WHERE ARE WE?
A STATE OF THE COLLEGE REPORT
GRAND OPENING OF THE HUMAN CLINICAL RESEARCH FACILITY (HCRF)

April 11, 2017

Housing the Center for Translational Research in Aging and Longevity (CTRAL) and the Exercise & Sports Nutrition Lab (ESNL)
NEWS

- U.S. News and World Report
  - Our college is 38th in the nation among education graduate schools
  - Special Education graduate program ranked 21st
- We are 1 of 10 university partners in the state with the Raise Your Hand Texas Foundation;
  - Goal is to provide $50 million in scholarships for students committed to a career in teaching
  - Our focus is on Special Education
- Plans for the move of HLKN to Gilchrist are well underway.
  - New shared wet lab space
  - 3 new large classrooms
FACULTY & STAFF AWARDS

- Tim Elliott - 2017 Texas A&M Association of Former Students Distinguished Achievement Award for Research
- Mary Alfred – Inducted in the International Adult and Continuing Education Hall of Fame
- Fred Nafukho – Carnegie Fellowship to Kenya
- Cheryl Craig – Brandon University’s outstanding alumni award
- Chris Bergeron – President-elect of the National Dance Society
- Natasha Brison – 2017 Lori K. Miller Professional Award by the Sport and Recreation Law Association
- Paul Batista – Texas A&M Faculty Athletic Representative
- Alexandra Pooley – Young Dance Professional Award of the Year
- Christine Stanley – award named after her by the Professional and Organizational Development Network in Higher Education
- Daniel Bowen - University of Notre Dame’s Michael Pressley Award for Promising Scholar
- Dan Gomez – President of the National Collegiate Judo Association
- Pat Larke – 2016 Lifetime Achievement Award from the Texas Chapter of the National Association for Multicultural Education
MORE FACULTY & STAFF AWARDS

- **Norvella Carter** – 2016 Multicultural Education Award by the TX Chapter of the National Association for Multicultural Education
- **Glenda Musoba** – secretary of the Council on Public Policy in Higher Education
- **Harriett Smith** – 2016 Adult Education Administrator of the Year Award
- The **ENTIRE UNDERGRADUATE ADVISING TEAM IN THE DEPARTMENT OF HEALTH & KINESIOLOGY** was recognized with the 2017 Advising Team award by the Texas A&M Undergraduate Advisors and Counselors Awards Committee.

- Faculty elected to Fellows Status
  - **SUSAN BLOOMFIELD** – National Academy of Kinesiology
  - **GEORGE CUNNINGHAM** - National Academy of Kinesiology
  - **BEVERLY IRBY** - International Society for Design and Development in Education
  - **R. MALATESHA JOSHI** – American Educational Research Association
  - **RICK KREIDER** – National Academy of Kinesiology
  - **DALUN ZHANG** - American Association of Intellectual and Developmental Disabilities
  - **IDENTHIA (SHEVON) HARVEY** – Gerontological Society of America, Behavior and Social Sciences
FACULTY AFFAIRS
NEW ADMINISTRATIVE TEAM MEMBERS

- Interim Department Head, Educational Administration and Human Resource Development (EAHR) – Mario Torres
- Associate Dean for Academic Affairs – Beverly Irby
- Director, Byrne Student Success Center - Kelley O’Neal
- Associate Dean for Faculty Affairs – Fred Nafukho
- Department Head for Health and Kinesiology – Melinda Sheffield-Moore
- Executive Director, Human Clinical Research Facility – Rick Kreider
- Many thanks
  - George Cunningham Associate Dean for Academic Affairs (2012-2017)
  - Mary Alfred Executive Associate Dean for Faculty Affairs (2009-2017)
  - Rick Kreider, Department Head Health and Kinesiology (2008-2017)
  - Fred Nafukho, Department Head Educational Administration and Human Resource Development (2009-2017)
NEW FACULTY HIRES:

- Assistant Professor in Learning Science – Jeffrey Gagne
- Assistant Professor in Research Methodology and Statistics – Christopher Thompson
- Assistant Professor in Research Methodology and Statistics – Eunkyeng Baek
- Assistant Professor in Research Methodology and Statistics – Idean Ettekal
- Associate Professor in Technology Management – Michael Workman (coming Fall 2018)
- Clinical Assistant Professor in Physical Education – Jiling Liu
- Department Head for Health and Kinesiology – Melinda Sheffield-Moore
- Assistant Professor in Special Education – Carly Gilson
- Professor in Science Education – Joanne Olson
- Professor in Science Education – Michael Clough
- Clinical Assistant Professor in Literacy & Reading – Sam Von Gillern
- Assistant Research Scientist HLKN – Tray Wright
- Instructional Assistant Professor, PEAP – Sara Safdari
APPROVED SEARCHES 2017-2018

- Assistant/Associate Professor in Special Education
- Assistant/Associate Professor in School Psychology
- Assistant Professor in Culture and Curriculum Studies/Multicultural Foundations of Teaching
- Assistant Professor in Literacy/Reading
- Assistant Professor in Literacy/ESL
- Clinical Assistant Professor in Technology Management
- Assistant Professor in Technology Management
- Assistant Professor in Technology Management
- Clinical Assistant Professor/Clinical Associate Professor of Practice in Educational Administration
- Assistant Professor in Health Education
- Assistant Professor in Sport Management
- Assistant Professor in Kinesiology (2, though one will be delayed until next year)
- Department Head Search for Educational Administration and Human Resource Department
We seem to have figured out effective enrollment management strategies to control our undergraduate growth and target where we want to grow.

 Appropriately, our masters programs are growing nicely and the PhD enrollment continues to fall. We will continue to discuss “right sizing” PhD/EdD programs for the number of available faculty.
COMPETITIVE GRADUATE FELLOWSHIP PROGRAMS

- **CEHD Strategic Research Awards**
  - Established in 2011
  - 11 recipients for 2017-2018
  - One-year graduate assistantship-research (GAR), allowing student to devote time to work with their advisors on high-impact research activities.

- **CEHD Graduate Merit Awards**
  - Established in 2016
  - 7 recipients for 2017-2018
  - Used to attract top graduate students who match the demographic character of Texas with a preference given to those who plan on entering the professoriate
  - Three year commitment at $25,000/year
  - Work as a Graduate Assistant-Research on a faculty project during the first year of their program with support from the Dean’s office. The supporting department or PI is then responsible for providing an assistantship or equivalent form of support for two (2) more years
  - Counting the tuition waiver, the three year award totals $700,000
# Proposals submitted by CEHD Faculty in AY 2017: 236 [2015: 132; 2016 195]

% of proposals supported by CERD office:
57% full support; 9% partial
NOTEWORTHY NEW AWARDS SINCE SEPT 1, 2017

$30,088,018 in New Funding

**Educational Psychology**

Rafael Lara-Alecio  
US Department of Education  
$12,000,000  
*includes faculty from EAHR and TLAC

Cheryl Grenwelge  
Texas Council for Developmental Disabilities  
$3,746,270

**Educational Admin & HR**

Jean Madsen  
Kellogg Foundation  
$1,493,754  
*includes faculty from TLAC

Luis Ponjuan  
Greater Texas Foundation  
$653,757
NOTEWORTHY NEW AWARDS SINCE SEPT 1, 2017

**Teaching, Learning and Culture**

Noboru Matsuda  
National Science Foundation  
$566,000  
*includes faculty from Veterinary Biosciences

Mary Margaret Capraro  
Texas Workforce Commission  
$141,141

**Health & Kinesiology**

Whitney Garney  
American Heart Association (CDC)  
$430,596

Kelly Wilson  
US DHHS – Office of Adolescent Health  
$1,500,000
R&D Outreach Services

- Connect your project with willing school or community partners
- Share your results with partners
Assoc. Dean for Research:  Dr. Sue Bloomfield  sbloom@tamu.edu

Asst. Director
Windy Hollis Turner, whollis@tamu.edu

Outreach Coordinator
Amy Jurica Hinnant, aggieamy@tamu.edu

Research Development Officers
Jesús Palomo, jpalomo@tamu.edu
[Hiring in progress for 2nd RDO]

Post-Award Business Staff
EPSY – Clayton Holle**, cholle@tamu.edu
EAHR – Mary Seifert, mseifert@tamu.edu
HLKN – Pam Parks, parksp@tamu.edu
TLAC – Adriana Burnett, adrianab@tamu.edu
[5th Bs Coordinator hire in process]

**Head of R&D Business Staff
DEVELOPMENT UPDATE
Texas A&M Lead by Example National Campaign

- [http://leadbyexample.tamu.edu/](http://leadbyexample.tamu.edu/)
- Overall campus goal is $4.0 billion
- CEHD goal 32 million
  - Last campaign raised 20.7 million
  - Current Total 28.2 million

88% of goal

Campaign ends 2020

Raised $6.5mil this year (including private grants for research)
### CEHD ENDOWMENTS AND GIVING
- BY THE NUMBERS -

#### CEHD Giving by FY (July 1-June 30)
(excludes private grants for research)

<table>
<thead>
<tr>
<th>Year</th>
<th>Giving amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$3,371,691</td>
</tr>
<tr>
<td>2014</td>
<td>$1,717,233</td>
</tr>
<tr>
<td>2015</td>
<td>$705,825</td>
</tr>
<tr>
<td>2016</td>
<td>$10,771,313</td>
</tr>
<tr>
<td>2017</td>
<td>$3,608,108</td>
</tr>
</tbody>
</table>

**3-year average**: $4,530,806

**5-year average**: $3,736,268

#### CEHD Endowment Levels
(Fiscal Year (July 1-June 30))

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Scholarship and Grad. Fellowship Endowments</td>
<td>71</td>
<td>79</td>
<td>86</td>
<td>96</td>
<td>107</td>
</tr>
<tr>
<td># of Endowed Chairs</td>
<td>10</td>
<td>10</td>
<td>11</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td># of Faculty Fellowships</td>
<td>4</td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
</tbody>
</table>
OUR NEWEST ENDOWED SCHOLARSHIPS/FELLOWSHIPS/OTHER FUNDS
(AUGUST 15, 2016-PRESENT)

- Shirley and Joe Swinbank ’74/Sprint Waste Dean’s Education Scholars Award (Given by Shirley and Joe Swinbank ‘74)—support two students on a four-year scholarship pursuing a degree leading to teacher certification from Fort Bend and Montgomery Counties

- Transforming Lives Dean’s Education Scholars Award (given by anonymous)—four year scholarship for students pursuing a degree leading to teacher certification in a high-need field

- Deborah A. ‘73 and James E. Robertson ‘70 Endowed Scholarship (Given by Deborah and James Robertson)—support students pursuing a degree leading to teacher certification

- Jerry and Steven Reid ‘59 Texas A&M Coaching Academy Endowment (given by Jerry and Steven Reid)—to support the operations of the TAMU Coaching Academy

- Martha Muckleroy ‘94 Camp Adventure Endowed Scholarship (various donors)—benefitting students pursuing physical education teacher/coach degree
NEW ENDOWMENTS CONT.

- **Jimmie Lee Wright Scholarship** (Given by Jill ‘83 and Edwin J. “Joe” Wright ‘82)—to support students pursuing teacher certification in Special Education

- **H. “Malcolm” Stewart ’73 Endowed Global Study Scholarship** – support global study experiences for students pursuing a degree in the College of Education and Human Development

- **Aggie Educator Network Endowed Scholarship** (Given by Janine Morris ’78 and Kerry Comeaux)—benefitting students from Harris, Galveston, or Brazoria Counties intending to become teachers

- **Dr. Wayne ’86, Paige ’86, Wesley ’11, Krystin ’12 and Jean ‘15 Deason Endowed Scholarship** (given by Dr. Wayne and Paige Deason)—benefitting students pursuing degrees from one of three colleges: Education and Human Development, Engineering, Agriculture and Life Sciences

- **Dr. James B. “Jim” and Erin Kracht CEHD Guest Lecture Endowment**—support guest lectures and associated costs

- **Pamela D. ’88 and Richard V. Wolf ‘88 Scholarship Fund**—support students pursuing special education teaching certification during their student teaching semester
ADDITIONS TO ENDOWMENTS OR OTHER LARGE GIFTS ($25,000+)

- H. “Malcolm” Stewart ‘73—TAMU CEHD Dean’s Excellence Fund
- H. “Malcolm” Stewart ‘73—Thomas Gaddis Girl’s STEM Camp Scholarships; Youth Adventure Program (YAP) Scholarships
- Mary and Gordon Gibson ’55—Addition to Glenn G. Gibson and Sharon L. Gibson Scholarship
- Sue Ellen Miner ‘81 and Phil Miner, III ’80—Creation of the “Problem Posing for Elementary Mathematics Pre-Service Teachers” fund in TLAC
- Carolyn Lohman—Support for Lohman Learning Community
- Addition to Reta Haynes Dean’s Chair—support dean’s college-level initiatives to seed new research, collaborative efforts, transformational learning experiences and new academic programs
NEW PLANNED/ESTATE GIFTS
AUGUST 15, 2016-PRESENT

- **Debbie and Mike Hilliard ’73**—creating the following for the benefit of the Huffines Institute for Sports Medicine and Human Performance:
  - Debbie and Mike Hilliard ’73 Discussion (currently known as the Huffines Discussion)
  - Debbie and Mike Hilliard ’73 Huffines Scholars
  - Debbie and Mike Hilliard ’73 Huffines Institute Endowed Chair
- **Deborah V. “Debbie” ‘74 and Charles R. “Chuck” ‘74 Gallaway**—Gallaway Scholarship Endowment in Education and Human Development
UPDATES ON THREE GOALS

- Train more teachers for the state of Texas
- Ensure that students’ learning experiences at Texas A&M are transformational
- Increase the impact of our research on the state, nation, world
Enrollment in Teacher Education Programs Has Remained Steady
PATHWAYS TO TEACHER CERTIFICATION AT A&M

First Time in College
- 4-year scholarships
- Cadet teaching programs
- Signing days with partner districts

Transfer Students
- Already have the passion
- Make it easy
- Consider two year scholarships

Other A&M majors
- Science – Aggie Teach
- Liberal Arts – working on integrating within the undergraduate degree
- Engineering – working on 4+1 option with engineering technology (ETID) degree

Summer Camps
- Reach back to middle and high school
- Integrate information about coming to college
- Add information about our majors – scholarships to attendees?
A TRANSFORMATIONAL LEARNING EXPERIENCE FOR ALL OUR STUDENTS

Goal: A large university that feels small
TRANSFORMATIONAL OPPORTUNITIES FOR STUDENTS

- Transformational Fellows Program
  - Students commit to out of class activities that enrich their learning experiences
  - Fall 2016 – 2 students graduate
  - Spring 2017 – 17 students graduate
  - 65 students in the pipeline

- Study Abroad Educational Opportunities
  - All our experiences are embedded within courses
  - We had 80 students traveling in Fall, 186 in Spring, and 268 this summer (534 total; 8% of our students; university goal is 40%).
    - 23% of these students were first generation; 70% of all students received some type of financial aid
  - The students travel to Europe, Asia, the Middle East, Central America, and the Caribbean.
  - Goals:
    - gain cultural awareness,
    - increase their empathy and perspective taking,
    - adopt a more global worldview,
    - Might also present research or service projects such as working in health clinics, teaching students English, promoting literacy, and teaching STEM education.
FACULTY COMMIT TO TRANSFORMATIONAL LEARNING

- Transforming Lives Faculty Fellows - Commitment to engaging students with transformational learning in and out of the classroom
  - Sharon Matthews (TLAC) – undergraduate peer mentoring group that helps offer peers feedback on their writing and writing habits
  - Michael Sandlin (HLKN) – active in promoting global education all over the world, multiple trips
  - Karen Smith (EAHR) – exceptional classroom instruction, curricular redesign, and internship program coordination
  - Jay Woodward (EPSY) – active in global education, directs the Youth Adventure Program career exploration camp for high school students and involves our own students as camp counselors

- Exemplary Distance Educators – completed Quality Matters training and are prepared to carefully design courses to support learning
  - Glenda Byrns – Educational Psychology
  - Marcia Montague – Educational Psychology
  - Noelle Sweany – Educational Psychology
  - Radhika Viruru – Teaching Learning and Culture
  - Sloan Milstein – Health and Kinesiology
UNDERGRADUATE STUDENT RESEARCH INITIATIVE

- $30,000 annually in CEHD internal funding
- Involves undergraduates in exciting research, while helping boost faculty research productivity

“The work is challenging but I really do believe that I am a better student, a better communicator, and better learner because of it.” – Ashley Rose, USRI Student Mentee
“Being able to work with a faculty mentor on research has been the best opportunity I’ve had at college so far.” – **Devyn Rice**, **USRI Student Mentee**

“The students are actively involved in the data collection process and at the same time are learning valuable skills that they can apply in the workforce once they leave.” – **Dr. Steve Martin**, **USRI Mentor**

Matthew Espinoza working in HLKN with Dr. Steve Martin
INCREASING OUR IMPACT

- **Next Voices of Impact – February 2018**

  "The Voices of Impact Speakers Series is a reflection of the college’s commitment to advancing the current and impactful research of our faculty."

  **JOYCE ALEXANDER**
  Dean of the College of Education and Human Development

- **Summit for Meaningful Impact on Learning and Education**
  - Sponsored by the Center for Urban School Partnerships, Kay Wijekumar, Director
  - Houston, San Antonio, Brownsville
  - An opportunity where school personnel and experts with extensive experience in improving learning in schools will discuss school generated topics.
    - How to improve instruction related to learning in science, social studies, language arts, writing, reading, bilingual learners, etc.
    - What approaches have solid research evidence for use in the classroom
    - Factors that affect the implementations of these instructional programs
INCREASING OUR IMPACT

Raise Your Hand Texas Foundation Launches $50 Million Raising Texas Teachers Program to Elevate Teaching Profession

The Raise Your Hand Texas Foundation announces the launch of Raising Texas Teachers, a program to provide $50 million over the next 10 years in scholarship funding for students committed to a career in teaching, and technical support for premier Texas teacher preparation programs. Over time, the scholarship program will grow to include 500 teaching fellows annually from 10 university teacher preparation programs. The scholarship application process will open fall 2017 and be conducted through the partner universities.

Huffines and Distinguished Lecture Series (HLKN)

- experts in human performance, health education, physical activity, sport management
- Interactive discussions on research and professional experiences
- Students get informed look into the trends and advancements in the field
- Livestreamed to satellite sites across the country
- Students and those watching remotely can send questions via twitter
## INCREASING IMPACT

<table>
<thead>
<tr>
<th>Student Population</th>
<th>Criteria</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fall 2014 Cohort Transforming Lives Data</strong></td>
<td>Retained in same dept in fall 2016</td>
<td>54.93%</td>
</tr>
<tr>
<td></td>
<td>Retained in same college in fall 2016</td>
<td>60.56%</td>
</tr>
<tr>
<td><strong>Fall 2014 Cohort First Generation Excluding Transforming Lives participants</strong></td>
<td>Retained in same dept in fall 2016</td>
<td>34.66%</td>
</tr>
<tr>
<td></td>
<td>Retained in same college in fall 2016</td>
<td>36.52%</td>
</tr>
</tbody>
</table>
RESEARCH ENGAGEMENT THROUGHOUT THE STATE
FROM THE PRESIDENT’S PRESENTATION TO THE BOARD OF REGENTS IN AUGUST 2017
## Productivity Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>2011-12</th>
<th>Current</th>
<th>Current (All)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>50,739</td>
<td>61,307</td>
<td>66,175</td>
</tr>
<tr>
<td>Degrees</td>
<td>11,932</td>
<td>13,948</td>
<td>15,302</td>
</tr>
<tr>
<td>Degrees (UG STEM)</td>
<td>1,775</td>
<td>2,349</td>
<td>2,548</td>
</tr>
<tr>
<td>UG underrepresented</td>
<td>20.2%</td>
<td>26.3%</td>
<td>26.0%</td>
</tr>
<tr>
<td>UG first generation</td>
<td>25.9%</td>
<td>26.0%</td>
<td>25.9%</td>
</tr>
<tr>
<td>First year retention</td>
<td>91.7%</td>
<td>91.1%</td>
<td>90.7%</td>
</tr>
<tr>
<td>Four year graduation</td>
<td>50.9%</td>
<td>56.1%</td>
<td>55.0%</td>
</tr>
<tr>
<td>Six year graduation</td>
<td>80.3%</td>
<td>81.5%</td>
<td>80.3%</td>
</tr>
<tr>
<td>Time to degree</td>
<td>4.3 years</td>
<td>4.1 years</td>
<td>4.2 years</td>
</tr>
<tr>
<td>% students with debt</td>
<td>47%</td>
<td>46%</td>
<td></td>
</tr>
<tr>
<td>Average debt</td>
<td>$22,658</td>
<td>$23,055</td>
<td></td>
</tr>
<tr>
<td>Administrative cost %</td>
<td>4.0%</td>
<td>3.9%</td>
<td>4.4%</td>
</tr>
</tbody>
</table>
Graduation and Persistence

(Main Campus Only)

<table>
<thead>
<tr>
<th></th>
<th>First Year Persistence for Cohort Entering</th>
<th>Six Year Graduation and Persistence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fall 2014</td>
<td>State Avg</td>
</tr>
<tr>
<td>All Students</td>
<td>96.0%</td>
<td>86.9%</td>
</tr>
<tr>
<td>White</td>
<td>97.3%</td>
<td>89.6%</td>
</tr>
<tr>
<td>African-American</td>
<td>91.8%</td>
<td>80.3%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>93.8%</td>
<td>85.5%</td>
</tr>
</tbody>
</table>

Percentages reflect students who started at Texas A&M and persisted, graduated or maintained enrollment at any Texas institution.
# New Goals and Objectives

## Strategic Imperative 1: Transformational Learning

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget Impact</th>
<th>Method of Finance</th>
<th>FTE's</th>
</tr>
</thead>
<tbody>
<tr>
<td>High impact undergraduate learning experiences by 2020</td>
<td>$3.5 M</td>
<td>Designated</td>
<td>10</td>
</tr>
<tr>
<td>• 40% international experience (23% in 2015, 25% in 2016)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 33% undergraduate research (30% in 2015, 31% in 2016)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 45% internships (30% in 2015, 36% in 2016)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degrees awarded by 2020</td>
<td>$7.4 M</td>
<td>E&amp;G Designated (Enrollment Growth)</td>
<td>35</td>
</tr>
<tr>
<td>• 16,500 overall (14,570 in 2015, 15,302 in 2016)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 3,000 STEM (2,290 in 2015, 2,548 in 2016)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classroom technology and innovation (21st Century Classroom Building)</td>
<td>$70.0 M</td>
<td>PUF UAF</td>
<td>N/A</td>
</tr>
</tbody>
</table>

## Strategic Imperative 2: Discovery and Innovation

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget Impact</th>
<th>Method of Finance</th>
<th>FTE's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and offer Engineering-Medicine Program</td>
<td>$1.7 M</td>
<td>E&amp;G Designated</td>
<td>4</td>
</tr>
<tr>
<td>University-wide Entrepreneurship and Innovation (including economic development and technology commercialization)</td>
<td>$36.1 M</td>
<td>E&amp;G CRI Funds AUF</td>
<td>8</td>
</tr>
<tr>
<td>Enhance research through target hires and internal excellence programs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Increase research expenditures to $950 million by 2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>($867 in 2015, $893 in 2016)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Increase faculty membership in National Academies</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
UPCOMING ISSUES FOR 2017-2018

- Discussions about moving away from increasing enrollment
- Opportunities to get involved in the i-school
- Enhancing research expenditures
- Meeting and Raising our Goals for the Lead by Example capital campaign
- Preparing for the Gilchrist move
- Watching the engineering and liberal arts pathways into teaching come to fruition