College of Arts and Sciences Vision

To be a global leader in advancing social well-being through transformative education, cutting-edge research and scholarship, and engaged creative expression.

Nicole S Sampson, Dean

8 May 2023
Creative Exploration of Our Origins

Digitally and Artistically Intelligent Graduates and Workforce

Destination for NYS Carbon Neutral Solutions

Ethical and Unbiased Artificial Intelligence

Quantum Consortium Hub of the Northeast

Heart of the NY/LI Global Migration and Diaspora Community

Equity in Social Well-Being

Digitally and Artistically Intelligent Graduates and Workforce

Top 25 Public FLAGSHIP in 2030

FAR BEYOND
CAS Core and Strategic Activities 2022

**P&A, Geo, Che, BCB, BNB, E&E, Psy**

**Constellations of Strength and Working Group Initiatives Advance CAS Vision & Guide Future Hiring**
Our Constellations of Strength Will Address Today’s Issues

Quantum Science and Data Literacy

Climate Change, Migration, Health Disparities, Economic Inequalities and Civic Processes

Incubator of New Ideas for Experimentation
Working Groups Advance CAS Vision & Guide Future Hiring
Navigating to 2030 – CAS Vision

Realizing Our Goals

Strategic and diverse faculty hires with staff scaffolding

Engaged students in new programmatic / experiential directions

Vigorous and convergent research

Vibrant connections between donors and prospects with our vision
Mission: To be a global leader in advancing social well-being through transformative education, cutting-edge research and scholarship, and engaged creative expression.

Year 2+ of our Five-Year Goals
Set in January ’21

* URM: Underrepresented minorities - Black, Latinx, American Indian, Alaskan Native
Challenges and Opportunities

Students
- Enrollment Demographics
- Course Availability & Retention
- COVID / Mental Health
- Engagement / Experience

Faculty
- Attrition: Net Loss of 49 TT Faculty since 2018
- P&T Disincentives
- Mental Health
- Diversity and Inclusivity

Staff
- Complex Hiring Environment
- Professional Development Pathways

Infrastructure
- Classroom Availability
- Lengthy / Costly Lab Renovations
- Building Renovations
- Research Interruptions

Criteria for Faculty Hiring:
- Distributing new hiring across high enrollment units
- Investing in convergent research areas
- Expanding experiential learning opportunities
- Innovating curriculum to aid retention and inclusion

Criteria for Staff Hiring:
- Creating business Hubs for groups of departments
- Staffing support for All Funds, including grants and research operations

In Anticipation of a Campus Master Plan:
- Creative solutions for current state to continue operations
- Student-oriented solutions to ensure student success

Student Centric

Criteria
Attrition vs Activity

CAS F/S credit hours and T-TT Faculty

*2023 is a projection based on 300 student increase and successful searches
Over the past 5 years (2018 vs 2023)

- CAS has a **NET loss of 49** TT faculty (462 vs 413)
- **$18.5MM** in T-TT attrition accrued
- **$9.2MM** in TT hiring expended & **$9.3MM** toward CSI

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Summer/winter increased 30% = +$3.5MM/yr
Research expenditures increased 46% = $19MM/year
16-17 vs 21-22

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# CAS Attrition and ATR

<table>
<thead>
<tr>
<th>FY 21-22</th>
<th>FY 22-23</th>
<th>FY 22-23</th>
<th>FY 23-24</th>
<th>FY 24-25</th>
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</thead>
<tbody>
<tr>
<td><strong>TT/staff FTEs separated</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time of ATR (March)</td>
<td>20.7</td>
<td>25.1 / 3 (Mar)</td>
<td>5.7 (Mar ‘23)</td>
<td></td>
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<tr>
<td>FY end (June)</td>
<td>27.0</td>
<td>TBD</td>
<td>TBD</td>
<td></td>
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<tr>
<td>approved</td>
<td>requested</td>
<td>approved</td>
<td>request</td>
<td></td>
</tr>
<tr>
<td>FTEs TT (inc partner hires)</td>
<td>22</td>
<td>16</td>
<td>30</td>
<td></td>
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<tr>
<td>FTEs TT Math/Physics</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td></td>
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<tr>
<td>FTEs TT Economics growth agenda</td>
<td></td>
<td>5</td>
<td></td>
<td></td>
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<tr>
<td>FTE conv Fellow/Lect-&gt; TT</td>
<td></td>
<td>6.5</td>
<td></td>
<td></td>
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<tr>
<td>Total FTE TT</td>
<td>12.0</td>
<td>24</td>
<td>18</td>
<td>44.5</td>
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<tr>
<td>FTEs NTT</td>
<td>3</td>
<td>3</td>
<td>~5.5 + 4 IDEA</td>
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</tr>
<tr>
<td>FTEs staff</td>
<td>11</td>
<td>4</td>
<td>13.75</td>
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### Development and Implementation of CAS Vision, Hiring & Budget Process

<table>
<thead>
<tr>
<th>Date</th>
<th>Activities</th>
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<tbody>
<tr>
<td>Spr ‘18</td>
<td>• Departmental peer / aspirational comparisons</td>
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<td>• Structured group interviews of department Chairs</td>
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<td>Summer ‘18</td>
<td>• Department Chairs Retreat: “Looking back – Who are we now? – Looking to the future.”</td>
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<td>• Dean’s Staff Retreat: “Who does what? What is most important next?”</td>
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<td>Fall ’18 – Spr ’19</td>
<td>• Dean’s team and Chairs discuss enrollment, staffing, faculty demographics data</td>
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<td>• Dean’s team interviews Deans about cross-school opportunities</td>
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<td>• Chairs give Department Overview Presentations</td>
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<td>• Dean’s multi-year budget plan approved by Provost/President</td>
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<tr>
<td>Spr ’19 – Sum ’19</td>
<td>• Faculty working groups develop CAS Shared Vision; CAS budget is balanced</td>
</tr>
<tr>
<td>Fall ’19 – Spr ’20</td>
<td>• Navigating to 2030, Constellations and Goals</td>
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<td>• Limited faculty hiring</td>
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<tr>
<td>‘20–’21</td>
<td>• Pandemic hiring freeze and budget cuts; SBI revamps budget process</td>
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<tr>
<td>Fall ’21</td>
<td>• June/ July proposal to resume frozen faculty / staff hiring through new budget process</td>
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<td>• August shared hiring proposal at CAS Chairs retreat</td>
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<td>• Initiated 9 faculty working groups to further develop CAS Vision and guide future hiring</td>
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<tr>
<td>Winter ’23 – Spr ’23 (budget season)</td>
<td>• Overview of hiring plan / process / attrition / retention presented to Chairs</td>
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<td></td>
<td>• Chairs submit hiring requests with justification / alignment with CAS vision / ATR template</td>
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<tr>
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<td>• Dean discusses individual requests at departmental budget meetings</td>
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<tr>
<td></td>
<td>• Dean and team evaluate requests in relation to CAS vision, enrollments, workloads, and research / curricular potential</td>
</tr>
<tr>
<td></td>
<td>• Ad-hoc meetings held with Chairs to discuss specific hires</td>
</tr>
<tr>
<td></td>
<td>• Specific hiring requests to be pushed forward are communicated to individual Chairs</td>
</tr>
<tr>
<td></td>
<td>• Overview of hiring request presented to all Chairs</td>
</tr>
</tbody>
</table>
Hiring Plans Aligned with Vision
Strategic Reinvestment of Attrition
and Growth Capital

State of New York
Public FLAGSHIP

Growth in Research Funding
Reduction in Adjuncts
Improving Student Success and Retention
Key Gifts and Grants
Supporting Faculty Excellence and Diversity

FAR BEYOND

Drug Discovery and Diagnosis
5.5 TT, 1 Staff

Quantum Information Science
1 TT

Digital & Algorithmic Literacy & Intelligence
5 TT

Artistic Performance
4 TT, 1.75 NTT, 1 Staff

Transdisciplinary Humanities Hubs
2 TT

Critical Social Justice Studies
6 TT

Globalization, Migration, & Diaspora
6 TT, 2 NTT, 2 Staff

Clinical Social Science
2 TT, 1 NTT

4 IDEA
10 TT CORE
3 Retention
0.75 NTT
9.75 Staff
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