

# **COACHE**

## **Committee Recommendations and Responses**

### **September 2016**

The University of North Carolina at Greensboro

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>1. High Priority –</b>  The Committee recommends that UNCG Administration advocate to state government for higher salaries and improved benefits.</p> <p>Salary and benefits were among our lowest scoring areas of the survey.</p> <p>30% of respondents indicated that if they left UNCG the primary reasons would be for higher salary and better benefits.</p>	<p>For AY 16-17 a 1.5% across the board increase will be allocated to all employees along with a .5% one-time bonus. In addition UNCG resources will provide an additional pool of just under 2% for all faculty and EHRA staff (to be allocated on the basis of merit, equity compression). The legislature also provided a .75% pool for one-time merit-based bonuses to faculty and EHRA staff.</p> <p>In response to the Provost’s reports on concerns about faculty salaries and retention, the BOT has formed a subcommittee to continue to elevate the importance of this issue and to seek means to provide competitive compensation.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>2. High Priority –</b> The Committee recommends that UNCG Administration make internal adjustments to allocation of raises. They should take action to rectify salary compression on an annual basis by allocating a specific % of any available salary increase funding. All levels of administration should provide transparency regarding the criteria for merit raises (e.g. role of teaching, service, and scholarship).</p>	<p>Compression (a form of salary inequity) is a criterion, along with merit for the awarding of UNCG raise funds in 2016-2017. This was also the case for the raises given last year. Raise instructions were clearly communicated in writing within the guidelines mandated by UNC-General Administration. One quarter of the UNCG pool was earmarked to address inequity.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>3. HIGH PRIORITY –</b>  The Committee recommends that senior leadership be consistently and actively engaged with faculty concerns. Mechanisms should be established for the Chancellor and Provost to gather faculty feedback on all levels of leadership.</p>	<p>The Coache survey is one means of gathering input as are regular meetings with Faculty Senate leadership and committee chairs. The Provost also has 8-10 small group lunches with faculty throughout the year to gather feedback.</p> <p>The Provost’s review of senior academic administrators includes faculty input. Annual self-evaluations are supplemented with 360° feedback via evaluation surveys (including faculty respondents) generally every three years.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>4. HIGH PRIORITY –</b> The Committee recommends that Administration increase commitment to excellent and caring teaching through the following:</p> <p>a) Review the charge and resource allocation of the University Teaching and Learning Commons.</p>	<p>a) The UTLC was recently restructured and placed under new leadership. They have been charged with expanding teaching support, in areas requested by faculty including diversity in the classroom, online teaching and the management of student conduct and behavioral issues. Modest new resources have been added to their budget, along with a commitment to supplement the budget (where possible with one-time funds) for expanded programming</p>

<b>RECOMMENDATIONS</b>	<b>ACTIONS TAKEN</b>
<p style="text-align: right;">(continued)</p> <p>b) Provide professional development and support for faculty on how to address the needs of students who are differently abled, who have mental/emotional challenges, and/or who have behavior issues.</p>	<p style="text-align: right;">(continued)</p> <p>b) Programming on how to support students with special needs and/or behavioral issues has been conveyed to the UTLC as an area for new program development in the coming year.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p style="text-align: right;">(continued)</p> <p>c) Reinstate teaching mini-grants and introduce grant funding for teaching innovation, including interdisciplinary and co-teaching models.</p> <p>d) Make professional development and all teaching related grant funding available to non-tenure track faculty.</p>	<p style="text-align: right;">(continued)</p> <p>c) Last year the Provost and the Libraries partnered to provide teaching innovation mini grants for course redesign incorporating open educational resources. This program will be continued and expanded with grant funding secured by the Libraries. In addition, the UTLC offers teaching grants for course redesign, including redesigns focused on online learning and intentional learning.</p> <p>d) UTLC teaching grants are available for <u>all full-time</u> faculty.</p>

<b>RECOMMENDATIONS</b>	<b>ACTIONS TAKEN</b>
<p style="text-align: right;">(continued)</p> <p>e) Continue to provide supports for online teaching (Power UP, for example).</p>	<p style="text-align: right;">(continued)</p> <p>e) Power UP and the Online Learning Incubator continues and additional support for online teaching will be included in the UTLC 2016-2017 faculty development schedule. The UTLC has dedicated a position to supporting sound pedagogical practices in online learning environments. The search for this position is continuing into the 2016-2017 AY, with a target of hiring someone by May 2017.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>5. MEDIUM to HIGH PRIORITY-</b>  The Committee recommends that Administration increase support for research.</p> <p>a) Funding for travel related to research/creative activity, <i>OTP</i></p>	<p>a) Faculty First summer awards, a new donor funded program is responsive to this need. Approximately \$125,000 has been allocated each of the last two years. Fundraising continues in an attempt to sustain and grow the program.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p style="text-align: right;">(continued)</p> <p>b) Additional release time for research</p> <p>c) Additional internal funding for research/creative activity</p>	<p style="text-align: right;">(continued)</p> <p>b) GA mandated workload targets prohibit significant increases in research release time without requiring other faculty to teach more. The new variable workload policy is responsive to the need to provide more time for research to highly research active faculty.</p> <p>c) As funds become available, this will be a high priority. The level of funding was increased last year and will be hold constant at that level this year.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>6. MEDIUM PRIORITY –</b> The Committee recommends that a survey of non-tenure track faculty be conducted by University Administration or the Faculty Senate. Needs determined by a survey should result in concrete actions.</p>	<p>The Faculty Senate NTT Faculty Issues Committee administered a survey in Fall 2015. The committee is developing recommended actions and will forward to the Provost.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>7. MEDIUM PRIORITY –</b> The Committee recommends that Human Resources provide more routine internal communication, education, and individual assistance regarding all benefits, particularly health, retirement, and financial advising.</p>	<p>Discussions are underway with VC Maimone about these needs. There is a search underway for a new Associate Vice Chancellor for Human Resources, and when hired, they will be tasked with being responsive to this request. We will arrange for the new VC, shortly after their hire, to attend a Faculty Senate meeting to learn more about specific faculty interests.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p data-bbox="10 316 598 365"><b>8. MEDIUM PRIORITY –</b></p> <p data-bbox="10 381 619 690">The Committee recommends that Administration examine within-unit dynamics specific to unit leadership.</p> <ul data-bbox="10 755 598 933" style="list-style-type: none"><li data-bbox="10 755 598 933">• Investigate units which deviate substantially in satisfaction levels.</li></ul>	<p data-bbox="703 381 1921 625">These data have been examined by the Provost, discussed with Deans as needed. Additional 360 administrator reviews are being used to gather more faculty input.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>9. MEDIUM PRIORITY –</b>  The Committee recommends that departments and units consider the following when developing <u>department workload policies</u>:</p> <ul style="list-style-type: none"> <li>• Class size</li> <li>• Class level (undergraduate v. graduate)</li> <li>• Course type (e.g., WI or SI)</li> <li>• Advising responsibilities</li> <li>• Adjustments for leadership and service obligations</li> <li>• Release time for research/creative activity</li> <li>• Graduate assistant support</li> </ul>	<p>All academic units developed workload guidelines last year and were instructed to consider these inputs as appropriate for the department. The new guidelines were reviewed by Deans to insure equity across units in a college/school.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>10. MEDIUM PRIORITY –</b> The Committee recommends consultations be held in departments between full and associate professors regarding promotion expectations</p>	<p>Provost discussed with Deans the need for both full professors and heads/chairs to communicate these expectations clearly to associate professors. The annual review, in particular, is an important vehicle for this communication. A new summer workshop for heads and chairs includes training on annual review.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>11. MEDIUM PRIORITY –</b> The Committee recommends that mentoring for promotion to full professor be expanded. Associate professors scored lower on quality of mentoring received.</p>	<p>The UTLC has expanded mentoring to include NTT faculty.</p> <p>Dedicated resources and staffing to expand the Mentoring Program footprint to include faculty (including NTT faculty) throughout their career cycle (graduate student through retirement).</p> <p>The Provost has also urged Deans to ensure that adequate mentoring opportunities exist within their units. The UTLC is developing workshops responsive to the needs of associate professors.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p data-bbox="21 308 546 422"><b>12. MEDIUM TO LOW PRIORITY –</b></p> <p data-bbox="21 438 651 730">The Committee recommends that tenure policies and expectations be clarified at the divisional and departmental levels.</p>	<p data-bbox="703 438 2079 665">Feedback from the last two T&amp;P cycles has been relayed to Deans, indicating where additional clarity is needed. They were asked to work with heads/chairs and faculty to further clarify expectations.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p data-bbox="21 308 541 418"><b>13. LOW TO MEDIUM PRIORITY –</b></p> <p data-bbox="21 435 640 738">The Committee recommends that the course revision/review and approval process be streamlined.</p>	<p data-bbox="672 435 2047 738">The Provost’s Task Force on Curriculum Process made numerous recommendations for streamlining and these were implemented last year. Additional streamlining will be implemented this fall for approvals for converting fall-to-fall courses to online.</p>

RECOMMENDATIONS	ACTIONS TAKEN
<p><b>14. LOW TO MEDIUM PRIORITY –</b></p> <p>Committees should have clear, relevant charges and redundancy should be eliminated at all levels of the university. The Faculty Senate Committee on Committees should review the relevance of Senate Committees.</p> <p>Reviews should:</p> <ul style="list-style-type: none"> <li>• Eliminate committees that no longer serve a relevant purpose.</li> <li>• Combine committees with similar charges</li> </ul>	<p>Faculty Senate is examining its structure with committee chairs with these goals in mind. The Provost has also discussed these issues with Deans, asking that they be sensitive to the potential for committee redundancy and a need for sun-setting committees once their work is complete. A comprehensive university committee list has been developed and placed on the Provost’s website to facilitate this process.</p>

# Faculty Exit Interview Summary (2016)

Nine (9) faculty responded to the survey via a link contained in an email from the Provost. The typical respondent was a white professor with 11 or more years of experience who was retiring or otherwise voluntarily leaving the University.

Respondents were asked to rank the importance and satisfaction of 21 factors. All were ranked high in importance except for “Rewards for Outreach” and “Quality of Lab Facilities.”

Highest levels of satisfaction were with the “Rewards for Teaching,” “Balanced Workload Assignments,” “Departmental Communication,” “Teaching Assignments,” and “Library Facilities.” Satisfaction was low with “Annual Salary” and “Benefits.”

**Please indicate how important each of the following factors have been to you as a faculty member at UNCG.**

**Satisfaction Rank (High) scale = (H)igh and (L)ow**

<b>Ranked as High Importance (in descending order)</b>	<b>(N)</b>	<b>%</b>	<b>(N)</b>	<b>%</b>
<b>Adequate time for research</b>	<b>9</b>	<b>100</b>	<b>4</b>	<b>44</b>
<b>Employee Benefits</b>	<b>9</b>	<b>100</b>	<b>1</b>	<b>11</b>
<b>Healthy social climate within the department</b>	<b>9</b>	<b>100</b>	<b>6</b>	<b>67</b>

21				
<b>Informal recognition by colleagues for good work</b>	<b>9</b>	<b>100</b>	<b>5</b>	<b>56</b>
<b>Level of annual salary</b>	<b>9</b>	<b>100</b>	<b>2</b>	<b>22</b>
<b>Opportunities to communicate with department leadership</b>	<b>9</b>	<b>100</b>	<b>7</b>	<b>78</b>
<b>Quality of library facilities</b>	<b>9</b>	<b>100</b>	<b>9</b>	<b>100</b>
<b>Your course teaching assignments</b>	<b>9</b>	<b>100</b>	<b>7</b>	<b>78</b>
<b>Your internal service assignments</b>	<b>9</b>	<b>100</b>	<b>5</b>	<b>56</b>
<b>Balanced overall workload assignments in the department</b>	<b>8</b>	<b>89</b>	<b>7</b>	<b>78</b>

<b>Clarity of performance review processes (for P&amp;T, salary)</b>	<b>8</b>	<b>89</b>	<b>5</b>	<b>56</b>
<b>Professional development support (such as funds for conferences)</b>	<b>8</b>	<b>89</b>	<b>3</b>	<b>33</b>
<b>Sufficient support for high quality graduate students</b>	<b>8</b>	<b>89</b>	<b>5</b>	<b>56</b>
<b>Quality of computing facilities</b>	<b>7</b>	<b>87</b>	<b>6</b>	<b>75</b>
<b>Opportunities to participate in shared governance</b>	<b>7</b>	<b>78</b>	<b>6</b>	<b>67</b>
<b>Rewards for research at the University</b>	<b>7</b>	<b>78</b>	<b>6</b>	<b>67</b>
<b>Rewards for teaching at the University</b>	<b>7</b>	<b>78</b>	<b>7</b>	<b>78</b>

<b>Your advising assignments</b>	<b>7</b>	<b>78</b>	<b>5</b>	<b>56</b>
<b>Formal recognition (such as University and college awards)</b>	<b>6</b>	<b>67</b>	<b>3</b>	<b>33</b>
<b>Quality of laboratory facilities</b>	<b>3</b>	<b>50</b>	<b>3</b>	<b>50</b>
<b>Rewards for outreach at the University</b>	<b>3</b>	<b>33</b>	<b>3</b>	<b>33</b>

**Did you experience job-related difficulties  
such as discrimination or harassment?**

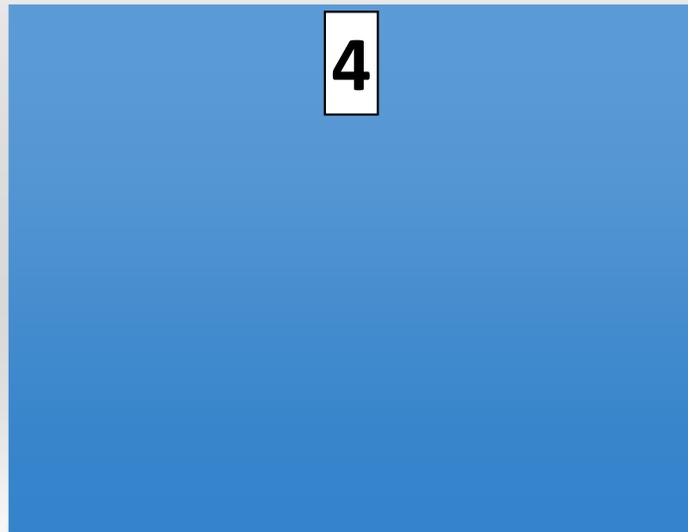


**Yes**



**No**

**Are you leaving because you have received another position?**



**Yes**



**No**

**Are you leaving because you were encouraged to do so?**

**0**

**Yes**

**9**

**No**

# Gender

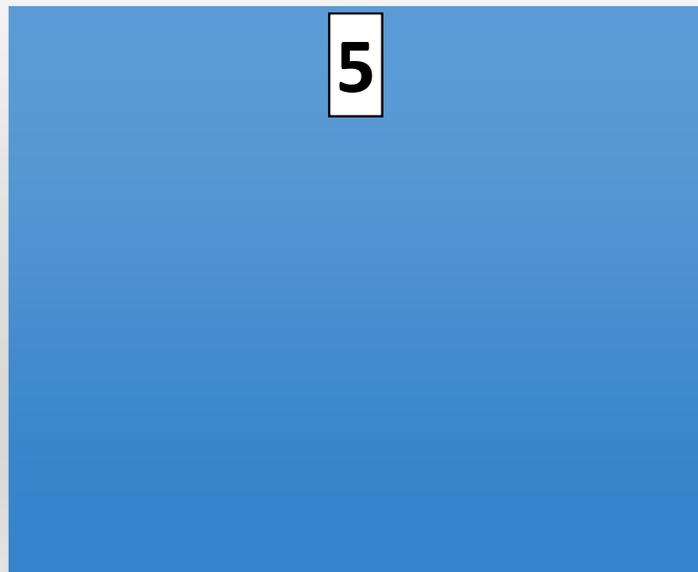
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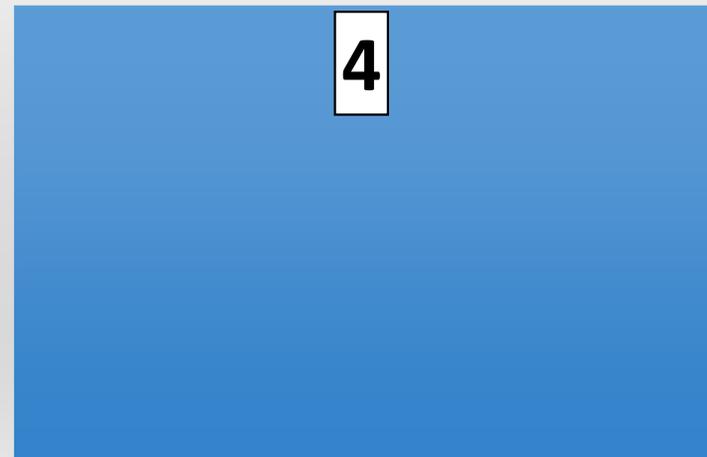
Male

Female

## Please indicate your primary reason for leaving UNCG



**Retirement**



**More attractive position elsewhere**

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# **Enrollment Change and CITI Funding 2015-16 & 2016-17**

General Faculty Meeting and Faculty Convocation  
September 14, 2016

# Enrollment Change Funding 2015-16

<b>Total Received by UNCG</b>	<b>\$3,570,912</b>
<b>Academic Affairs Allocation</b>	<b>\$3,484,676</b>

<b>2015-16</b>	<b>Commitments</b>	<b>Actual Expense <sup>(1)</sup></b>
Faculty	\$1,167,557	\$233,649
Other Academic Funding	\$2,308,193	\$2,308,193
Holdback-one-time needs	\$533,555	\$533,555
Benefits	\$409,279	\$409,279
<b>Total</b>	<b>\$4,418,584</b>	<b>\$3,484,676</b>

<sup>(1)</sup> Funds to support faculty lines were committed in 2015-16 for expenditure in August 2016 when the newly hired faculty arrive at UNCG. A small portion of these funds (\$233,649) were expended prior to the conclusion of the 2015-16 fiscal year.

# Enrollment Change Funding 2016-17

<b>Total Received by UNCG</b>	<b>\$8,189,788</b>
<b>Academic Affairs Allocation</b>	<b>\$6,582,267</b>
<i>(Includes funds carried forward from 2015-16)</i>	

<b>2016-17</b>	<b>Commitments</b>	<b>Actual Expense</b>
Faculty	\$1,472,000	\$2,219,256 <sup>(1)</sup>
Other Academic Funding	\$2,577,933	\$2,577,933
Holdback	\$305,944	\$839,499 <sup>(2)</sup>
Benefits	\$945,939	\$945,939
<b>Total</b>	<b>\$5,301,816</b>	<b>\$6,582,627</b>

<sup>(1)</sup> Amount includes faculty line commitments made in 2015-16, with associated actual expenditures occurring in 2016-17.

<sup>(2)</sup> Amount includes expenditure of the \$533,555 hold back from 2015-16.

## Enrollment Change Funding 2015-16

Faculty Lines			
By Unit	Department	Rank	Salary
College of Arts & Sciences	BIO	Assistant Professor	\$74,000
	CSC	Assistant Professor	\$90,000
	CHE	Associate Professor	\$90,000
Business & Economics	ISSCM	Assistant Professor	\$125,000
	MGT	Assistant Professor (build)	\$40,000
	CARS	Assistant Professor (build)	\$30,000
	MKT	Lecturer	\$72,000
	MGT	Visiting Instructor	\$85,000
Health & Human Sciences	HDFS	Asst./Assoc. Professor (build)	\$44,000
	NTR	Associate Professor	\$90,000
	KIN	Assistant Professor	\$80,000
	SWK	Assistant Professor	\$67,908
College of Visual & Performing Arts	MUS	Lecturer	\$40,000
Nursing	NUR (DNP) NP	Asst./Assoc. Professor	\$86,000
	RSN to BSN	Professor	\$153,649

**Faculty Lines**  
**Associated Benefits**

**Total \$1,167,557**  
**Total \$409,279**

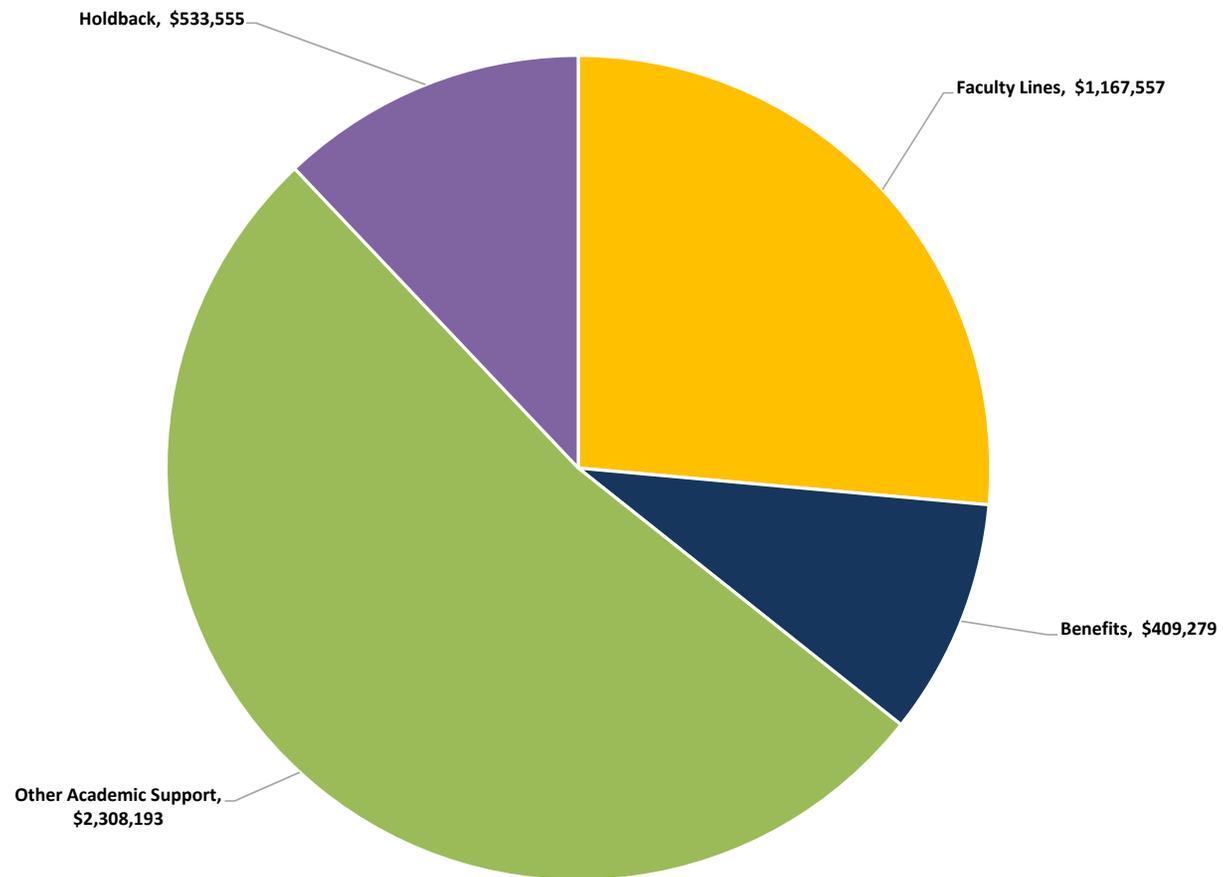
## Enrollment Change Funding 2015-16 cont'd

Other Academic Support		
By Unit	Item	Amount
Business & Economics	Summer Session	\$200,000
Division of Continual Learning	Summer Session	\$613,772
Health & Human Sciences	Operating for KIN Ed.D	\$85,000
	Faculty Retention	\$3,800
Library *	Operating	\$247,654
Nursing	Operating for RN to BSN program	\$194,967
	NUR/RSNA	\$963,000
		<b>Total \$2,308,193</b>

Hold back - funding for other needs		
By Unit	Item	Amount
CAS	Carry forward for instructional needs in 2016-17	\$437,674
Provost	Various one-time allocations to the units for 2015-16 needs	\$95,881
		<b>Total \$533,555</b>

\* Library allocation equivalent to 11.48% of total academic requirements per SCH-Change Funding Model.

## Enrollment Change Funding 2015-16



## Enrollment Change Commitments 2016-17

Faculty Lines			
By Unit	Department	Rank	Salary
College of Arts & Sciences	SOC	Assistant Professor	\$65,000
	MAT	Associate Professor	\$90,000
	BIO	Assistant Professor	\$75,000
Business & Economics	School	Professor (Bryan Prof.)	\$180,000
	ECO	Associate Professor	\$130,000
	MGT	Assistant Professor	\$70,000
	MKT	Professor	\$175,000
School of Education	School	Professor (Moran Prof.)	\$85,000
Health & Human Sciences	KIN	Assistant Professor	\$76,000
	KIN (Ed.D.)	Asst./Assoc. Professor (build)	\$32,000
	CTR	Asst./Assoc. Professor (build)	\$5,000
Joint School of Nanoscience & Nanoengineering	JSNN/CHE	Asst./Assoc. Professor	\$75,000
College of Visual & Performing Arts	DCE	Assistant Professor	\$60,000
	Arts Administration	Asst./Assoc. Professor	\$70,000
	Art	Assistant Professor	\$68,000
Nursing	NUR (DNP)	Asst./Assoc. Professor	\$130,000
	NUR (DNP)	Asst./Assoc. Professor	\$86,000

**Faculty Lines**  
**Associated Benefits**

**Total \$1,472,000**  
**Total \$945,939**

## Enrollment Change Commitments 2016-17 cont'd

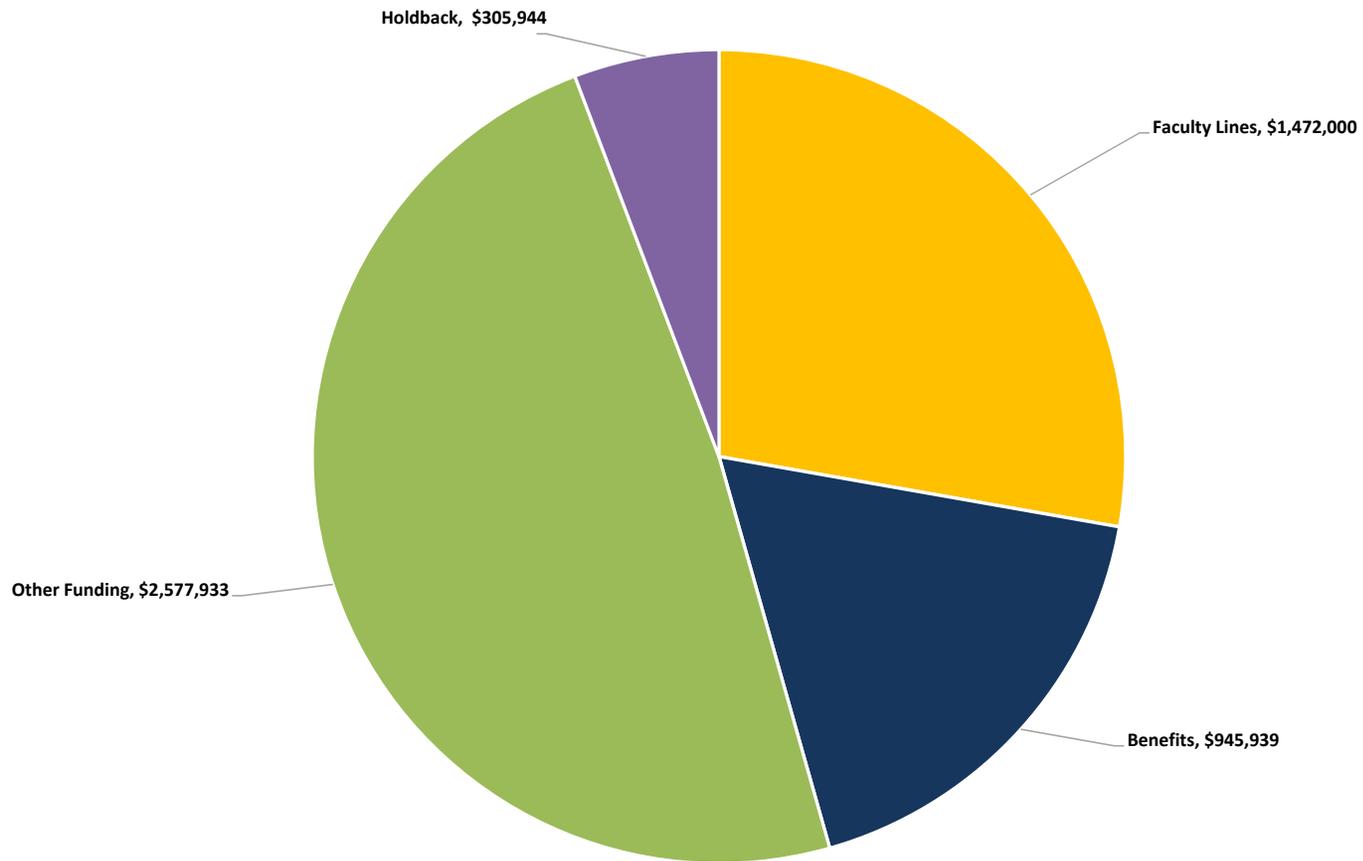
Other Academic Support		
By Unit	Item	Amount
College of Arts & Sciences	Faculty Positions for Tenured Administrators Returning to Faculty Roles	\$331,268
Business & Economics	Summer Session	\$205,000
Division of Continual Learning	Summer Session	\$937,000
Library	Operating	\$567,987
College of Visual & Performing Arts	Assistant Dean	\$104,487
Nursing	Union Square lease	\$354,663
Office of Research & Economic Development	Spousal hire	\$77,528

**Total \$2,577,933**

Hold back - funding for other needs		
	Item	Amount
Provost	Allocations to be determined	\$305,944

**Total \$305,944**

## Enrollment Change Commitments 2016-17



## CITI Graduate Student Support 2015-16

<b>Permanent Student Support</b>		
<b>By Unit</b>	<b>Item</b>	<b>Amount</b>
College of Arts & Sciences	GAANN support	\$123,033
Graduate School	In-state Awards/Waivers	\$96,512
Graduate School	Cover Graduate School's 2015-16 Budget Cut	\$9,685

**Total \$229,230**

**(Plus associated benefits cost of \$35,421)**

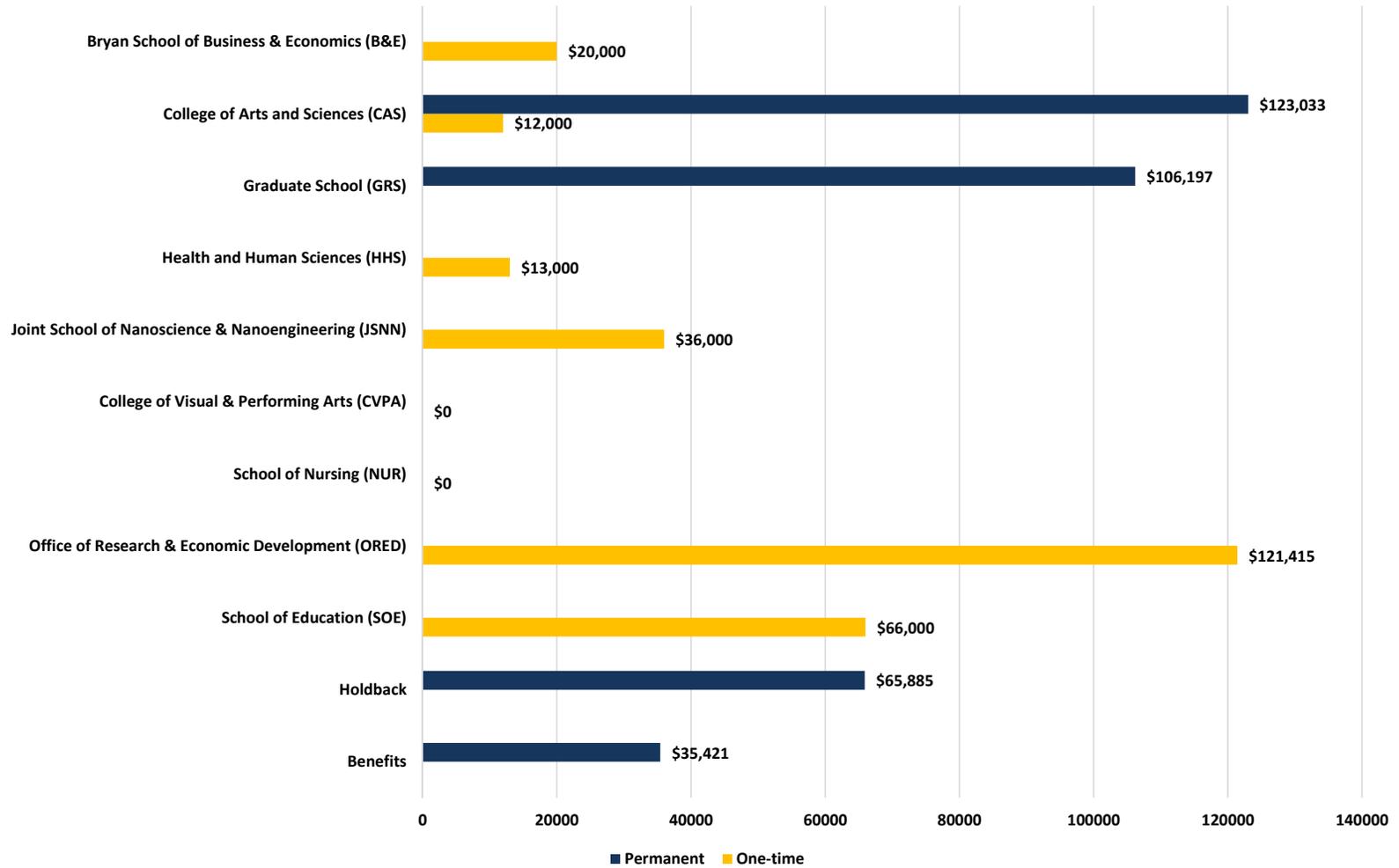
<b>One-time Student Support</b>	
<b>By Unit</b>	<b>Amount</b>
College of Arts & Sciences	\$12,000
Business & Economics	\$20,000
Health & Human Sciences	\$13,000
Joint School of Nanoscience & Nanoengineering	\$36,000
Office of Research & Economic Development	\$121,415
School of Education	\$66,000

**Total \$268,415**

<b>Hold back - funding for other unit needs</b>		
	<b>Item</b>	<b>Amount</b>
Provost	One-time allocations to units for equipment & travel	\$65,885

**Total \$65,885**

# CITI Graduate Student Support 2015-16



## CITI Graduate Student Support 2016-17

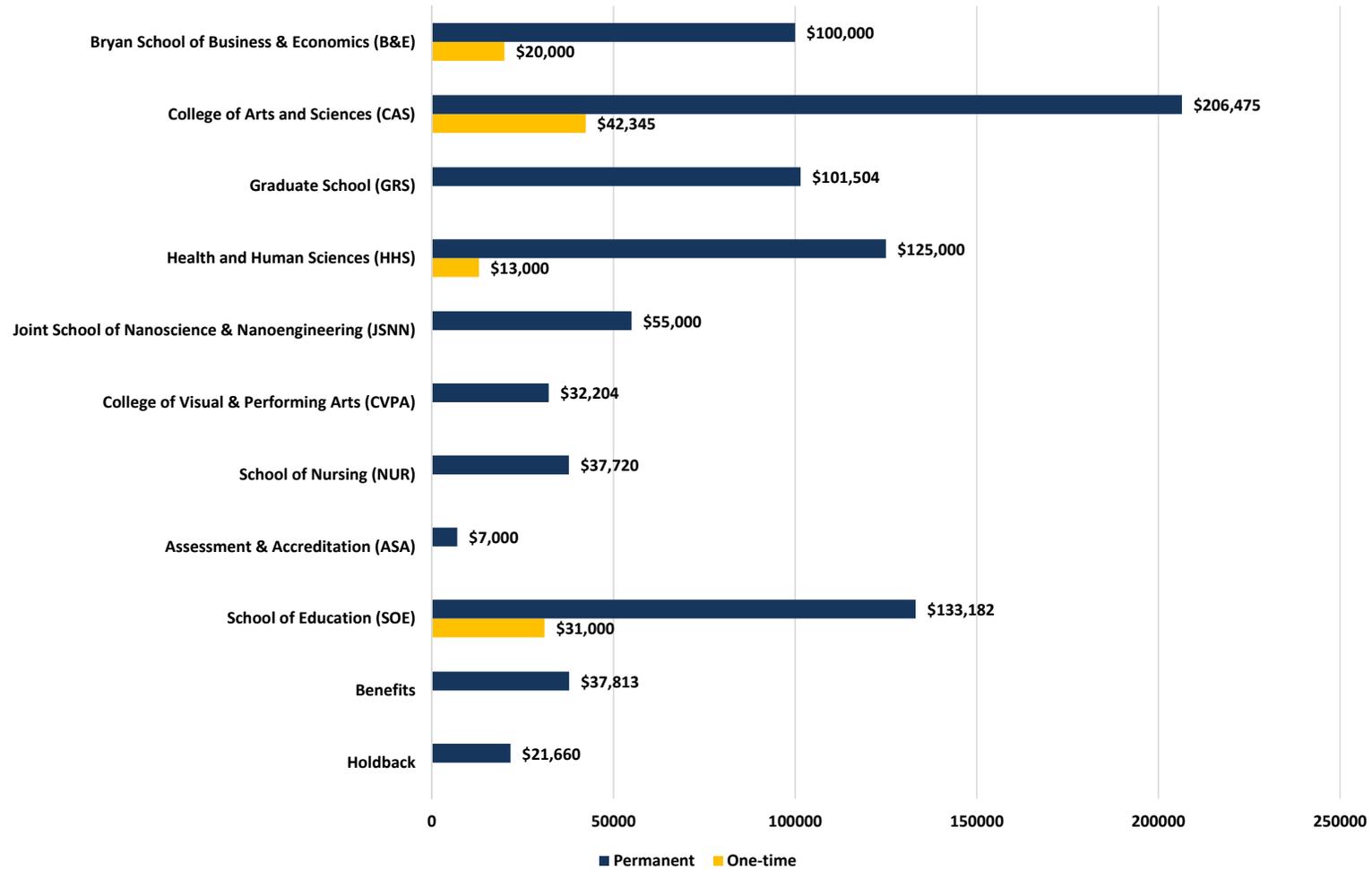
Permanent Student Support		
By Unit	Item	Amount
College of Arts & Sciences		\$206,475
Business & Economics		\$100,000
Health & Human Sciences		\$125,000
Graduate School	Build existing GAs to new tuition rate	\$101,504
College of Visual & Performing Arts		\$32,204
Joint School of Nanoscience & Nanoengineering		\$55,000
Nursing		\$37,720
School of Education		\$133,182
Assessment & Accreditation		\$7,000
<b>Permanent Support</b>		<b>Total \$798,085</b>
<b>Associated Benefits</b>		<b>Total \$37,813</b>

## CITI Graduate Student Support 2016-17 cont'd

<b>One-time Student Support</b>	
<b>By Unit</b>	<b>Amount</b>
College of Arts & Sciences	\$42,345
Business & Economics	\$20,000
Health & Human Sciences	\$13,000
School of Education	\$31,000
<b>Total \$106,345</b>	

<b>Hold back - funding for other needs</b>		
	<b>Item</b>	<b>Amount</b>
Provost	Allocations to be determined	\$21,660
<b>Total \$21,660</b>		

# CITI Graduate Student Support 2016-17



## CITI Student Support Services Funding 2015-16

<b>Student Support - Advisors</b>	
<b>By Unit</b>	<b>Amount</b>
College of Arts & Sciences	\$57,118
Enrollment Management (.50 position)	\$24,256
Health & Human Sciences	\$59,578
International Programs Center (partial support)	\$7,856
College of Visual & Performing Arts	\$54,659
Nursing	\$59,578
School of Education	\$59,578

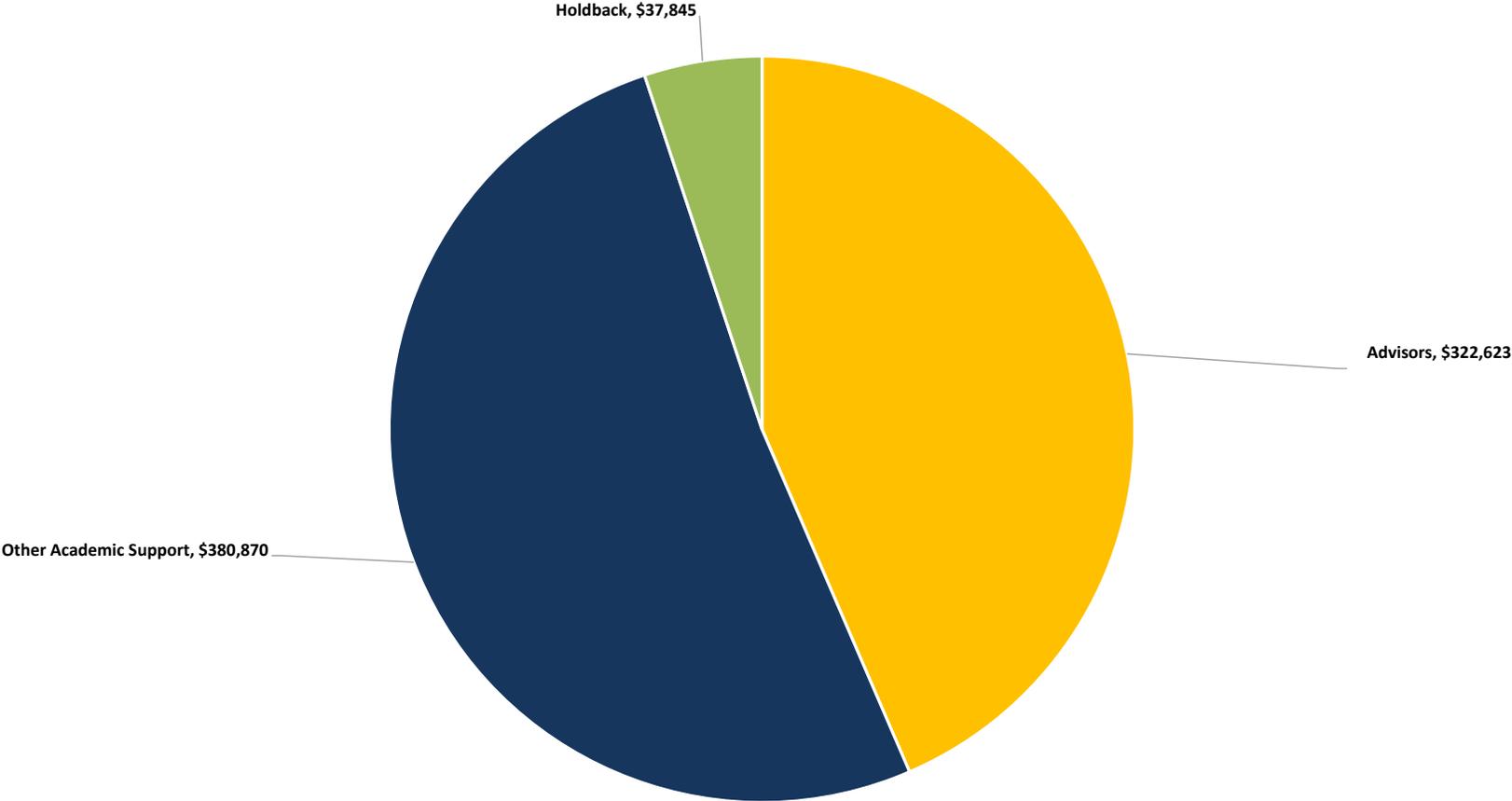
**Total \$322,623**

## CITI Student Support Services Funding 2015-16 cont'd

Student Support - Other		
By Unit	Item	Amount
College of Arts & Sciences	Digital Studio Director (partial support)	\$7,295
	Operating Support (Health Advising)	\$26,160
Business & Economics	Online Degree Program Director (.50)	\$42,701
Enrollment Management	Director of Retention Initiatives salary & operating	\$91,549
	Banner Student Specialist	\$103,847
College of Visual & Performing Arts	Strategic Communication Director	\$54,659
Student Affairs	Adaptive Technology Specialist	\$54,659
		<b>Total \$380,870</b>

Hold back - funding for other needs		
	Item	Amount
Provost	One-time allocations to units for 2015-16	\$37,845
		<b>Total \$37,845</b>

# CITI Student Support Services Funding 2015-16



## CITI Student Support Services Funding 2016-17

Student Support - Advisors	
By Unit	Amount
Business & Economics (.50)	\$25,836
College of Arts & Sciences	\$50,000
Enrollment Management	\$57,454
Health & Human Sciences	\$54,979
Lloyd International Honors College	\$53,742
Nursing	\$57,454
School of Education	\$57,454

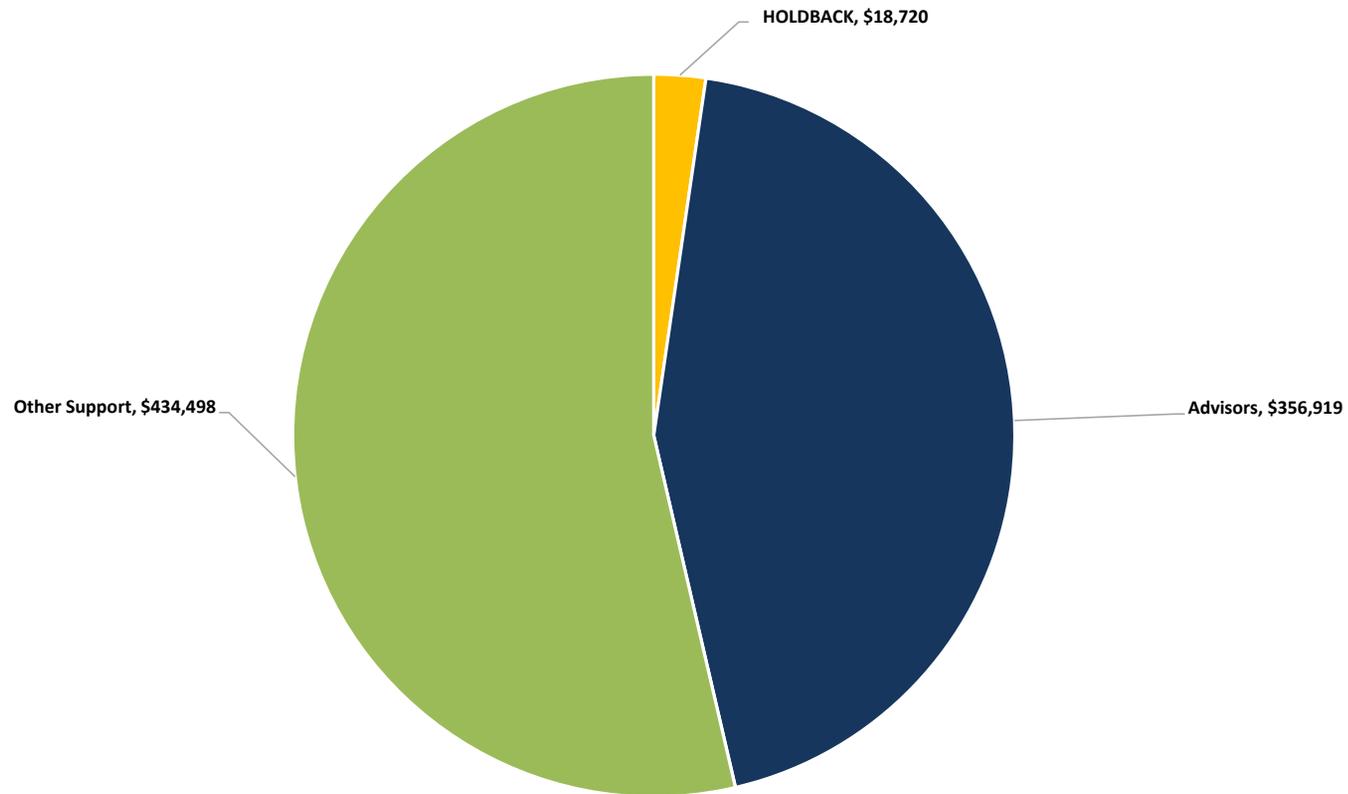
**Total \$356,919**

## CITI Student Support Services Funding 2016-17 cont'd

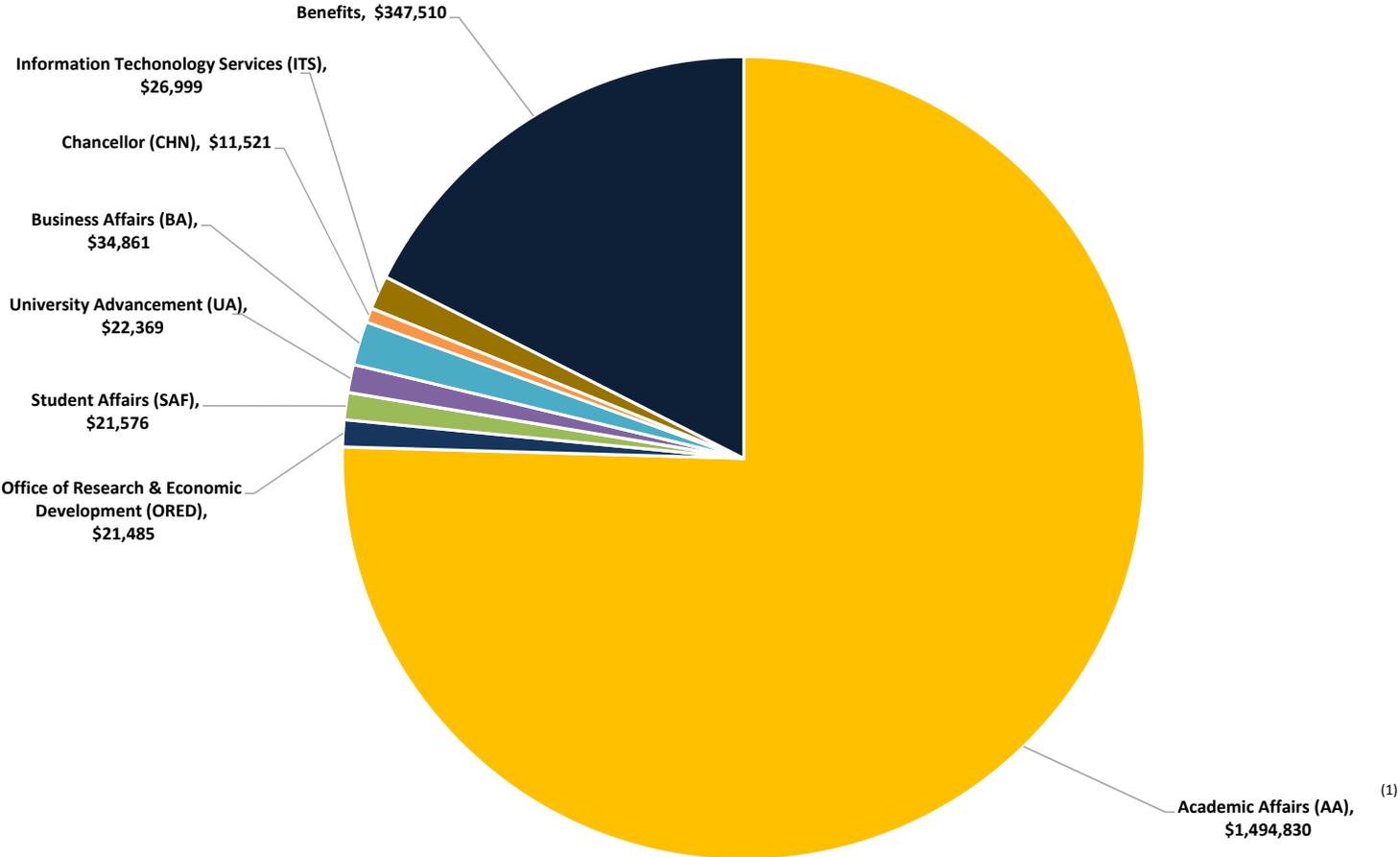
Student Support - Other		
By Unit	Item	Amount
College of Arts & Sciences	Operating support for advising	\$16,160
	Research Specialist (Biology)	\$62,046
Business & Economics	Online Degree Program Director (.50)	\$42,961
College of Visual & Performing Arts	Student Services Specialist	\$42,602
Division of Continual Learning	State Authorization position	\$61,168
Enrollment Management	Compliance position	\$51,266
Student Affairs	Student Health Services	\$38,000
	Student Conduct position	\$30,000
	Collegiate Link position	\$52,504
University Teaching & Learning Commons	Scanning services (partial funding)	\$22,791
Weatherspoon Art Museum	Associate Curator (partial funding)	\$15,000
<b>Total</b>		<b>\$434,498</b>

Hold back - funding for other unit needs		
	Item	Amount
Provost	Allocations to be determined	\$18,720
<b>Total</b>		<b>\$18,720</b>

## CITI Student Support Services Funding 2016-17

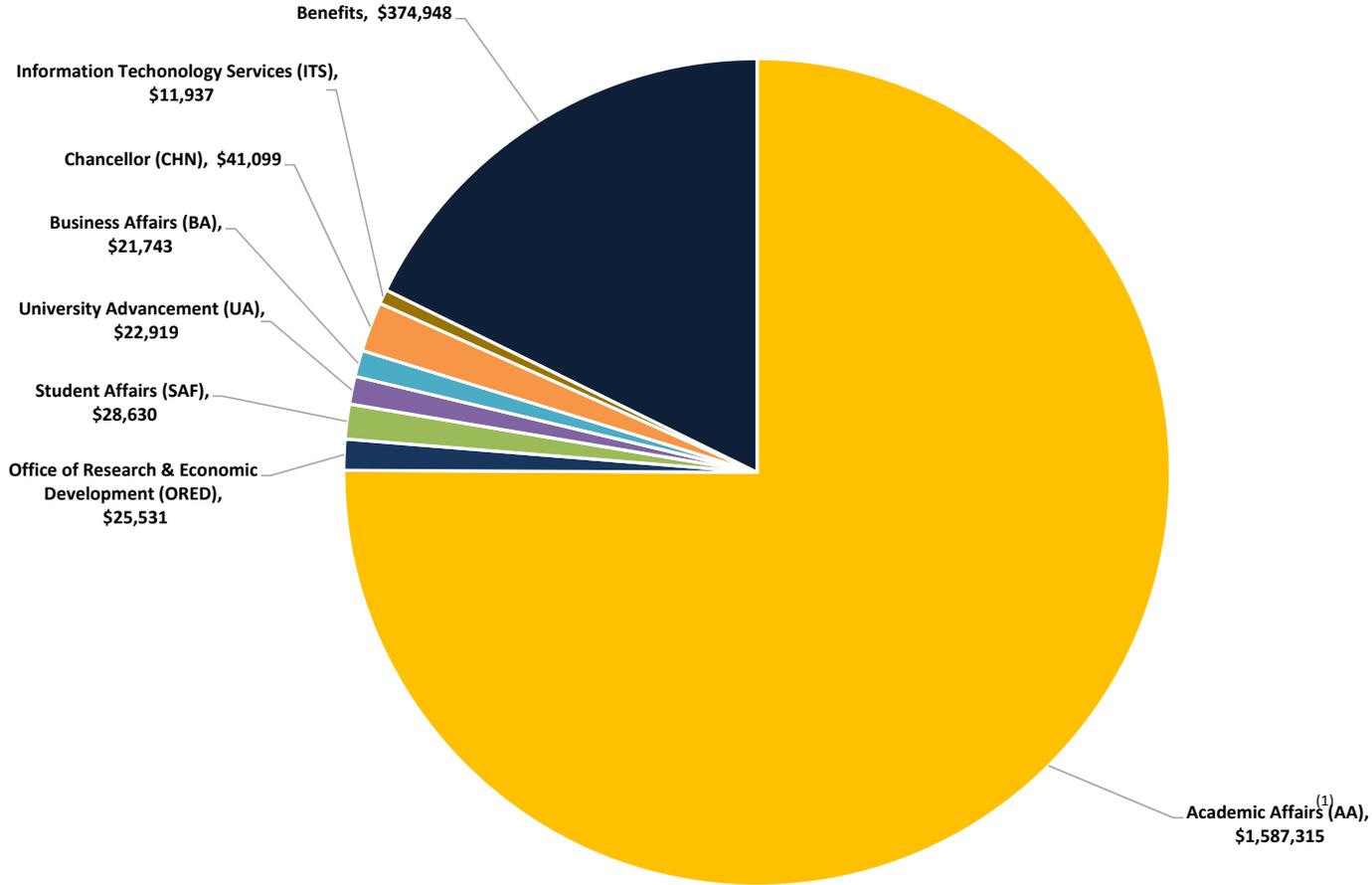


# CITI Annual Raise Process (ARP) Funding 2015-16



<sup>(1)</sup> Includes salary increase allocations to recognize faculty promotion and tenure actions.

# CITI Annual Raise Process (ARP) Funding 2016-17



<sup>(1)</sup> For 2016-17, salary increase allocations to recognize faculty promotion and tenure actions were supported centrally (not CITI) and therefore are not represented here.