
13580-FB06	13580	2015	Tonsen, Bridgette	Psychology	Arts and Sciences, College of	3,606.56		
13580-FB07	13580	2015	Booze, Rosemarie	Psychology	Arts and Sciences, College of	398,542.46	TENURED	PROFESSOR
13580-FB09	13580	2015	Richards, John	Psychology	Arts and Sciences, College of	557,713.58	TENURED	PROFESSOR
13580-FB10	13580	2015	Roberts, Jane	Psychology	Arts and Sciences, College of	421,128.98	TENURED	PROFESSOR
13580-FB11	13580	2015	Fairchild, Amanda	Psychology	Arts and Sciences, College of	82,024.37	TENURED	ASSOC. PROFESSOR
13580-FB12	13580	2015	Weist, Mark	Psychology	Arts and Sciences, College of	114,948.69	TENURED	PROFESSOR
13580-FB13	13580	2015	Van Horn, M.	Psychology	Arts and Sciences, College of	281,906.61	TENURED	ASSOC. PROFESSOR
13580-FB14	13580	2015	Desai, Rutvik	Psychology	Arts and Sciences, College of	263,785.63		ASSOC. PROFESSOR
13580-FB15	13580	2015	Prinz, Ron	Psychology	Arts and Sciences, College of	633,229.49	TENURED	PROFESSOR
13580-FB16	13580	2015	Cooper, Shauna	Psychology	Arts and Sciences, College of	41,796.58	TENURED	ASSOC. PROFESSOR
13580-FB17	13580	2015	Wilson, Dawn	Psychology	Arts and Sciences, College of	431,594.31	TENURED	PROFESSOR
13580-FB18	13580	2015	Mactutus, Charles	Psychology	Arts and Sciences, College of	389,548.68	TENURED	PROFESSOR
13580-FB19	13580	2015	Coulon, Sandra	Psychology	Arts and Sciences, College of	627.43		
13580-FB21	13580	2015	Prinz, Ron	Psychology	Arts and Sciences, College of	798,914.12	TENURED	PROFESSOR
13580-FB23	13580	2015	Flory, Kate	Psychology	Arts and Sciences, College of	81,569.60	TENURED	ASSOC. PROFESSOR
13580-FB24	13580	2015	Klusek, Jessica	Psychology	Arts and Sciences, College of	65,918.41		
13580-FB25	13580	2015	Kivita, Nicole	Psychology	Arts and Sciences, College of	122,566.05	TENURED	ASSOC. PROFESSOR
13580-FB26	13580	2015	Ferreira, Fernanda	Psychology	Arts and Sciences, College of	35,224.34		
13580-FB27	13580	2015	Flory, Kate	Psychology	Arts and Sciences, College of	191,936.64	TENURED	ASSOC. PROFESSOR
13580-FB28	13580	2015	Weist, Mark	Psychology	Arts and Sciences, College of	5,000.00	TENURED	PROFESSOR
13580-JA00	13580	2015	Prinz, Ron	Psychology	Arts and Sciences, College of	2,581.77	TENURED	PROFESSOR
13580-KA88	13580	2015	Booze, Rosemarie	Psychology	Arts and Sciences, College of	44,213.70	TENURED	PROFESSOR
13580-KA90	13580	2015	Berman, Marc	Psychology	Arts and Sciences, College of	(9,054.81)		
13580-KA91	13580	2015	Cooper, Shauna	Psychology	Arts and Sciences, College of	90.00	TENURED	ASSOC. PROFESSOR
13580-KA93	13580	2015	Weber, Lynn	Psychology	Arts and Sciences, College of	6,350.00		
13580-LA02	13580	2015	Van Horn, M.	Psychology	Arts and Sciences, College of	12,265.43	TENURED	ASSOC. PROFESSOR
13580-LA03	13580	2015	Harzer, Claudia	Psychology	Arts and Sciences, College of	(20.00)		
13590-FA06	13590	2015	DeWitte, Sharon	Anthropology	Arts and Sciences, College of	30,796.90	TENURED	ASSOC. PROFESSOR
21100-FA24	21100	2015	Oldendick, Robert	Research, Institute for	Arts and Sciences, College of	(0.04)	TENURED	PROFESSOR
21100-KA08	21100	2015	Oldendick, Robert	Research, Institute for	Arts and Sciences, College of	153,310.00	TENURED	PROFESSOR
21100-KA09	21100	2015	Oldendick, Robert	Research, Institute for	Arts and Sciences, College of	69,512.05	TENURED	PROFESSOR
21100-LA08	21100	2015	Lyle, Monique	Research, Institute for	Arts and Sciences, College of	18,518.00		RESEARCH ASST PROF
21150-LA00	21150	2015	Khushf, George	Philosophy	Arts and Sciences, College of	160,111.12	TENURED	PROFESSOR
21300-FA69	21300	2015	Smith, Steven	SC Institute of	Arts and Sciences, College of	411.00		RESEARCH ASSOC PROF
21300-FA76	21300	2015	King, Adam	SC Institute of	Arts and Sciences, College of	18,380.74		RESEARCH ASSOC PROF

21300-FA82	21300	2015	Smith, Karen	SC Institute of	Arts and Sciences, College of	36,686.21		CLASSIFIED
21300-FA83	21300	2015	Spirek, James	SC Institute of	Arts and Sciences, College of	7,944.57		CLASSIFIED
21300-FA84	21300	2015	Stephenson, Donald	SC Institute of	Arts and Sciences, College of	713,255.48		CLASSIFIED
21300-FA85	21300	2015	Smith, Steven	SC Institute of	Arts and Sciences, College of	3,306.10		RESEARCH ASSOC PROF
21300-FA86	21300	2015	Rice, Nena	SC Institute of	Arts and Sciences, College of	2,716.20		CLASSIFIED
21300-FA87	21300	2015	Smith, Karen	SC Institute of	Arts and Sciences, College of	18,360.00		CLASSIFIED
21300-FA88	21300	2015	DePratter, Chester	SC Institute of	Arts and Sciences, College of	77,205.90		RESEARCH PROFESSOR
21300-FA89	21300	2015	Smith, Karen	SC Institute of	Arts and Sciences, College of	42,654.42		CLASSIFIED
21300-FA90	21300	2015	Spirek, James	SC Institute of	Arts and Sciences, College of	23,209.47		CLASSIFIED
21300-HA03	21300	2015	DePratter, Chester	SC Institute of	Arts and Sciences, College of	15,862.06		RESEARCH PROFESSOR
21300-KA02	21300	2015	Spirek, James	SC Institute of	Arts and Sciences, College of	1,067.07		CLASSIFIED
21300-KA07	21300	2015	Cobb, Charles	SC Institute of	Arts and Sciences, College of	1,057.67		
21300-KA08	21300	2015	Smith, Karen	SC Institute of	Arts and Sciences, College of	4,891.26		CLASSIFIED
21300-LA05	21300	2015	Smith, Steven	SC Institute of	Arts and Sciences, College of	3,968.48		RESEARCH ASSOC PROF
21400-FA03	21400	2015	Liu, Xinfeng	Mathematics	Arts and Sciences, College of	(249.87)	TENURED	ASSOC. PROFESSOR
21400-FA07	21400	2015	Meade, Douglas	Mathematics	Arts and Sciences, College of	48,487.99	TENURED	ASSOC. PROFESSOR
21400-FA08	21400	2015	Filaset, Michael	Mathematics	Arts and Sciences, College of	686.05	TENURED	PROFESSOR
21400-FA09	21400	2015	Wang, Qi	Mathematics	Arts and Sciences, College of	279,905.16	TENURED	PROFESSOR
21400-FA10	21400	2015	Temlyakov, Vladimir	Mathematics	Arts and Sciences, College of	17,204.72	TENURED	PROFESSOR
21400-FA11	21400	2015	Petrushev, Pencho	Mathematics	Arts and Sciences, College of	47,232.26	TENURED	PROFESSOR
21400-FA12	21400	2015	Ju, Lili	Mathematics	Arts and Sciences, College of	120,108.10	TENURED	PROFESSOR
21400-FA13	21400	2015	Szekely, Laszlo	Mathematics	Arts and Sciences, College of	70,984.14	TENURED	PROFESSOR
21400-FA14	21400	2015	Ju, Lili	Mathematics	Arts and Sciences, College of	48,019.07	TENURED	PROFESSOR
21400-FA15	21400	2015	Petrushev, Pencho	Mathematics	Arts and Sciences, College of	149,731.36	TENURED	PROFESSOR
21400-FA16	21400	2015	Wang, Hong	Mathematics	Arts and Sciences, College of	87,397.98	TENURED	PROFESSOR
21400-FA17	21400	2015	Binev, Peter	Mathematics	Arts and Sciences, College of	76,484.02	TENURED	ASSOC. PROFESSOR
21400-FA18	21400	2015	Wang, Qi	Mathematics	Arts and Sciences, College of	109,369.05	TENURED	PROFESSOR
21400-FA20	21400	2015	Wang, Qi	Mathematics	Arts and Sciences, College of	19,001.22	TENURED	PROFESSOR
21400-FA21	21400	2015	Lu, Linyuan	Mathematics	Arts and Sciences, College of	80,411.86	TENURED	PROFESSOR
21400-FA22	21400	2015	Szekely, Laszlo	Mathematics	Arts and Sciences, College of	30,273.13	TENURED	PROFESSOR
21400-FA23	21400	2015	Sun, Yi	Mathematics	Arts and Sciences, College of	23,670.52	TENURED	ASSOC. PROFESSOR
21400-FA24	21400	2015	Liu, Xinfeng	Mathematics	Arts and Sciences, College of	31,205.03	TENURED	ASSOC. PROFESSOR
21400-FA25	21400	2015	Filaset, Michael	Mathematics	Arts and Sciences, College of	8,098.00	TENURED	PROFESSOR
21400-FA26	21400	2015	Yang, Xiaofeng	Mathematics	Arts and Sciences, College of	23,983.91	TENURED	ASSOC. PROFESSOR
21400-FA27	21400	2015	Vasquez, Paula	Mathematics	Arts and Sciences, College of	33,547.14		ASST PROFESSOR
21400-FA28	21400	2015	Wang, Qi	Mathematics	Arts and Sciences, College of	17,161.73	TENURED	PROFESSOR
21400-FA30	21400	2015	Filaset, Michael	Mathematics	Arts and Sciences, College of	3,747.98	TENURED	PROFESSOR
21400-KA00	21400	2015	Griggs, Jerrold	Mathematics	Arts and Sciences, College of	2,588.85	TENURED	PROFESSOR
21400-LA00	21400	2015	Wang, Qi	Mathematics	Arts and Sciences, College of	4,826.44	TENURED	PROFESSOR
21400-LA01	21400	2015	Wang, Qi	Mathematics	Arts and Sciences, College of	12,005.94	TENURED	PROFESSOR
21600-FB72	21600	2015	Quattro, Joseph	Baruch Institute	Arts and Sciences, College of	27,022.44	TENURED	PROFESSOR
21600-FB86	21600	2015	Greenfield, Dianne	Baruch Institute	Arts and Sciences, College of	75,660.10		RESEARCH ASSOC PROF
21600-FB91	21600	2015	Smith, Erik	Baruch Institute	Arts and Sciences, College of	34,939.95		RESEARCH ASST PROF
21600-FB92	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	61,665.71	TENURED	PROFESSOR
21600-FB96	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	44,874.65	TENURED	PROFESSOR
21600-FB97	21600	2015	Shervette, Virginia	Baruch Institute	Arts and Sciences, College of	24,679.04		ASST PROFESSOR
21600-FC02	21600	2015	Tufford, Daniel	Biological Sciences	Arts and Sciences, College of	84,145.52		RESEARCH ASSOCIATE
21600-FC06	21600	2015	Richardson, Tammi	Biological Sciences	Arts and Sciences, College of	128,611.98	TENURED	PROFESSOR
21600-FC07	21600	2015	Allen, Wendy	Baruch Institute	Arts and Sciences, College of	1,303.44		RESEARCH ASSOCIATE

21600-FC09	21600	2015	Quattro, Joseph	Baruch Institute	Arts and Sciences, College of	74,866.39	TENURED	PROFESSOR
21600-FC11	21600	2015	Allen, Wendy	Baruch Institute	Arts and Sciences, College of	90,960.46		RESEARCH ASSOCIATE
21600-FC13	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	57,840.91	TENURED	PROFESSOR
21600-FC15	21600	2015	Greenfield, Dianne	Baruch Institute	Arts and Sciences, College of	4,147.99		RESEARCH ASSOC PROF
21600-FC16	21600	2015	Smith, Erik	Baruch Institute	Arts and Sciences, College of	11,555.24		RESEARCH ASST PROF
21600-FC17	21600	2015	Pinckney, James	Biological Sciences	Arts and Sciences, College of	115,863.19	TENURED	PROFESSOR
21600-FC18	21600	2015	Quattro, Joseph	Baruch Institute	Arts and Sciences, College of	10,863.70	TENURED	PROFESSOR
21600-FC20	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	61,532.57	TENURED	PROFESSOR
21600-FC21	21600	2015	Allen, Wendy	Baruch Institute	Arts and Sciences, College of	69,058.86		RESEARCH ASSOCIATE
21600-FC22	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	5,385.97	TENURED	PROFESSOR
21600-FC24	21600	2015	Plunket, Jennifer	Baruch Institute	Arts and Sciences, College of	63,370.04		CLASSIFIED
21600-FC25	21600	2015	Smith, Erik	Baruch Institute	Arts and Sciences, College of	13,889.13		RESEARCH ASST PROF
21600-FC25	21600	2015	Smith, Erik	Baruch Institute	Arts and Sciences, College of	13,889.13		RESEARCH ASST PROF
21600-FC26	21600	2015	Allen, Dennis	Baruch Institute	Arts and Sciences, College of	40,354.65		RESEARCH PROFESSOR
21600-FC27	21600	2015	Tufford, Daniel	Biological Sciences	Arts and Sciences, College of	38,143.54		RESEARCH ASSOCIATE
21600-FC28	21600	2015	Smith, Erik	Baruch Institute	Arts and Sciences, College of	39,590.72		RESEARCH ASST PROF
21600-FC29	21600	2015	Lovell, Charles	Biological Sciences	Arts and Sciences, College of	41,320.96	TENURED	PROFESSOR
21600-FC30	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	19,160.66	TENURED	PROFESSOR
21600-FC31	21600	2015	Greenfield, Dianne	Baruch Institute	Arts and Sciences, College of	36,869.47		RESEARCH ASSOC PROF
21600-FC32	21600	2015	Allen, Wendy	Baruch Institute	Arts and Sciences, College of	540,802.02		RESEARCH ASSOCIATE
21600-FC35	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	18,665.40	TENURED	PROFESSOR
21600-FC37	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	15,728.66	TENURED	PROFESSOR
21600-FC38	21600	2015	Greenfield, Dianne	Baruch Institute	Arts and Sciences, College of	14,732.71		RESEARCH ASSOC PROF
21600-FC39	21600	2015	Smith, Erik	Baruch Institute	Arts and Sciences, College of	4,525.78		RESEARCH ASST PROF
21600-FC40	21600	2015	Greenfield, Dianne	Baruch Institute	Arts and Sciences, College of	3,212.13		RESEARCH ASSOC PROF
21600-FC41	21600	2015	Lovell, Charles	Biological Sciences	Arts and Sciences, College of	17,621.97	TENURED	PROFESSOR
21600-FC43	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	12,738.38	TENURED	PROFESSOR
21600-FC46	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	10,250.45	TENURED	PROFESSOR
21600-FQ00	21600	2015	Allen, Dennis	Baruch Institute	Arts and Sciences, College of	19,508.18		RESEARCH PROFESSOR
21600-GA08	21600	2015	Morris, James	Baruch Institute	Arts and Sciences, College of	32,531.44	TENURED	PROFESSOR
21600-KA73	21600	2015	Tufford, Daniel	Biological Sciences	Arts and Sciences, College of	9,954.00		RESEARCH ASSOCIATE
21600-KA75	21600	2015	Shen, Yuan	Marine Science	Arts and Sciences, College of	1,002.60		
21600-KA76	21600	2015	Riley, Megan	Biological Sciences	Arts and Sciences, College of	600.00		
21600-KA77	21600	2015	Klein, Savannah	Biological Sciences	Arts and Sciences, College of	500.00		
21600-KA78	21600	2015	Butz, Shelby	Marine Science	Arts and Sciences, College of	1,130.00		
21600-KA79	21600	2015	Smith, Erik	Baruch Institute	Arts and Sciences, College of	20,000.00		RESEARCH ASST PROF
21600-KA80	21600	2015	Van Meerssche, Elise	Biological Sciences	Arts and Sciences, College of	774.81		
21600-KA81	21600	2015	Belgrad, Benjamin	Baruch Institute	Arts and Sciences, College of	850.00		
22040-FA28	22040	2015	Vogt, Thomas	Chemistry & Biochemistry	Arts and Sciences, College of	6,469.16	TENURED	PROFESSOR
22040-FA35	22040	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	(0.90)	TENURED	ASSOC. PROFESSOR
22040-FA37	22040	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	28,279.67	TENURED	ASSOC. PROFESSOR
22040-FA38	22040	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	94,570.83	TENURED	ASSOC. PROFESSOR
22040-JA02	22040	2015	Vogt, Thomas	Chemistry & Biochemistry	Arts and Sciences, College of	80,330.56	TENURED	PROFESSOR
22040-KA13	22040	2015	Vogt, Thomas	Chemistry & Biochemistry	Arts and Sciences, College of	2,935.24	TENURED	PROFESSOR
22040-KA16	22040	2015	Tang, Chuanbing	Chemistry & Biochemistry	Arts and Sciences, College of	36,488.01	TENURED	ASSOC. PROFESSOR
22060-FA00	22060	2015	Felder, Michael	Biological Sciences	Arts and Sciences, College of	(20,691.07)	TENURED	PROFESSOR
22060-FA02	22060	2015	Felder, Michael	Biological Sciences	Arts and Sciences, College of	116,968.58	TENURED	PROFESSOR
22060-FA03	22060	2015	Szalai, Gabor	Biological Sciences	Arts and Sciences, College of	10,092.00		RESEARCH ASST PROF
24400-FA18	24400	2015	Waddell, Michael	Institute	Arts and Sciences, College of	208,244.50		

24400-FA25	24400	2015	Kloot, Robin	Institute	Arts and Sciences, College of	0.29		RESEARCH ASSOC PROF
24400-FA26	24400	2015	Kloot, Robin	Institute	Arts and Sciences, College of	0.00		RESEARCH ASSOC PROF
24400-FA27	24400	2015	Knapp, Camelia	Earth and Ocean Sciences	Arts and Sciences, College of	54,933.62	TENURED	PROFESSOR
30000-FA14	30000	2015	Miller, David	English	Arts and Sciences, College of	22,364.21	TENURED	PROFESSOR
34000-FA13	34000	2015	Koverman, Jill	McKissick Museum	Arts and Sciences, College of	108.07		
34000-FA16	34000	2015	Przybysz, Jane	McKissick Museum	Arts and Sciences, College of	22,875.59		PROGRAM DIRECTOR
34000-FA17	34000	2015	Taylor, Saddler	McKissick Museum	Arts and Sciences, College of	5,975.25		CLASSIFIED

Blueprint #2 - Summary of Awards / faculty member / rank

PI_HM_COLLEGE_DESC	PI_HM_DEPT_DESC	PI	PRIMARY_JOB_TITLE_DESC	TENURE_STATUS_DESC	Total Of TOT_SP	COMMERCIAL	FEDERAL	LOCAL	OTHER	PRIVATE	STATE
Arts and Sciences, College of	Anthropology	DeWitte, Sharon	ASSOC. PROFESSOR	TENURED	4,990		4,990				
Arts and Sciences, College of	Archaeology & Anthropology, SC Institute of	DePratter, Chester	RESEARCH PROFESSOR		110,000		110,000				
Arts and Sciences, College of	Archaeology & Anthropology, SC Institute of	Rice, Nena	CLASSIFIED		3,116		3,116				
Arts and Sciences, College of	Archaeology & Anthropology, SC Institute of	Smith, Karen	CLASSIFIED		186,516		108,176	7,308		8,690	62,342
Arts and Sciences, College of	Archaeology & Anthropology, SC Institute of	Smith, Steven	RESEARCH ASSOC PROF		136,500			135,000	1,500		
Arts and Sciences, College of	Archaeology & Anthropology, SC Institute of	Spirek, James	CLASSIFIED		64,217		64,217			0	
Arts and Sciences, College of	Archaeology & Anthropology, SC Institute of	Stephenson, Donald	CLASSIFIED		818,000		818,000				
Arts and Sciences, College of	Art	Floyd, Minuette	ASSOC. PROFESSOR	TENURED	20,000		20,000				
Arts and Sciences, College of	Arts and Sciences - (Dean)	Berger, Franklin	PROFESSOR	TENURED	500,323		300,323			200,000	
Arts and Sciences, College of	Baruch Institute	Allen, Wendy	RESEARCH ASSOCIATE		1,187,000		1,187,000				
Arts and Sciences, College of	Baruch Institute	Belgrad, Benjamin			850					850	
Arts and Sciences, College of	Baruch Institute	Greenfield, Dianne	RESEARCH ASSOC PROF		146,674		146,674				
Arts and Sciences, College of	Baruch Institute	Kimball, Matthew	RESEARCH ASST PROF		114,121		114,121				
Arts and Sciences, College of	Baruch Institute	Morris, James	PROFESSOR	TENURED	877,991		845,579				32,412
Arts and Sciences, College of	Baruch Institute	Quattro, Joseph	PROFESSOR	TENURED	111,555		111,555				
Arts and Sciences, College of	Baruch Institute	Smith, Erik	RESEARCH ASST PROF		147,020		127,020		20,000		
Arts and Sciences, College of	Biological Sciences	Berger, Franklin	PROFESSOR	TENURED	925,337		175,337			250,000	500,000
Arts and Sciences, College of	Biological Sciences	Boggs, Carol	PROFESSOR	TENURED	109,972		44,000			65,972	
Arts and Sciences, College of	Biological Sciences	Chen, Hexin	ASSOC. PROFESSOR	TENURED	294,899		294,899				
Arts and Sciences, College of	Biological Sciences	Czako, Mihaly			878					878	
Arts and Sciences, College of	Biological Sciences	Dudycha, Jeffry	ASSOC. PROFESSOR	TENURED	275,448		275,448				
Arts and Sciences, College of	Biological Sciences	Ely, Bertene	PROFESSOR	TENURED	344,430		338,230				6,200
Arts and Sciences, College of	Biological Sciences	Helmut, Brian	VISITING PROFESSOR		65,424		65,424				
Arts and Sciences, College of	Biological Sciences	Hughes, Austin			88,826		88,826				
Arts and Sciences, College of	Biological Sciences	Krizek, Beth	PROFESSOR	TENURED	386,218		386,218				
Arts and Sciences, College of	Biological Sciences	Lovell, Charles	PROFESSOR	TENURED	103,313		103,313				
Arts and Sciences, College of	Biological Sciences	Mousseau, Timothy	PROFESSOR	TENURED	91,276						
Arts and Sciences, College of	Biological Sciences	Nelson, John	CLASSIFIED		17,086		17,086				
Arts and Sciences, College of	Biological Sciences	Patel, Rekha	ASSOC. PROFESSOR	TENURED	43,950		43,950				
Arts and Sciences, College of	Biological Sciences	Pena, Maria	ASSOC. PROFESSOR	TENURED	658,505		658,505				
Arts and Sciences, College of	Biological Sciences	Poulain, Fabienne	ASST PROFESSOR		248,562		248,562				
Arts and Sciences, College of	Biological Sciences	Reisman, David	PROFESSOR	TENURED	94,975		94,975				
Arts and Sciences, College of	Biological Sciences	Ryaczewski, Ryan	ASST PROFESSOR		149,946		149,946				
Arts and Sciences, College of	Biological Sciences	Smith, Deanna	ASSOC. PROFESSOR	TENURED	305,983		305,983				
Arts and Sciences, College of	Biological Sciences	Stewart, Jason	ASST PROFESSOR		249,341		249,341				
Arts and Sciences, College of	Biological Sciences	Tufford, Daniel	RESEARCH ASSOCIATE		173,185		151,701			21,484	
Arts and Sciences, College of	Biological Sciences	Twiss, Jeff	PROFESSOR	TENURED	796,824		467,913		9,500	319,411	
Arts and Sciences, College of	Biological Sciences	Van Meerseche, Elise			1,200					1,200	
Arts and Sciences, College of	Biological Sciences	Vance, Vicki	PROFESSOR	TENURED	95,000		95,000				
Arts and Sciences, College of	Biological Sciences	Waldman, Alan	PROFESSOR	TENURED	180,000		180,000				
Arts and Sciences, College of	Biological Sciences	Wethey, David	PROFESSOR	TENURED	301,887		301,887				

Arts and Sciences, College of	Chemistry & Biochemistry	Adams, Richard	PROFESSOR	TENURED	322,000	12,000	310,000			
Arts and Sciences, College of	Chemistry & Biochemistry	Angel, S.	PROFESSOR	TENURED	651,500		651,500			
Arts and Sciences, College of	Chemistry & Biochemistry	Benicewicz, Brian	PROFESSOR	TENURED	422,149	382,149	40,000			
Arts and Sciences, College of	Chemistry & Biochemistry	Brewer, William			396,886	396,886				
Arts and Sciences, College of	Chemistry & Biochemistry	Chen, Donna	PROFESSOR	TENURED	110,000					110,000
Arts and Sciences, College of	Chemistry & Biochemistry	Dawson, John	PROFESSOR	TENURED	15,997	15,997				
Arts and Sciences, College of	Chemistry & Biochemistry	Ferry, John	PROFESSOR	TENURED	200,000		200,000			
Arts and Sciences, College of	Chemistry & Biochemistry	Karthikeyan, Mythreye	ASST PROFESSOR		533,970		383,970			150,000
Arts and Sciences, College of	Chemistry & Biochemistry	Murphy, Catherine			56,649					56,649
Arts and Sciences, College of	Chemistry & Biochemistry	Outten, Caryn	ASSOC. PROFESSOR	TENURED	479,780		479,780			
Arts and Sciences, College of	Chemistry & Biochemistry	Outten, Franklin	ASSOC. PROFESSOR	TENURED	118,249		118,249			
Arts and Sciences, College of	Chemistry & Biochemistry	Peryshkov, Dmitry	ASST PROFESSOR		110,000					110,000
Arts and Sciences, College of	Chemistry & Biochemistry	Rassolov, Vitaly	PROFESSOR	TENURED	-8,812					-8,812
Arts and Sciences, College of	Chemistry & Biochemistry	Richardson, Susan	PROFESSOR	TENURED	239,789		109,808			
Arts and Sciences, College of	Chemistry & Biochemistry	Shaw, Timothy	PROFESSOR	TENURED	16,102					16,102
Arts and Sciences, College of	Chemistry & Biochemistry	Shustova, Natalia	ASST PROFESSOR		3,120		3,120			
Arts and Sciences, College of	Chemistry & Biochemistry	Stefik, Morgan	ASST PROFESSOR		584,229		584,229			
Arts and Sciences, College of	Chemistry & Biochemistry	Tang, Chuanbing	ASSOC. PROFESSOR	TENURED	316,900		157,400			
Arts and Sciences, College of	Chemistry & Biochemistry	Vogt, Thomas	PROFESSOR	TENURED	47,125	47,125				
Arts and Sciences, College of	Chemistry & Biochemistry	Wang, Hui	ASST PROFESSOR		75,000		75,000			
Arts and Sciences, College of	Chemistry & Biochemistry	Wang, Qian	PROFESSOR	TENURED	242,825		242,825			
Arts and Sciences, College of	Chemistry & Biochemistry	Wiskur, Sheryl	ASST PROFESSOR		9,200		9,200			
Arts and Sciences, College of	Chemistry & Biochemistry	zur Loye, Hans-Conrad	PROFESSOR	TENURED	459,377		448,377			11,000
Arts and Sciences, College of	Criminology & Criminal Justice, Department of	Applegate, Brandon	PROFESSOR	TENURED	214,048		214,048			
Arts and Sciences, College of	Earth and Ocean Sciences	Bulusu, Subrahmanyam	PROFESSOR	TENURED	101,677		101,677			
Arts and Sciences, College of	Earth and Ocean Sciences	John, Seth	LECTURER		141,790					141,790
Arts and Sciences, College of	Earth and Ocean Sciences	Kellogg, James	PROFESSOR	TENURED	5,000	5,000				0
Arts and Sciences, College of	Earth and Ocean Sciences	Knapp, Camelia	PROFESSOR	TENURED	68,498		68,498			
Arts and Sciences, College of	Earth and Ocean Sciences	Knapp, James	PROFESSOR	TENURED	61,512		61,512			
Arts and Sciences, College of	Earth and Ocean Sciences	Lakshmi, Venkataraman	PROFESSOR	TENURED	407,349		407,349			
Arts and Sciences, College of	Earth and Ocean Sciences	Lang, Susan	ASST PROFESSOR		110,000		110,000			
Arts and Sciences, College of	Earth and Ocean Sciences	Moore, Willard			73,741		73,741			
Arts and Sciences, College of	Earth and Ocean Sciences	Owens, Thomas	PROFESSOR	TENURED	184,428		184,428			
Arts and Sciences, College of	Earth and Ocean Sciences	Scher, Howard	ASSOC. PROFESSOR	TENURED	8,302		8,302			
Arts and Sciences, College of	Earth and Ocean Sciences	Thunell, Robert	PROFESSOR	TENURED	204,146		204,146			
Arts and Sciences, College of	Earth and Ocean Sciences	Voulgaris, George	PROFESSOR	TENURED	110,383		110,383			
Arts and Sciences, College of	Earth and Ocean Sciences	Wilson, Alicia	ASSOC. PROFESSOR	TENURED	3,171					3,171
Arts and Sciences, College of	Earth and Ocean Sciences	Yogodzinski, Gene	ASSOC. PROFESSOR	TENURED	58,742		58,742			
Arts and Sciences, College of	Earth and Ocean Sciences	Ziolkowski, Lori	ASST PROFESSOR		331,872		331,872			
Arts and Sciences, College of	Electron Microscopy Center	Ghoshroy, Soumitra	RESEARCH PROFESSOR		3,050	3,050				
Arts and Sciences, College of	English	Bajo, David	ASSOC. PROFESSOR	TENURED	850					850
Arts and Sciences, College of	English	Cohen, Debra Rae	ASSOC. PROFESSOR	TENURED	100,000					100,000
Arts and Sciences, College of	English	Schwebel, Sara	ASSOC. PROFESSOR	TENURED	10,000					10,000
Arts and Sciences, College of	Geography	Barnes, Jessica	ASST PROFESSOR		35,000					35,000
Arts and Sciences, College of	Geography	Carr, Edward	RESEARCH ASSOC PROF		274,021		249,999			24,022
Arts and Sciences, College of	Geography	Cutter, Susan	PROFESSOR	TENURED	107,579		107,579			
Arts and Sciences, College of	Geography	Dow, Kirstin	PROFESSOR	TENURED	1,187,368		1,187,368			
Arts and Sciences, College of	Geography	Emrich, Christopher	RESEARCH ASSOC PROF		177,872		177,872			
Arts and Sciences, College of	Geography	Gall, Melanie	RESEARCH ASST PROF		185,054		185,054			
Arts and Sciences, College of	Geography	Hiscox, April	ASST PROFESSOR		20,000		20,000			
Arts and Sciences, College of	Geography	Hodgson, Michael	PROFESSOR	TENURED	48,671		48,671			
Arts and Sciences, College of	Geography	Mitchell, Jerry	RESEARCH ASSOCIATE		176,674		103,384			27,500
Arts and Sciences, College of	Geography	Wang, Cuizhen	ASSOC. PROFESSOR	TENURED	440,555		440,555			
Arts and Sciences, College of	History	Brown, Thomas	PROFESSOR	TENURED	45,000					45,000
Arts and Sciences, College of	History	Osokina, Elena	PROFESSOR	TENURED	70,000					70,000
Arts and Sciences, College of	History	Weyeneth, Robert	PROFESSOR	TENURED	33,631					22,631
Arts and Sciences, College of	Mathematics	Binev, Peter	ASSOC. PROFESSOR	TENURED	83,816		83,816			
Arts and Sciences, College of	Mathematics	Dilworth, Stephen	PROFESSOR	TENURED	147,164		147,164			
Arts and Sciences, College of	Mathematics	Filaseta, Michael	PROFESSOR	TENURED	14,105		14,105			
Arts and Sciences, College of	Mathematics	Ju, Lili	PROFESSOR	TENURED	156,847		156,847			
Arts and Sciences, College of	Mathematics	Liu, Xinfeng	ASSOC. PROFESSOR	TENURED	129,419		129,419			
Arts and Sciences, College of	Mathematics	Lu, Linyuan	PROFESSOR	TENURED	68,630		68,630			
Arts and Sciences, College of	Mathematics	Petrushev, Pencho	PROFESSOR	TENURED	150,000		150,000			
Arts and Sciences, College of	Mathematics	Szekely, Laszlo	PROFESSOR	TENURED	41,855		41,855			
Arts and Sciences, College of	Mathematics	Vasquez, Paula	ASST PROFESSOR		210,000		210,000			
Arts and Sciences, College of	Mathematics	Wang, Qi	PROFESSOR	TENURED	54,491		54,508			-17
Arts and Sciences, College of	Mathematics	Yang, Xiaofeng	ASSOC. PROFESSOR	TENURED	100,000		100,000			
Arts and Sciences, College of	McKissick Museum	Przybysz, Jane	PROGRAM DIRECTOR		65,501					65,501
Arts and Sciences, College of	Naval Science	Gordon, William			3,000		3,000			
Arts and Sciences, College of	Philosophy	Khushf, George	PROFESSOR	TENURED	144,613					144,613

Arts and Sciences, College of	Physics & Astronomy	Altschul, Brett	ASSOC. PROFESSOR	TENURED	64,452
Arts and Sciences, College of	Physics & Astronomy	Avignone, Frank			413,500
Arts and Sciences, College of	Physics & Astronomy	Crawford, Thomas	PROFESSOR	TENURED	263,348
Arts and Sciences, College of	Physics & Astronomy	Creswick, Richard	PROFESSOR	TENURED	140,877
Arts and Sciences, College of	Physics & Astronomy	Crittenden, Scott	ASST PROFESSOR		118,046
Arts and Sciences, College of	Physics & Astronomy	Duyang, Hongyue	POST-DOCTORAL FELLOW		15,690
Arts and Sciences, College of	Physics & Astronomy	Gotho, Ralf	PROFESSOR	TENURED	10,000
Arts and Sciences, College of	Physics & Astronomy	Gudkov, Vladimir	PROFESSOR	TENURED	102,000
Arts and Sciences, College of	Physics & Astronomy	Guisepppe, Vincente	ASST PROFESSOR		150,000
Arts and Sciences, College of	Physics & Astronomy	Ilieva, Yordanka	ASSOC. PROFESSOR	TENURED	12,646
Arts and Sciences, College of	Physics & Astronomy	Kulkarni, Varsha	PROFESSOR	TENURED	259,923
Arts and Sciences, College of	Physics & Astronomy	Kunchur, Milind	PROFESSOR	TENURED	190,126
Arts and Sciences, College of	Physics & Astronomy	Mishra, Sanjib	PROFESSOR	TENURED	172,434
Arts and Sciences, College of	Physics & Astronomy	Myhrer, Fred	PROFESSOR	TENURED	36,428
Arts and Sciences, College of	Physics & Astronomy	Petti, Roberto	ASSOC. PROFESSOR	TENURED	335,000
Arts and Sciences, College of	Physics & Astronomy	Purohit, Milind	PROFESSOR	TENURED	215,134
Arts and Sciences, College of	Physics & Astronomy	Schindler, Matthias	ASST PROFESSOR		300,000
Arts and Sciences, College of	Physics & Astronomy	Strauch, Steffen	PROFESSOR	TENURED	65,000
Arts and Sciences, College of	Physics & Astronomy	Webb, Richard	PROFESSOR	TENURED	20,000
Arts and Sciences, College of	Political Science	Tompkins, Mark			3,000
Arts and Sciences, College of	Psychology	Booze, Rosemarie	PROFESSOR	TENURED	357,062
Arts and Sciences, College of	Psychology	Cooper, Shauna	ASSOC. PROFESSOR	TENURED	194,656
Arts and Sciences, College of	Psychology	Davis, Betsy			1,000
Arts and Sciences, College of	Psychology	Desai, Rutvik	ASSOC. PROFESSOR		560
Arts and Sciences, College of	Psychology	Escorcia, Jessica	CLASSIFIED		39,173
Arts and Sciences, College of	Psychology	Ferreira, Fernanda			100,000
Arts and Sciences, College of	Psychology	Flory, Kate	ASSOC. PROFESSOR	TENURED	299,946
Arts and Sciences, College of	Psychology	Kivita, Nicole	ASSOC. PROFESSOR	TENURED	214,256
Arts and Sciences, College of	Psychology	Klusek, Jessica			55,796
Arts and Sciences, College of	Psychology	Lorenzo-Blanco, Elma	ASST PROFESSOR		30,000
Arts and Sciences, College of	Psychology	Mactutus, Charles	PROFESSOR	TENURED	585,802
Arts and Sciences, College of	Psychology	Morrison, Sherry	CLASSIFIED		21,900
Arts and Sciences, College of	Psychology	Prinz, Ron	PROFESSOR	TENURED	1,540,237
Arts and Sciences, College of	Psychology	Richards, John	PROFESSOR	TENURED	499,211
Arts and Sciences, College of	Psychology	Roberts, Jane	PROFESSOR	TENURED	607,592
Arts and Sciences, College of	Psychology	Schatz, Jeffrey	ASSOC. PROFESSOR	TENURED	30,065
Arts and Sciences, College of	Psychology	Schlenz, Alyssa			-93
Arts and Sciences, College of	Psychology	Weber, Lynn			6,350
Arts and Sciences, College of	Psychology	Weist, Mark	PROFESSOR	TENURED	96,095
Arts and Sciences, College of	Psychology	Wilson, Dawn	PROFESSOR	TENURED	1,074,978
Arts and Sciences, College of	Public Service & Policy Research, Institute for	Lyle, Monique	RESEARCH ASST PROF		50,762
Arts and Sciences, College of	Public Service & Policy Research, Institute for	Oldendick, Robert	PROFESSOR	TENURED	1,153,427
Arts and Sciences, College of	Science Education, Center for	Jordan, Donald M.	PROFESSOR	TENURED	15,300
Arts and Sciences, College of	Sociology	Augustine, Jennifer	ASST PROFESSOR		76,904
Arts and Sciences, College of	Sociology	Hartnett, Caroline	ASST PROFESSOR		100,000
Arts and Sciences, College of	Sociology	Melamed, David			192,691
Arts and Sciences, College of	Sociology	Simpson, Brent	PROFESSOR	TENURED	55,000
Arts and Sciences, College of	Statistics	Edwards, Donald	PROFESSOR	TENURED	31,537
Arts and Sciences, College of	Statistics	Ma, Yanyuan	PROFESSOR	TENURED	352,588
Arts and Sciences, College of	Statistics	Pena, Edsel	PROFESSOR	TENURED	98,630
Arts and Sciences, College of	Statistics	Sims, Wilma	CLASSIFIED		33,000

Total

33,004,827

64,452				
413,500				
263,348				
140,877				
118,046				
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76,904				
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192,691				
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31,537				
352,588				
98,630				
33,000				

Blueprint #1 - Summary of Proposal Submissions

college	pi_home_department	SumOfamount_first_year	COMMERCIAL	Federal - (FED)	LOCAL	OTHER	PRIVATE	STATE
Arts and Sciences, College of	Anthropology	174,533.0		7			3	
Arts and Sciences, College of	Archaeology & Anthropology, SC Institute of	603,084.0		8	2	1	2	2
Arts and Sciences, College of	Art	486,243.0		3				
Arts and Sciences, College of	Baruch Institute	2,227,791.0		21			2	
Arts and Sciences, College of	Biological Sciences	11,557,945.0	2	54		3	13	2
Arts and Sciences, College of	Chemistry & Biochemistry	10,104,184.0	6	57			17	3
Arts and Sciences, College of	Criminology & Criminal Justice, Department of	267,556.0		4				
Arts and Sciences, College of	Earth and Ocean Sciences	4,258,458.0	2	42		3	5	
Arts and Sciences, College of	Earth Sciences & Resources Institute		3					
Arts and Sciences, College of	English	572,687.0		5		1	6	
Arts and Sciences, College of	Geography	3,834,212.0		27		1	3	
Arts and Sciences, College of	History	1,310,912.0		10	1		11	2
Arts and Sciences, College of	Languages, Literatures, and Cultures	165,559.0		1			1	
Arts and Sciences, College of	Mathematics	2,144,617.0		31		1	4	
Arts and Sciences, College of	McKissick Museum	254,811.0		3	1		2	
Arts and Sciences, College of	Philosophy	158,670.0					2	
Arts and Sciences, College of	Physics & Astronomy	3,378,754.0		28			2	
Arts and Sciences, College of	Political Science	1,176,385.0		5			1	1
Arts and Sciences, College of	Psychology	12,732,983.0		39	1	2	5	3
Arts and Sciences, College of	Public Service & Policy Research, Institute for	377,821.0		3		1	3	2
Arts and Sciences, College of	Science Education, Center for	15,300.0		1				
Arts and Sciences, College of	Sociology	735,990.0		6		1		
Arts and Sciences, College of	Statistics	714,467.0		6				

SECTION IV College of Arts and Sciences 2016-2017 Blueprint for Academic Excellence: Appendix F, Challenges

The most pressing challenge that the College faces is detailed in earlier parts of this Blueprint, especially **Appendix A** and **Appendix D**.

***Challenge:* SERVING INCREASING ENROLLMENTS**

Arts and Sciences must continue to serve increasing enrollments. We serve not only our own undergraduate majors, but all majors across the University with general education and specialized course work. To expand instructional capacity especially in STEM fields, we must seek additional space for undergraduate science laboratories.

Despite the vigorous faculty hiring we have done in recent years, our hiring has not kept pace with increasing enrollments; we are also facing a significant number of vacancies over the next three years with a wave of retirements.

As indicated in **Appendix A** and **Appendix D**, the College needs **additional laboratory space for undergraduate science instruction** and **faculty positions** in key, high-demand areas to address the challenge of growing enrollments.

While our immediate focus is on addressing this challenge, there are other challenges that we continue to face.

***Challenge:* AGING AND INSUFFICIENT SPACE AND FACILITIES**

Excellence in teaching and learning, research, and service must be supported by high quality space and facilities. The College's aging space and facilities must be continually refurbished and updated to serve the academic needs of faculty, staff, and students. Beyond maintaining existing space and facilities, the College needs additional space to accommodate growth in all areas of our mission: to serve increased undergraduate enrollment; to enhance graduate education, especially at the doctoral level; to support the ambitious research agenda of our faculty; and to engage the public with service and outreach programs, lectures, exhibitions, and performances.

As we focus on improving undergraduate retention and graduation rates, we need additional office space for advisors and support staff, as well as more and improved increased classroom space for teaching. The critical need for additional undergraduate laboratory space building to serve students in first-year science courses is well documented in other parts of this Blueprint. As we strive to increase the number of doctoral degrees awarded, we must ensure that graduate students have appropriate work and laboratory space. As we work to recruit new faculty and retain and nurture

them throughout their careers, we must provide appropriate space, especially laboratories, to facilitate their success. The need for additional and appropriate space is not limited to science faculty; increasingly, faculty in the arts, humanities, and social sciences require specialized space to pursue their research and creative activity. As we seek to engage the public, we must ensure that their experiences with the College and with the University reflect the high quality of our programs. Inadequate, outdated, and poorly functioning lecture halls and public arts facilities work against this aim.

Since 2005, we have invested over \$14 M in College resources and leveraged over twice this amount in University resources for the expansion, enhancement, and improvement of space and facilities assigned to the College. Space resources have increasingly become critical factors in hiring decisions. We will continue to invest College funds where feasible, and will continue to work closely with central administration to prioritize, plan, and implement space and facilities projects.

***Challenge:* COMMUNICATIONS**

Presenting engaging, accurate, and timely communication materials to prospective and current students, current faculty and prospective hires, staff, the broader scholarly community, and the general public is an ongoing struggle. Within the College, there are hundreds of web pages that must be continually updated with materials. Currently, our web presence does not reflect the strength of our programs or promote them as effectively as possible.

The College will continue to work with contract writers to update web materials on a priority basis.

***Challenge:* RISING COSTS ASSOCIATED WITH SUPPORTING AND RETAINING FACULTY AND STAFF**

While the most pressing concern is building the faculty, we must also consider how we can support and retain current faculty. As explained in other parts of this Blueprint, College resources are severely constrained at this point due to commitments to existing faculty, who were hired with competitive salaries and startup packages. We have very limited resources to address the ongoing problem of salary compression. Costs related to broader workload, such as technology support and the appropriate number and type of staff, are rising. In an increasingly difficult federal funding environment, we must be prepared to bridge faculty from one grant to another. Competitive counteroffers are becoming more expensive. Low staff salaries also deserve systematic review and improvement. Since the economic downturn, we have been extraordinarily careful with staff lines; many staff members have shouldered additional duties without associated increases in salary.

The College will continue to exercise careful fiscal management of all resources. We will continue to plan carefully through the annual strategic hiring plan exercise, to maximize staff resources through reorganization, where possible, and to seek additional resources.

***Challenge:* RISING COSTS ASSOCIATED WITH GRADUATE ASSISTANTSHIPS**

As costs associated with graduate assistantships continue to rise, we need additional funds simply to maintain current levels; our objective, though, is to increase assistantship levels to make them even more competitive in attracting the best students.

The College will continue to monitor graduate assistantship levels and tuition costs, to encourage our units to allocate assistantships as efficiently as possible, and to seek additional resources.