

Fiscal Year 2015 Budget Hearing
Part IV - How Would You Use New Money in FY15?
Priority Items

INSTITUTION NAME: University of West Georgia

Only complete this form if your institution experienced enrollment growth in the 2012-2013 academic year.

Priorities	CCG Strategy or USG Strategic Goal	NARRATIVE (As In Part III of the Budget Narrative)	# of Positions (if applicable)	Requested Amount
List in Order of Priority				
Note: UWG's Top Priority requests reflect institutional priorities of Complete College Georgia (CCG) and meeting USG Strategic Goals. The second cell (Column B) of each row below refers, by number, to one or more specific CCG Strategy and Action Step and/or USG Strategic Goal. The CCG Strategies and Action Steps referred to are described in detail in our response to Item 18. They are all part of UWG's BOR-approved CCG Plan.				
1	SI 3: Performance and Accountability	Assistant Director of Financial Aid for Compliance - The compliance requirements from the federal and state governments are exploding and there doesn't seem to be an end anytime soon. Currently, our Director of Financial Aid completes all compliance requirements, but given the duties to manage all aspects of Financial Aid (including the recent addition of Graduate Education), this task is becoming more and more onerous, and is taking too much time (leaving other pieces of the job incomplete). This position would focus on all compliance and make sure that we meet all reporting requirements on time.	1	\$55,000
2	SI 1 and CCG 5, 12. Access and Affordability; Quality of Learning	Assistant/Associate Professor in Criminology - This request is clearly linked to Strategy 5 under the Goal: Access/Completion. The goal is to increase the number and diversity of distinctive, high quality online offerings. In this argument our own Criminology program was used as an example of a fully online program that has grown significantly in the last year. If we are to maintain this award winning fully online program then it is imperative that we increase the number of faculty who teach in the program.	1	\$69,068
3	SI 1 and UWG-CCG 2, 12 Access and Affordability; Quality of Learning	Assistant/Associate Professor of Anthropology - This request is linked with UWG CCG Strategy 12, which is to clear course backlogs. The Anthropology Department contributes heavily to Core Areas B.2 and E.4 and this position will contribute approximately 180 seats per year. This person will also be the director of the Biological and Forensic Anthropology Laboratory. Therefore, this request is linked with several aspects of the USG Strategic Plan: It meets Strategic Imperative 1, which is a commitment to "maintaining and improving the quality and diversity of programs," and Imperative 2, which is to enhance community partnerships with the goal of contributing to economic development through career training.	1	\$69,068
4	SI 1: Access and Affordability; Quality of Learning	Assistant/Associate Professor in Sociology - This request is clearly linked to Strategy 12 under the Goal: Shorten Time to Degree. The goal is to clear course backlogs and three of our programs (mass communications, sociology, and psychology) were identified as offering courses with a demand higher than the number of available seats.	1	\$69,068
5	SI 1 and UWG-CCG 4,5,16 & 18 Access and Affordability; Quality of Learning	Assistant Professor of Computer Science - The number of undergraduate majors increased from 171 in 2006-07 to 285 in 2011-12. The 100% online Master of Science in Applied Computer Science was ranked #6 nationally as a Best Online Graduate Computer and Information Technology program by U.S. News and World Report and has seen a tremendous increase in enrollment, from 28 in Fall, 2010 to 90 in Fall 2013. The recent ABET accreditation visit cited the shortage of faculty resources as a weakness. The requested faculty line will enable the Department of CS to offer sufficient classes to meet the increasing demand for seats in undergraduate as well as graduate courses. It supports UWG-Complete College Georgia Strategies: 4(access/completion); 5(access/completion and online offerings), 16 (restructuring instructional delivery: reward excellence) & 18 (restructuring delivery: expand mini-grants for experimentation with different pedagogies). This request supports USG Strategic Imperatives one, two and three.	1	\$102,220

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6	SI 1,2, &3 Access and Affordability; Quality of Learning	Assistant Professor of Nursing - This position is critical to maintain enrollment of 50 admissions per year in the Master's program. This program has experienced phenomenal growth, and this position is essential so that enrollment numbers can be maintained. Georgia is experiencing a nursing faculty shortage and this position will allow UWG to continue to educate faculty for academic positions in nursing programs statewide.	1	\$88,012
7	SI 1 and UWG-CCG 12 Access and Affordability; Quality of Learning	Assistant Professor of Nursing - A tenure track faculty member is needed to maintain enrollment in the pre-licensure BSN program. UWG has promised that completion of new nursing facilities in both Carrollton and Newnan would permit increased enrollments. This position will allow School of Nursing to maintain enrollment of BSN students to meet the 20 to 1 student to faculty ratio required by the Georgia Board of Nursing. Fall 2013 enrollment figures indicate that pre-nursing/nursing students are the #1 major at UWG. The SON received 437 applications for 120 seats in 2013; this year, the number of applications for the 2014 class is double the number received last year at this time. Funding this position will advance CCG goals by creating more BSN seats for pre-nursing students.	1	\$88,012
8	SI 1 and UWG-CCG 12,16 & 18. Access and Affordability; Quality of Learning	Assistant Professor of Chemistry - There is an increased demand for the department to teach additional sections of ISCI 2002, required for Early Childhood Education majors, identified as a bottleneck course, UWG-CCG Strategy 12 (shorten time to degree). In addition, the current lack of resources to teach CHEM 1212K every fall creates an effective bottleneck for BS in Biology, with 100 graduates a year, based on the most recent data; this hire will alleviate this situation under UWG-CCG strategy 12 (shorten time to degree). Several additional UWG-CCG strategies will be addressed through this hire: strategy 16 (restructuring instructional delivery: reward excellence), and strategy 18 (restructuring delivery: expand mini-grants for experimentation with different pedagogies). The faculty member will also pursue external grants vigorously, and carry out research. This request also supports USG Strategic Imperatives one and two.	1	\$70,252
9	SI 1 and UWG-CCG 5, 12 Access and Affordability; Quality of Learning	Assistant/Associate Professor of Criminology -This request is clearly linked to USG CCG Strategy 5 under the Goal: Access/Completion. The goal is to increase the number and diversity of distinctive, high quality online offerings. In this argument our own Criminology program was used as an example of a fully online program that has grown significantly in the last year. If we are to maintain this award winning fully online program then it is imperative that we increase the number of faculty who teach in the program.	1	\$69,068
10	SI 1 and UWG-CCG 3,5,8,9,12,14,16, abd 18. Access and Affordability; Quality of Learning	Assistant/Associate Professor in Mass Communications - Currently 6.5 TT faculty primarily support approximately 450 majors, 60 minors, and 630 core seats in core areas B.1 and C.2, both of which are noted in the CCG report as backlog courses. Consequently, a high faculty-student ratio (1:56), enrollment cap overrides, and course substitutions are increasingly the norm; and faculty have little latitude to offer needed duplicate sections of required courses, special topics, or new courses. Moreover, these deficits are exacerbated given the reallocation of a TT faculty line to serve as COSS associate dean; and the increased service workload on TT faculty, including advising 30-35 majors and contributing to CCG Strategies 3, 5, 8, 9, 12, 14, 16, and 18. Also TT faculty are preferable given their positive correlation with high quality teaching, scholarship engagement, curriculum development, and advising which are critical for strong RPG statistics.	1	\$69,068
11	SI 1 and UWG-CCG 3,5,8,9,12,14,16, abd 18. Access and Affordability; Quality of Learning	Assistant/ Associate Professor of Mass Communications - Currently 6.5 TT faculty primarily support approximately 450 majors, 60 minors, and 630 core seats in core areas B.1 and C.2, both of which are noted in the CCG report as backlog courses. Consequently, a high faculty-student ratio (1:56), enrollment cap overrides, and course substitutions are increasingly the norm; and faculty have little latitude to offer needed duplicate sections of required courses, special topics, or new courses. Moreover, these deficits are exacerbated given the reallocation of a TT faculty line to serve as COSS associate dean; and the increased service workload on TT faculty, including advising 30-35 majors and contributing to CCG Strategies 3, 5, 8, 9, 12, 14, 16, and 18. Also TT faculty are preferable given their positive correlation with high quality teaching, scholarship engagement, curriculum development, and advising which are critical for strong RPG statistics.	1	\$69,068

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12	SI 1 and UWG-CCG 16,17 &18 Access and Affordability; Quality of Learning	Math Instructor - The additional faculty members will implement new pedagogies in smaller classrooms to improve student performance in introductory courses, in accord with UWG-CCG Strategy 17 (restructuring Gateway courses, MATH 1001, 1111, 1113, 1634). Several additional UWG-CCG strategies will be addressed through this hire: strategy 16 (restructuring instructional delivery: reward excellence), and strategy 18 (restructuring delivery: expand mini-grants for experimentation with different pedagogies). This request also supports USG Strategic Imperative one.	1	\$52,492
13	SI 1 and UWG-CCG 16,17 &18 Access and Affordability; Quality of Learning	College Algebra Instructor - The additional faculty members will implement new pedagogies in smaller classrooms to improve student performance in introductory courses, in accord with UWG-CCG Strategy 17 (restructuring Gateway courses, MATH 1001, 1111, 1113, 1634). Several additional UWG-CCG strategies will be addressed through this hire: strategy 16 (restructuring instructional delivery: reward excellence), and strategy 18 (restructuring delivery: expand mini-grants for experimentation with different pedagogies). This request also supports USG Strategic Imperative one.	1	\$52,492
14	SI 1 and UWG-CCG 12, 18 Access and Affordability; Quality of Learning	Assistant Professor of Early Childhood - This is a high quality program with high student retention and graduation. The numbers of students in this program justify adding another position. We rely on too many adjunct faculty in this area and need more full time faculty members to support the current student work load.	1	\$71,436
15	SI 1 and UWG-CCG 3,5,8,9,12,14,16, abd 18.Access and Affordability; Quality of Learning	Assistant Professor of History (Asian): This is an area we have long needed to cover in our History Department and is directly tied to the first three goals of the USG Strategic Plan: renew excellence in undergraduate education to meet students' 21st century education needs, enhance enrollment capacity by increasing seats in Core Area E and meeting increasing demands in our second largest undergraduate major and our largest graduate major, and enhance research, potentially collaborative research. By increasing enrollment capacity, the position generally aligns with the six CCG strategies related to shortening time to degree.	1	\$69,068
16	SI 1 and UWG-CCG 3,5,8,9,12,14,16, abd 18.Access and Affordability; Quality of Learning	Assistant/Associate Professor in Psychology - This request is clearly linked to Strategy 12 under the Goal: Shorten Time to Degree. The goal is to clear course backlogs and three of our programs (mass communications, sociology, and psychology) were identified as offering courses with a demand higher than the number of available seats.	1	\$69,068
17	SI 1 and UWG-CCG 3,5,8,9,12,14,16, abd 18.Access and Affordability; Quality of Learning	Quality Enhancement Plan: As part of the SACS accreditation process, the University of West Georgia developed a Quality Enhancement Plan focused on improving undergraduate student writing in the core curriculum. This plan will be phased in over a five-year period. As a first installment, the University requests \$267,000 to fund the following items: \$100,000 for new faculty lines in the core curriculum focused on writing instruction; \$30,000 to create a MOOC for pre-freshman orientation to first-year writing and marketing the MOOC to students; \$50,000 to expand staff in the Writing Center; \$30,000 to develop and implement online faculty training on writing instruction; \$57,000 to expand the use of Smart Thinking software to support writing correction for students in core courses.	4	\$267,000
		Total Tier 1 - Requesting State Appropriation Increase		\$1,399,460
18	SI 2: Research and Graduate Education	Associate Professor in Nursing Education (EdD) program - As the program moves into its third year, enrollment is anticipated to increase. The Special Initiative funding used to start the program will be reduced eliminating the support for faculty in this program. This program is a significant benefit to the state in reducing the backlog in nursing graduates—more faculty translates to more enrollment and progression opportunities.	1	\$101,628
19	SI 2: Research and Graduate Education	Assistant Professor of Clinical and Professional Studies - Speech Language Pathology - This is a "critical needs" field for public schools in Georgia, and we could double our capacity to serve students with additional faculty members in this high-demand graduate program.	1	\$71,436

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20	SI 2: Research and Graduate Education	Assistant Professor of Instructional Technology and Media - This is a new teacher certification field in Georgia, and our program is robust and growing very rapidly. We need additional faculty members to serve the students in Georgia who are crave excellent technology instruction.	1	\$71,436
21	SI 2: Research and Graduate Education	Assistant Professor of Assessment and Evaluation - Doctoral Programs Support in Research and Measurements - The College of Education has 2 vibrant doctoral. programs and over 70 students actively conducting research and writing dissertations. The Research and Measurement faculty member is critically needed to support students in this research.	1	\$72,620
		Total Tier 2 - Funded from Graduate Tuition Increase		\$317,120
22	USG Strategic Imperative 3 - Performance and Accountability & Operational Efficiency	Assistant Director Human Resources – In efforts to move forward with developing a full service Human Resources department, the employment of an additional human resources assistant director is necessary. This position will manage the following functions: employee relations, employment and recruitment, training and development, performance management, diversity and inclusion and required reporting.	1	\$96,939
23	CCG 4; USG 1	Associate Director Counseling for Accessibility Svcs --The need for Accessibility Services continues to grow as we enroll more and more students. This position will be the lead administrator for Accessibility Services. This is a functional area that has difficult compliance issues and it is important to manage it effectively.	1	\$70,000
24	USG Strategic Imperative 3 - Performance and Accountability & Operational Efficiency	HR Business Partner (2) – To fulfill the need for improved recruitment and onboarding efforts, additional staffing is required to manage the increased workload. The HR Business Partner position will focus on recruiting and onboarding with responsibilities to include training hiring committees, seeking diverse applicant pools, monitoring hiring practices for consistency, assisting hiring managers with developing interview materials and assisting the newly employed with onboarding. Two positions will be necessary to manage both Faculty and Staff employment.	2	\$112,018
25	CCG 9 and 17; USG 1	Supplemental instruction Operating -- Supplemental instruction has proven to be a very important retention and academic success initiative. However the resources available have limited our ability to offer a robust SI program for all of the courses with high DFW rates. This money would provide additional resources to hire SI student leaders to expand SI services to more classes.	0	\$50,000
26	CCG 14; USG 1	3 Graduate Students --Academic Advising has become one of the most important functions when it comes to CCG/RPG. Funding these positions allows us to enhance our advising, making it more intrusive.	3 GAs	\$21,600
27	SI 1: Student Support	STEM Center-Coordinator --staff We have opened our new STEM Education Center, and we have a critical need for a person to coordinate our UTeach program, manage multi-million dollar grants, seek additional external funding, support our school partners.	1	\$64,332
28	USG Strategic Imperative 1 - quality of learning <u>and</u> Strategic Imperative 3 - Performance and Accountability & Operational Efficiency	Director of Assessment - With the restructure of IRP to Institutional Effectiveness and Assessment, it is vital to the sustainability and accreditation of the university to recruit an experienced and knowledgeable individual who possesses the KSAs to lead a highly structured process of assessment institution-wide. The former structure has proven inadequate due to the growth of the university and a lack of funding and personnel necessary to engage in robust assessment of institutional effectiveness. Provide support for the integration of assessment strategy with strategic planning.	1	\$96,938

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29	USG Strategic Imperative 1 - quality of learning and Strategic Imperative 3 - Performance and Accountability & Operational Efficiency	Coordinator of Assessment - With the restructure of IRP to Institutional Effectiveness and Assessment, these positions would provide support in implementing the new proposed process of assessment, which is necessary in light of the recent external SACSCOC review. The positions would coordinate and support the assessment of academic units and programs and divisional units, provide training to assessment coordinators in each department/program, coordinate the development of assessment committees campus wide, provide support to units emphasizing the utilization of results to make improvement, which in turn develops a culture of continuous improvement, and coordinate with the Center for Teaching and Learning and Quality Enhancement Plan directors. They will be responsible for training, development, analysis, and developing draft reports.	2	\$96,285
30	USG Strategic Imperative 3 - Performance and Accountability & Operational Efficiency	Institutional Research Analyst, Intermediate - this position is a necessary addition as we implement a culture of assessment and continuous improvement. There is a considerable amount of data analysis related to program prioritization that will be needed as UWG moves to a model of formula funding based on RPG and growth. The current staffing of IRP is insufficient to absorb these new responsibilities.	1	\$51,792
31	SI 1: Student Support	Simulation Nurse Educator - This professional staff position is essential to the operation of the new Simulation Center in the renovated Newnan Hospital, which is scheduled to open in January 2015. The Newnan facility is of comparable size/complexity to the one in Carrollton and this professional nurse educator is needed to prepare the center for operation and direct simulation learning for Newnan students at the same level as that which is provided for Carrollton students. By funding this position, UWG provides evidence of our commitment and promise to the Newnan community to provide the resources needed to operate a multi-million dollar simulation center and bring high quality state-of-the-art nursing education to them.	1	\$90,380
32	SI 1: Student Support	Departmental Associate in Criminology - It is imperative that every department on campus have a full-time office manager-It is imperative that every department on campus have a full-time office manager.	1	\$37,578
33	SI 1: Student Support	Chemistry Lab Coordinator - The staff member will teach laboratory courses in organic chemistry, and serve as the safety officer. These roles are currently served by full-time, mostly tenured faculty members. The faculty time thus freed up can be utilized by offering smaller classes in organic chemistry, as well as for pursuing grant writing and faculty-directed undergraduate research. Several UWG-CCG strategies will thus be addressed through this hire: strategy 16 (restructuring instructional delivery: reward excellence), and strategy 18 (restructuring delivery: expand mini-grants for experimentation with different pedagogies). The staff member will also help address an increased demand to teach additional sections of ISCI 2002, required for Early Childhood Education majors, identified as a bottleneck course, UWG-CCG Strategy 12 (shorten time to degree). This request supports USG Strategic Imperative one.	1	\$54,860
34	SI 1: Student Support	Costume Shop Manager - Beginning in the spring 2014 semester, the costume shop (which is an instructional space) is moving to a new location. Students need time to work in this location at off peak hours under the direction of a supervisor. Currently the shop is managed by a faculty member. This faculty member has significant other responsibilities. A costume shop manager would allow the faculty member to focus on instruction.	1	\$50,000
35	USG Strategic Imperative 3 - Performance and Accountability & Operational Efficiency	Administrative Assistant, HR (Part-Time) – This position will support the document management functions in Human Resources for our newly implemented electronic filing system to include scanning of documents and quality control. Other duties to be assigned will include providing front office support and additional office back up for peak periods.	0.5	\$20,000

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36	USG Strategic Imperative 3 - Performance and Accountability & Operational Efficiency	Administrative Support, Government & External Relations - This position will provide coordination and oversight of external efforts in the development of defined core initiatives for the Office of the President including the alignment of institutional priorities with BOR priorities and policies. Serves as the President's primary strategic liaison with constituencies within the scope of external relations.	1	\$74,100
37	USG Strategic Imperative 1 - Accountability; 2 - Efficiency; 3 - Performance and Accountability & Operational Efficiency	Application Support Specialist - Over the last few years the campus has added several large software applications that require additional staffing to ensure an adequate return on the investment. These software applications are meant to improve the administrative processes that surround student matriculation and other business processes. To fully realize the potential, one addition support person is needed.	1	\$74,600
38	USG Strategic Imperative 1 - Accountability; 2 - Efficiency; 3 - Performance and Accountability & Operational Efficiency	IT Security Specialist - Staff - This position would provide direction on computer security methods, implement system security standards, and ensure that we are meeting USG, federal, and other regulatory requirements.	1	\$74,600
39	USG Strategic Imperative 1 - Accountability; 2 - Efficiency; 3 - Performance and Accountability & Operational Efficiency	IT Trainer - This position would provide IT training for the campus. We currently have a vacant half time position and we are asking for funds to increase this to full time.	1	\$25,000
40	SI 1: Student Support	Building Manager, Library - This staff member will be assigned building manager duties for a facility open 132 hours per week, working with Facilities, Auxiliary Services, ITS, LRC, Campus Police, Risk Management and other campus units to ensure that building routines are established to identify and solve issues related to operating the library facility effectively, efficiently, and in compliance with security and other safety requirements. (Level 8 staff position)	1	\$71,436
41	SI 1: Student Support	Departmental Associate, History - The department of History is the second largest department with significant instructional responsibilities in the core, undergraduate, and graduate programs. It is one of the largest undergraduate major in the College of Arts and Humanities. Assuring administrative support for the faculty and staff will be critical to the success of this department.	1	\$37,578
42	SI 2: Research and Graduate Education	Instructional Designer, Nursing - This position provides assistance and training in designing, developing, and delivering quality online courses; supports students/faculty in use of the online course-management system and distance education technologies/pedagogies; helps evaluate online instructional materials/programs/quality. This position is critical to the success of the Tanner School of Nursing online graduate programs. It also supports UWG priorities related to doctoral programs and CCG by preparing nurse educators to increase USG undergraduate capacity throughout the state.	1	\$69,731
43	SI 1: Student Support	Processing Archivist, Special Collections - Conduct in-depth processing of archival collections and make recommendations for digital conversion of collections or parts of collections in collaboration with Digital Services Librarian; provide research assistance to patrons and supervision of GRAs in processing projects. (Level 9 staff position)	1	\$59,377

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44	SI 1: Student Support	Radio Station Manager - This position will serve the needs of a very successful radio station. This provides experiential learning opportunities for students in one of the largest majors on campus, Mass Communications.	1	\$40,924
45	SI 1: Student Support	Technician, Art Department - The department of Art recently moved into a new Visual Arts Building this building is a significant step forward for the faculty and staff in the art department. This facility is loaded with technical equipment that needs maintenance and consistent organization. This position would fill those needs to support student work and work hours.	1	\$40,000
46	SI 3: Operational Efficiency	Receptionist, Tanner School of Nursing - This position is essential to serving students and operating the new 3-story nursing building. She receives/directs students and guests, provides clerical support for pre-nursing/nursing academic advising and clinical placement and manages the building. Nursing moved from 8,000 sq. ft. and need this position to function in a 64,000 sq. ft. space.	1	\$37,710
47	USG Strategic Imperative 1 - quality of learning AND Strategic Imperative 3 - Performance and Accountability & Operational Efficiency	Student Assistants - to support IE and Assessment efforts	2	\$13,250
48	USG Strategic Imperative 3 - Performance and Accountability & Operational Efficiency	Graduate Assistant - Support Records and Data Management Officer	1	\$6,000
49	SI 1: Access and Affordability; Quality of Learning	Assistant Professor of Speech Language Pathology - This is a "critical needs" field for public schools in Georgia, and we could double our capacity to serve students with additional faculty members in this high-demand graduate program.	1	\$72,620
50	SI 1: Access and Affordability; Quality of Learning	Assistant Professor of College Student Affairs - We have lost faculty to other universities and have a very robust program. Students in this program work in Student Affairs offices on campus, so this program is critical to both the College of Education and UWG as a whole. This position will support current students in a very vibrant program.	1	\$71,436
51	SI 1: Student Support	Departmental Associate, Art - Art is one of the largest undergraduate major in the College of Arts and Humanities. This positions will provide the needed administrative support for the faculty, staff and students in this large department.	1	\$37,578
52	SI 1: Access and Affordability; Quality of Learning	Assistant Professor of Early Childhood/Reading - Numerous retirements have left these large programs overly reliant on adjuncts. We need to replace tenure track faculty to ensure compliance with SACS standards.	1	\$71,436
53	SI 2: Research and Graduate Education	Assistant Professor of Counseling - This program is growing with a doctoral program that is doubling in size. Adding tenure track faculty is critical to support this growth.	1	\$72,620
54	SI 2: Research and Graduate Education	Assistant Professor of Assessment and Evaluation - With over 70 doctoral students conducting research and writing dissertations, we have a critical need for faculty with research expertise.	1	\$72,620
55	SI 1 and 2: Access and Affordability; Quality of Learning	Assistant Professor of Instructional Technology - This is a new teacher certification field in Georgia, and our program is robust and growing very rapidly. We need additional faculty members to serve the students in Georgia who are crave excellent technology instruction.	1	\$84,460

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56	SI 1: Access and Affordability; Quality of Learning	Assistant Professor of Science Education - UWG is striving to be the state's leader in STEM Education. We have a very large program, but currently the faculty are supported through grants. We need to move them to state-supported lines prior to the grant period ending.	1	\$72,620
57	SI 1 and UWG-CCG 3,5,8,9,12,14,16, and 18. Access and Affordability; Quality of Learning	Assistant Professor of Computer Science - The number of undergraduate majors increased from 171 in 2006-07 to 285 in 2011-12. The 100% online Master of Science in Applied Computer Science was ranked #6 nationally as a Best Online Graduate Computer and Information Technology program by U.S. News and World Report and has seen a tremendous increase in enrollment, from 28 in Fall, 2010 to 90 in Fall 2013. The recent ABET accreditation visit cited the shortage of faculty resources as a weakness. The requested faculty line will enable the Department of CS to offer sufficient classes to meet the increasing demand for seats in undergraduate as well as graduate courses. It supports UWG-Complete College Georgia Strategies: 4(access/completion); 5(access/completion and online offerings), 16 (restructuring instructional delivery: reward excellence) & 18 (restructuring delivery: expand mini-grants for experimentation with different pedagogies). This request supports USG Strategic Imperatives one, two and three.	1	\$102,220
58	SI 1 and UWG-CCG 3,5,8,9,12,14,16, and 18. Access and Affordability; Quality of Learning	Assistant Professor of Physics - The additional faculty member will address the demand for introductory physics courses for all STEM majors. These courses are effectively bottle-neck courses, and the hire would address UWG-CCG strategy 12 (shorten time to degree). Several additional UWG-CCG strategies will be addressed through this hire, strategy 16 (restructuring instructional delivery: reward excellence), and strategy 18 (restructuring delivery : expand mini-grants for experimentation with different pedagogies). The new hire will address the growth in the number of majors including future physics teachers, an important state-wide need. The faculty member will also pursue external grants vigorously, and carry out research. This request also supports USG Strategic Imperatives one and two.	1	\$66,700
59	SI 1: Student Support	Assistant Professor of Special Collections - Digital Services Librarian. To support UWG's extensive archives, including political collections of national importance. Manage digital conversion programming for oral history interviews, and key manuscript and photograph collections; manage platforms for displaying digital content of Special Collections and monitor upgrades and migration to new formats; assist in writing grants to accomplish same; supervise GRAs in digital conversion processes, and provide research assistance to patrons. The faculty position will also serve as a liaison to selected academic departments, providing library instruction, collection development and faculty support.	1	\$71,436
63	SI 1: Student Support	Departmental Associate, Library - This staff position will coordinate hiring/ initial training and ongoing staff development for library staff, graduate and student assistants; support Business Operations Specialist with routine employment paperwork and budget verifications related to hiring, evaluation of 31 faculty/staff, 9 grad assistants, and some 20 student assistants. (Level 7 staff position)	1	\$54,067
64	SI 1: Quality of Learning Student Support	Assistant Professor of Electronic Resources - This 12-month faculty member provides leadership in developing, delivering, maintaining and assessing the University Libraries' collection of electronic resources. The faculty position will serve as liaison to selected academic departments, providing library instruction, collection development and faculty support.	1	\$102,292
65	SI 1: Access and Affordability; Quality of Learning	Assistant Professor of Instruction Service - Instructional Services Librarians provide information literacy and research instruction via the following: teaching LIBR 1101, a 2-hour Core class in Area B (proposed as a 3-hour class 2013) and information literacy classes by instructor request; serving as liaisons to academic departments, providing library instruction, collection development and faculty support; providing reference services (face-to-face and via chat); and providing specialized instruction to support upper level and graduate programs. Library faculty taught 79 instructional sessions reaching 1191 students	1	\$86,641

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66	SI 2: Research and Graduate Education	Post Award Specialist - Office of Research and Special Projects - Current ORSP staffing levels in the Post-Award Office are inadequate for current sponsored projects activity, and all indications suggest that this area of our University is going to experience modest growth in coming years. The new Post-Award Specialist will work with Business and Finance to set up grants accounts, categorize different budget items so that they may be inputted into our financial software, manage electronic transfers of funds between accounts (journals) in UWG's PeopleSoft system, and will be responsible for handling purchases made from grants. The new Post-Award Specialist will assist with the determination of whether or not potential purchases are allowable, allocable, and reasonable. The Post-Award Specialist also has the knowledge and skills to periodically update the ORSP website and manage our database of funded and not-funded proposals.	1	\$57,711
67	SI 1: Student Support	RCOB Staff-International staff - This position provides year-round support for all international programs in the Richards College, including communicating with students and potential participants, managing processes for incoming students (e.g., working with Housing and Residence Life for accommodations), supporting faculty in preparing for international travel, working with faculty and advisors to arrange courses for incoming international students, and working with outgoing students on process and paperwork. Other duties include managing international scholarships for students, organizing all events related to international operations (e.g., receptions for students, dinners for visiting officials), assisting student recruitment for both incoming and outgoing programs, and assisting visiting scholars (on visa and immigration paperwork, housing, office space, etc.). This staff position serves as the primary liaison with International Services and Programs and other offices across campus as needed. Because of the complicated nature of international programs and our lack of a contact person, paperwork from students has gone to many different locations (ISP, RCOB, Graduate School, Admissions Office, Registrar, etc.). The Director will be the single point for all communications regarding international programs for the College. This will simplify processes and better insure that students and all parties across campus have the needed information and documentation.	1	\$67,301
68	SI 1 and UWG-CCG 12, 16, and 18. Access and Affordability; Quality of Learning	Assistant Professor of Accounting - Accounting was the #7 UWG degree conferred over the last ten years (370 undergraduate degrees, with an additional 92 graduate degrees). The two primary obstacles for many business students are ACCT 2101 and ACCT 2102. Statistical analysis has shown a significant negative correlation between the size of these classes and the percentage of DWFs. An additional faculty member will allow us to offer more sections with fewer students and permanently house a faculty member in the accounting lab. This should increase time to graduation by reducing the number of students who retake the two accounting principles courses.	1	\$153,132
69	SI 1 and UWG-CCG 3,5,8,9,12,14,16, and18.Access and Affordability; Quality of Learning	Assistant Professor of Economics - One of the obstacles to graduation identified is our failure to engage freshmen in the life of the Richards College. The Economics Department is planning for a freshman learning community and an XIDS course targeted to incoming business pre-majors. We believe the new courses and engaging students as early as possible will help students choose their major sooner, avoiding changing majors and taking unnecessary courses. The two goals of these programs are to increase the freshman retention rate of business students and ultimately increasing the graduation rate.	1	\$110,508
70	SI 1 and UWG-CCG 4,5,16 & 18 Access and Affordability; Quality of Learning	Assistant Professor of Nursing - Director of Undergraduate Program- This faculty position will allow the admission of an additional 20 students to the pre-licensure BSN program. UWG has promised that completion of new nursing facilities in both Carrollton and Newnan would permit increased enrollments. Unfortunately, enrollment increases require more faculty if UWG is to maintain the 20 to 1 student to faculty ratio required by the Georgia Board of Nursing. Fall 2013 enrollment figures indicate that pre-nursing/nursing students are the #1 major at UWG. The SON received 437 applications for 120 seats in 2013; this year, the number of applications for the 2014 class is double the number received last year at this time. Funding this position will advance CCG goals by creating more BSN seats for pre-nursing students.	1	\$90,617
71	SI 1: Student Support	Writing Associate - Nursing. This position is critical to assist graduate students to develop their scholarly writing skills and to increase retention and graduation in the online EdD in Nursing Education program.	1	\$39,634

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List in Order of Priority				
72	SI 1: Access and Affordability; Quality of Learning	Assistant/Associate Professor of Nursing - This new faculty position request for the EdD Program in Nursing Education allows UWG to maintain enrollment at 15 admissions per year and address the nurse faculty shortage in Georgia. By preparing more doctoral level nursing faculty, UWG institutions will be able to admit more qualified undergraduate nursing students, reduce pre-nursing backlogs, facilitate graduation, and provide high quality education. It also provides an additional faculty member greatly needed to direct dissertation research in innovative pedagogy for the preparation of nurses for 21st century practice.		\$90,617
73	SI 1 and UWG-CCG 3,5,8,9,12,14,16, and 18. Access and Affordability; Quality of Learning	Assistant Professor of Geosciences - The faculty member selected for this position will in addition to research and teaching have an extensive role in UWG-CCG. Strategy 9 (shorten time to degree/Early Alert) will be addressed explicitly: In one of the 74 seat Physical Geology classes we have an Early/Alert/Early Intervention system that alerts and opens a dialog with students in danger of making a D/F grade in lecture (GEOL 1121) or lab GEOL 1121L). This new faculty member will do early intervention and quantify its effectiveness. Once the Early/Alert/Early Intervention system is refined it will be applied to all Geography and Geology core classes. UWG-CCG Strategy 14 (Shorten time to degree/Develop and Implement consistent academic advising practice) and Strategy 16 (restructuring instructional delivery: reward excellence) will also be addressed. This request also supports USG Strategic Imperatives one and two.		\$66,400
74	CCG 9 and 14; USG 1	Associate Director of Orientation --Orientation of new students is one of the most important aspects of the entering student process. More support is needed to provide excellent service to students and parents throughout the Orientation process. This position would provide additional administrative support and allow us to expand services to parents, and to create an online Orientation program for Adult students.	1	\$65,000
75	USG 1; CCG 4	Counselor - With our current student population, the counselor-to-student ratio is under best practice. We have a 2-week wait for students to see a counselor, and additional support is needed to adequately service our students.	1	\$50,000
76	USG 1 and 3	University Events Calendar Manager - UWG has had Active Data Calendar for two years. There is no central organization of the calendar, and therefore, we have experienced disorganization and have not been able to take advantage of all of the benefits of the calendar. It is one very important way for us to communicate events and show vibrancy of campus life. Central coordination is key to overall organization.	1	\$45,000
77	CCG 1, 9, and 14; USG 1 and 3	Enrollment Technology Support --Technology systems are getting more and more complex. Beyond the normal ITS support functional areas within Student Affairs, and especially the Registrar's office, staff is needed within the office to maximize use of existing technology; train other staff on the functionality of software; and work closely with ITS to utilize the technology to its fullest. This position will compliment ITS but have expertise in the functional area of Registration and Degree Audit technology (Banner and Wolf-watch) as well as provide support for USG systems and IPEDS reporting.	1	\$60,000
78	CCG 1, 9, and 14; USG 1 and 3	Enrollment Services Customer Service Representative --Providing direct service to students impacts their experience and supports their success. An additional customer service (front desk) position in the ESC will allow us to provide even more excellent and timely service for students and eliminate lines during key times of the term.	1	\$41,000
79	CCG 14; USG 1	Peer Advisors --The Advising Center has gone to a new model of advising that is more intrusive and utilizes professional advisors' time more efficiently. In such, there is a need to develop a cadre of trained upper-class students who can function as Peer Advisors to help students schedule and register for the classes that students have been advise to take. This money will pay for a highly-trained group of students to assist other students navigate the registration process and learn technology systems (BanWeb, Wolf Watch, GradesFirst).		\$10,000
80	CCG 8 and 9; USG 1	FYP Fully Fund Faculty and Staff Instructors --First Year Programs have expanded and this area is in need of additional resources to fully-fund salaries for faculty and staff contract extensions to do this work. Most first year programs are shown to help increase retention, and this funding will assure that we continue to attract and retain quality faculty and staff to provide leadership to these programs.		\$20,000

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81	USG 1	Center for Diversity and Inclusion Peer Mentors --Students of color engage with mentorship programs at a high rate, and they have been shown to help increase retention, progression, and graduation of the students they serve. This funding will allow two minority mentorship programs to pay student mentors instead of relying on volunteers who are not as reliable.		\$10,000
82	USG 3	SAFBA Budget Manager -In FY14 the Student Activity Fee Committee voted to hire a budget manager due to the complexity of the multiple budget departments funded from Student Activity Fees. We would prefer to use Student Fee money exclusively to provide student programming. Funding this position gives us the ability to move those funds back into programming.	1	\$45,000
83	SI 1: Access and Affordability; Quality of Learning	Assistant Professor of Instruction Service - Instructional Services Librarians provide information literacy and research instruction via the following: teaching LIBR 1101, a 2-hour Core class in Area B (proposed as a 3-hour class 2013) and information literacy classes by instructor request; serving as liaisons to academic departments, providing library instruction, collection development and faculty support; providing reference services (face-to-face and via chat); and providing specialized instruction to support upper level and graduate programs. Library faculty taught 79 instructional sessions reaching 1191 students	1	\$86,641
84		Admissions - Events and Receptions		\$14,000
85		Admissions - Comprehensive Search Communication Campaign		\$45,000
86		Admissions - National Fairs		\$7,400
87		Admissions - Additional Student Assistants to support recruitment		\$7,500
88		Career Svcs - Training and Professional Development		\$16,000
89		Financial Aid - Training and Professional Development		\$15,000
90		CSI - Online Student Organization DB		\$20,000
91		CSI - Graduate Student for Community Service		\$7,200
92		Counseling - Assistive Technology		\$10,000
93		Counseling - Cognito Fac/Staff Training		\$10,000
94		FYE - Diversity Peer Education		\$10,000
95		CDI - Diversity Peer Education		\$5,000
96		Financial Aid - SEOG Match		\$100,000
97		Housing & Residence Life - Residential Peer Mentoring Pgm		\$60,000
98		UREC - Operations Position		\$60,000
		Total Tier 3		\$4,071,436

Total Requested	\$5,788,016
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