



Stony Brook University

# ***College of Arts and Sciences Vision***

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

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**Nicole S Sampson, Dean**

**8 May 2023**

**Equity in Social Well-Being**

**Top 25 Public FLAGSHIP  
in 2030**

**Destination for NYS  
Carbon Neutral  
Solutions**

**Ethical and Unbiased  
Artificial Intelligence**

**Heart of the NY/LI Global  
Migration and Diaspora  
Community**

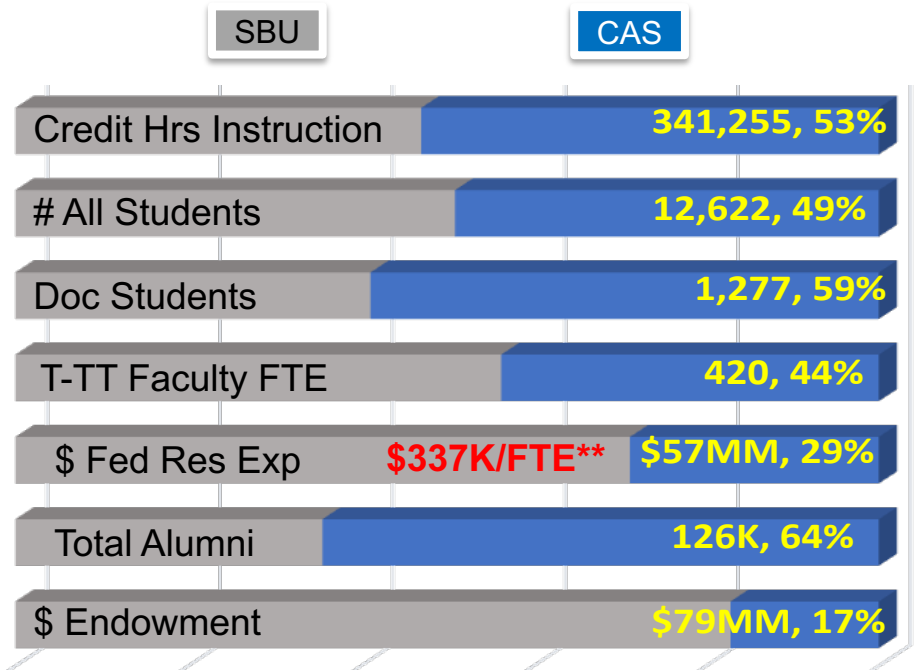
**Quantum Consortium  
Hub of the Northeast**

**Creative Exploration  
of Our Origins**

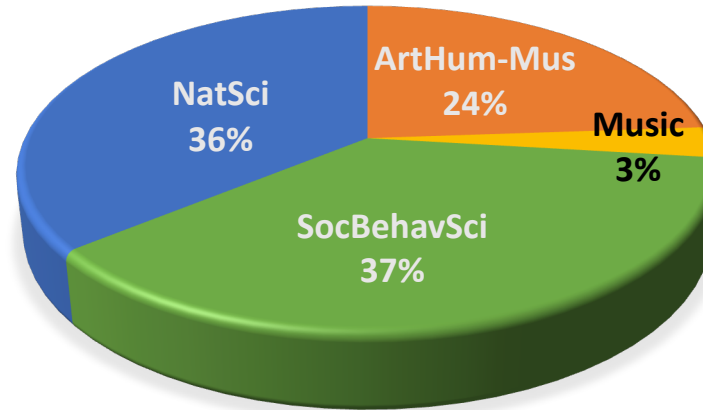
**Digitally and Artistically Intelligent  
Graduates and Workforce**

**FAR  
BEYOND**

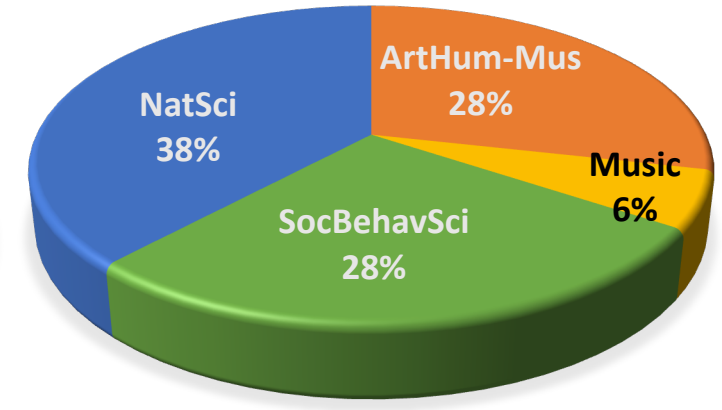
# CAS Core and Strategic Activities 2022



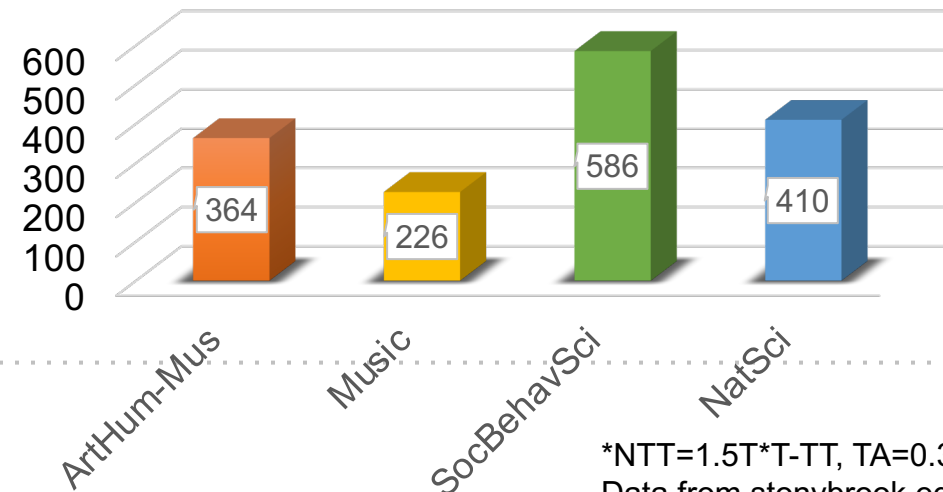
TOTAL CREDIT HOURS



WEIGHTED\* INSTRC FTE (T/TT, NTT, TA)



Total Credit Hours / Weighted\* Instructional FTE (T/TT, NTT, TA)



**Constellations of Strength and Working Group Initiatives Advance CAS Vision & Guide Future Hiring**

**FAR BEYOND**

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

\*NTT=1.5T\*T-TT, TA=0.3\*T-TT  
Data from stonybrook.edu/irpe & SBF

# Our Constellations of Strength Will Address Today's Issues



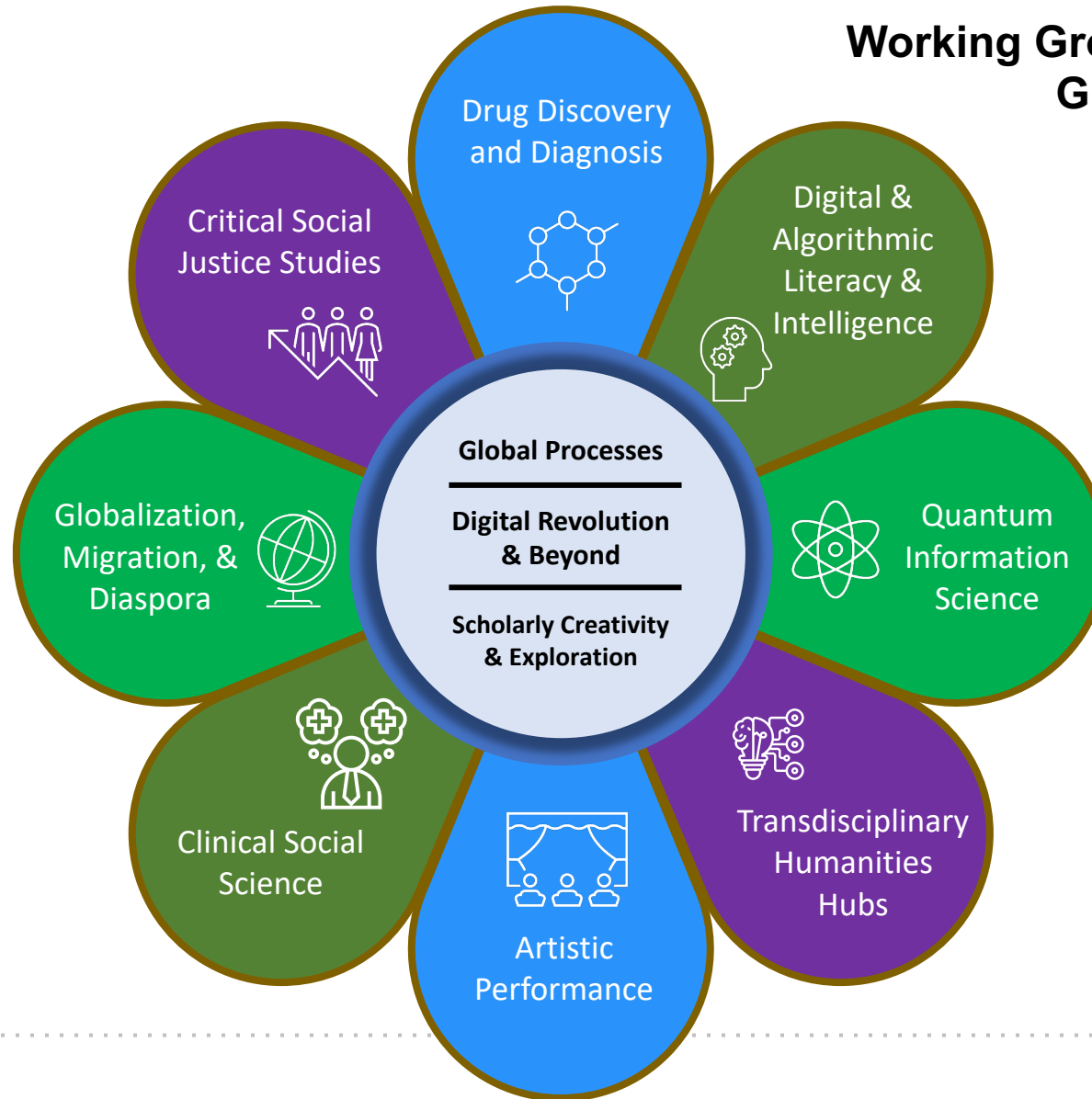
**Quantum Science and Data Literacy**

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

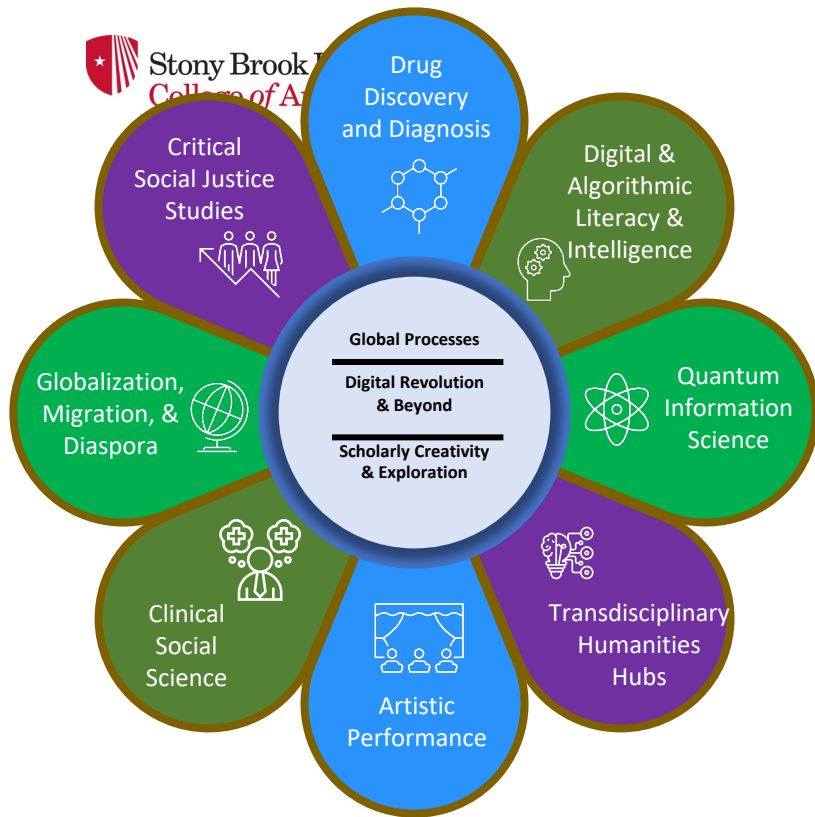
**Incubator of New Ideas for Experimentation**

# Equity in Social Well-Being

## Working Groups Advance CAS Vision & Guide Future Hiring



# Navigating to 2030 – CAS Vision



Realizing Our Goals

Strategic and diverse faculty hires with staff scaffolding

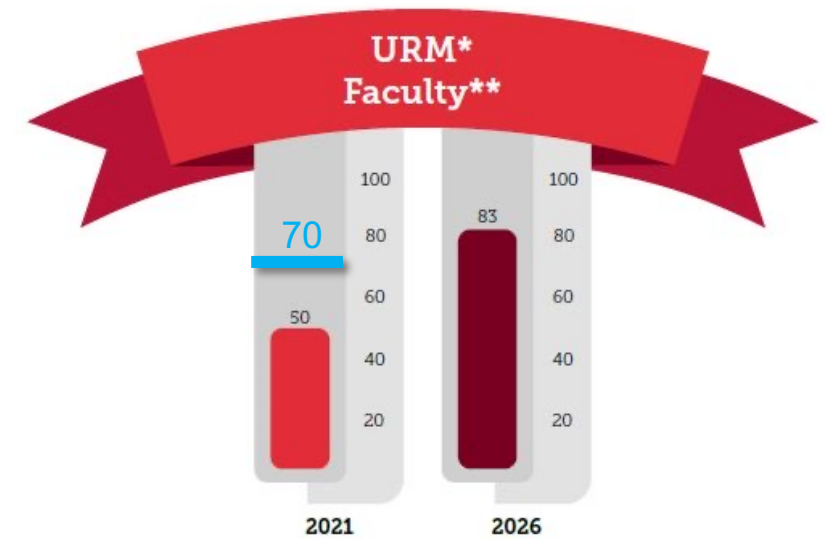
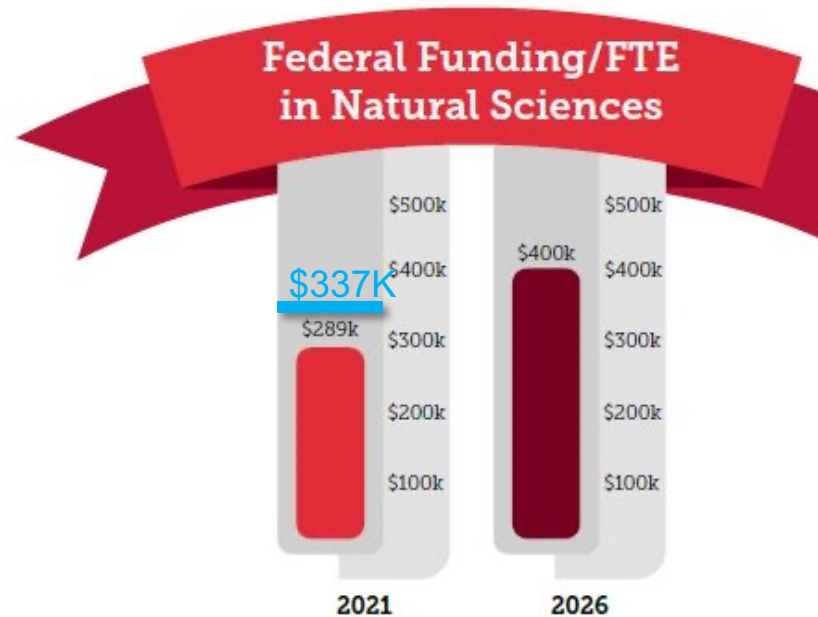
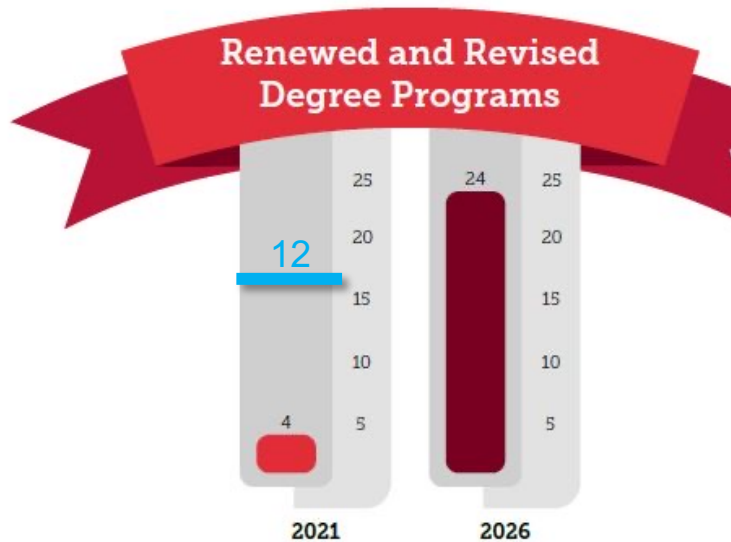
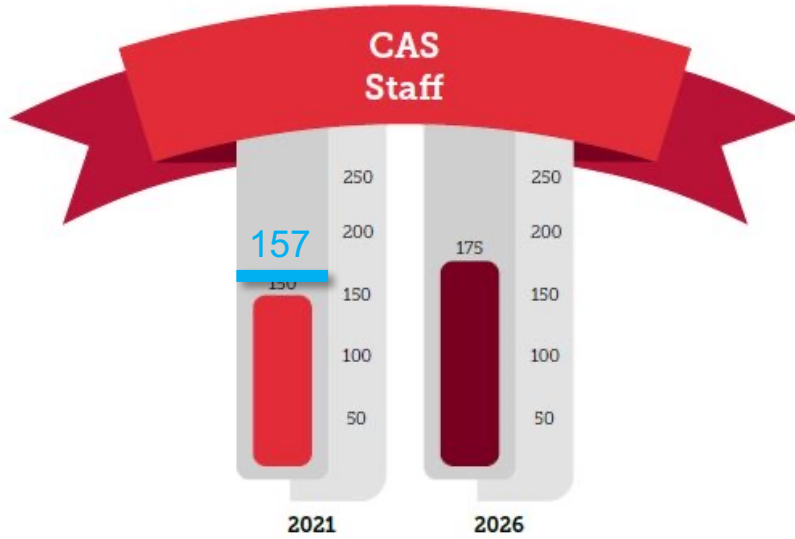
Engaged students in new programmatic / experiential directions

Vigorous and convergent research

Vibrant connections between donors and prospects with our vision

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

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



\* URM: Underrepresented minorities - Black, Latinx, American Indian, Alaskan Native

# Challenges and Opportunities



## Students

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

Student

### **Criteria for Faculty Hiring:**

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

## Faculty

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



Centric

### **Criteria for Staff Hiring:**

- Creating business Hubs for groups of departments
- Staffing support for *All Funds*, including grants and research operations



## Staff

- Complex Hiring Environment
- Professional Development Pathways

Criteria

### **In Anticipation of a Campus Master Plan:**

- Creative solutions for current state to continue operations
- Student-oriented solutions to ensure student success

## Infrastructure

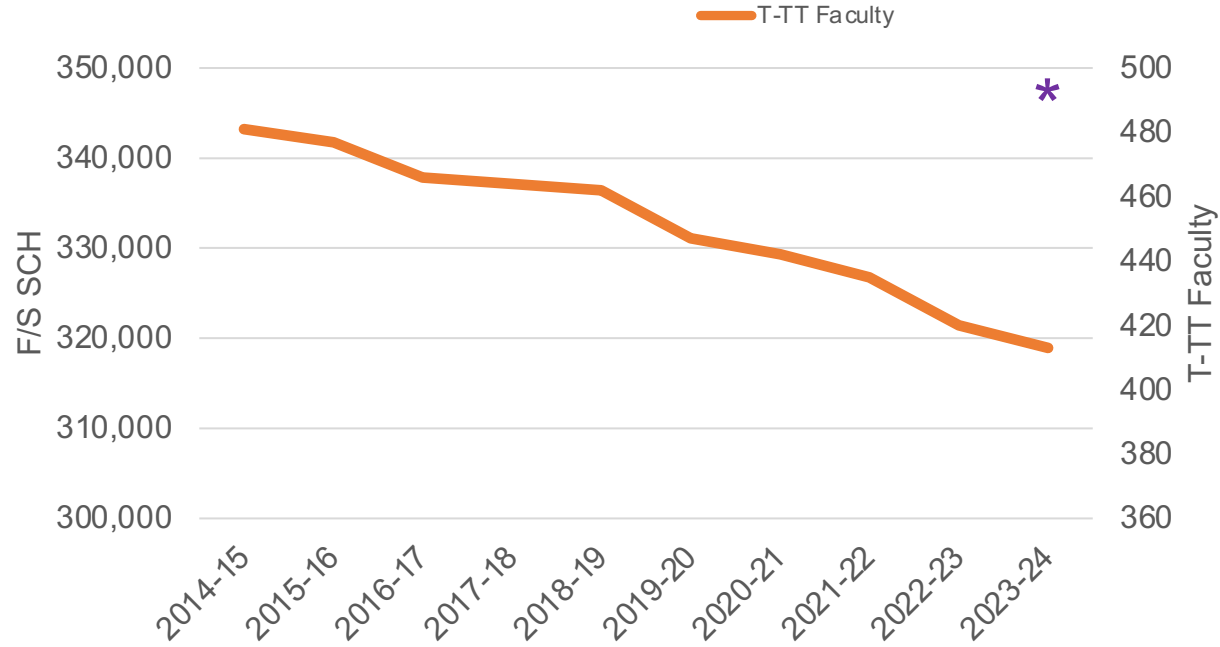
- Classroom Availability
- Lengthy / Costly Lab Renovations
- Building Renovations
- Research Interruptions



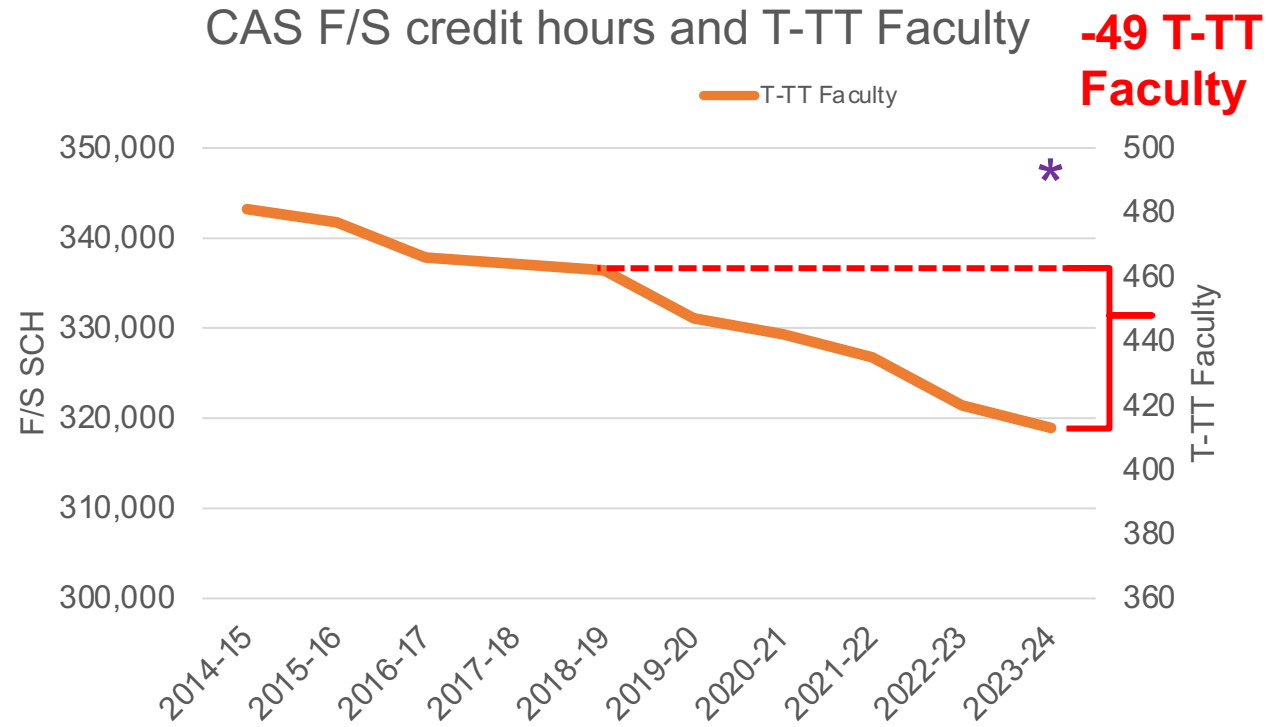


# Attrition vs Activity

CAS F/S credit hours and T-TT Faculty



# Attrition vs Activity

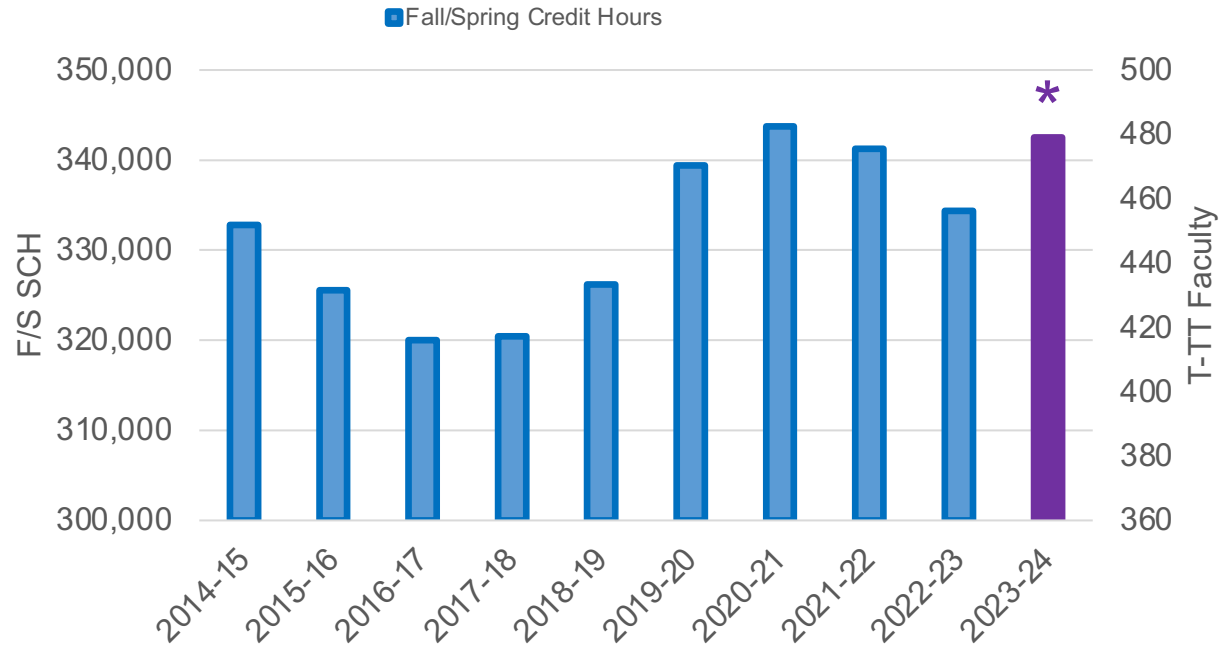


## Over the past 5 years (2018 vs 2023)

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

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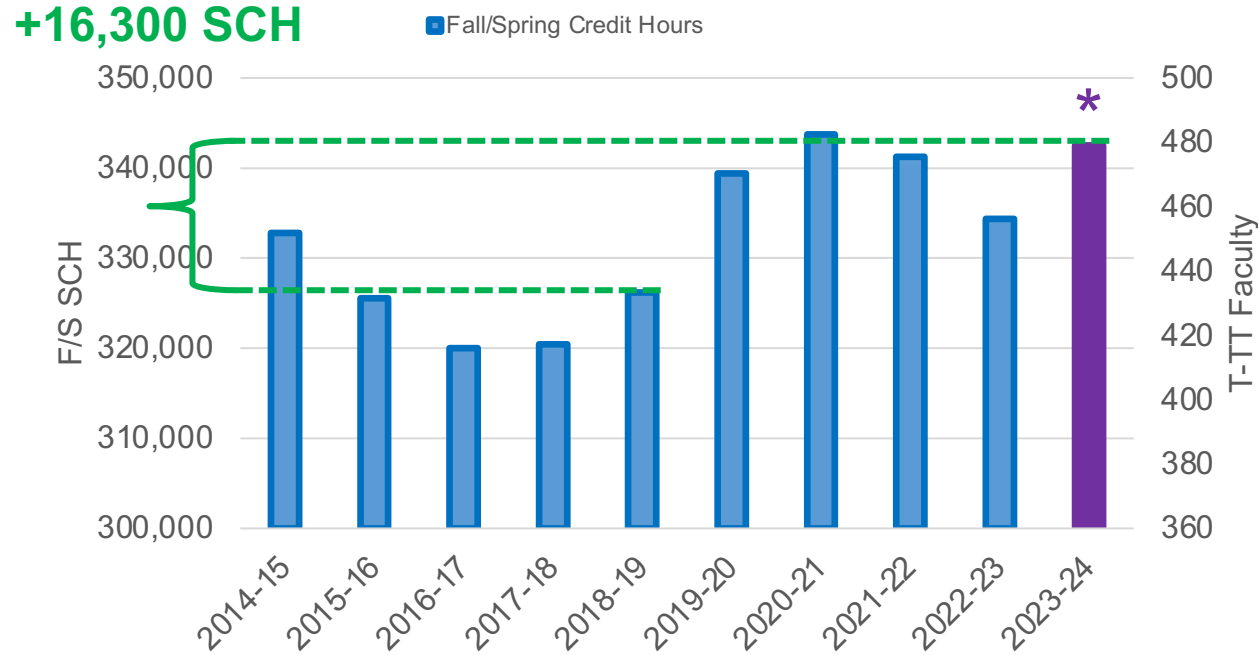
CAS F/S credit hours and T-TT Faculty



**Over the past 5 years (2018 vs 2023)**

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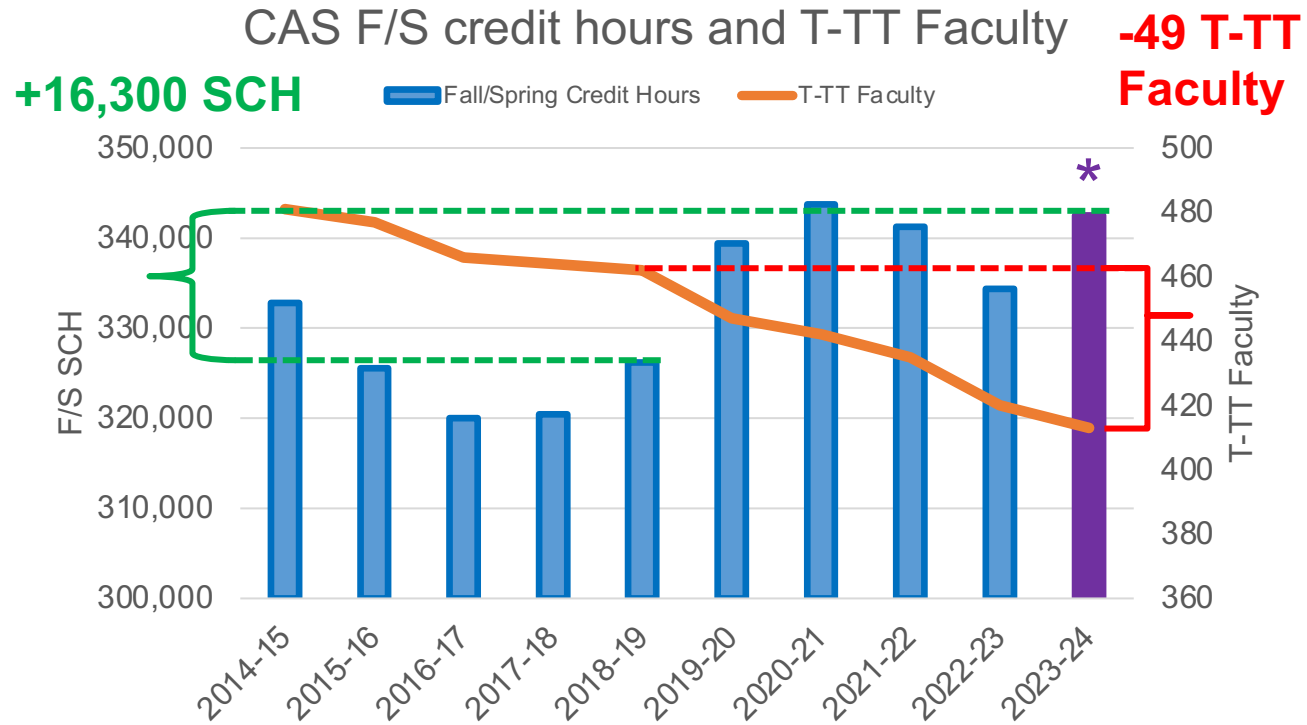
CAS F/S credit hours and T-TT Faculty



## Over the past 5 years (2018 vs 2023)

- student enrollments have grown by **16,300 SCH** (380 majors)

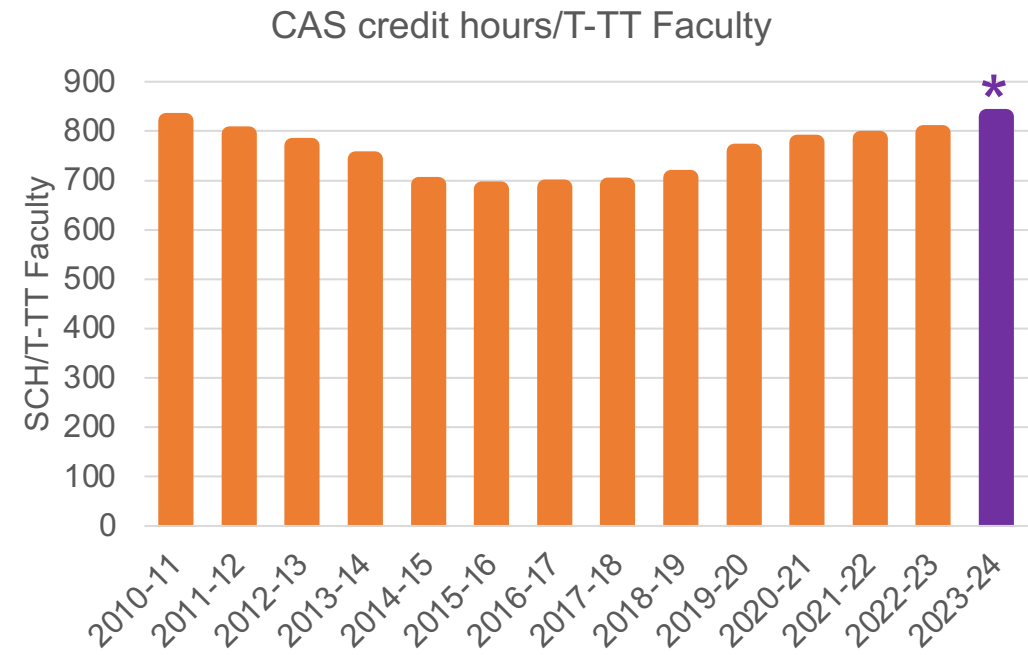
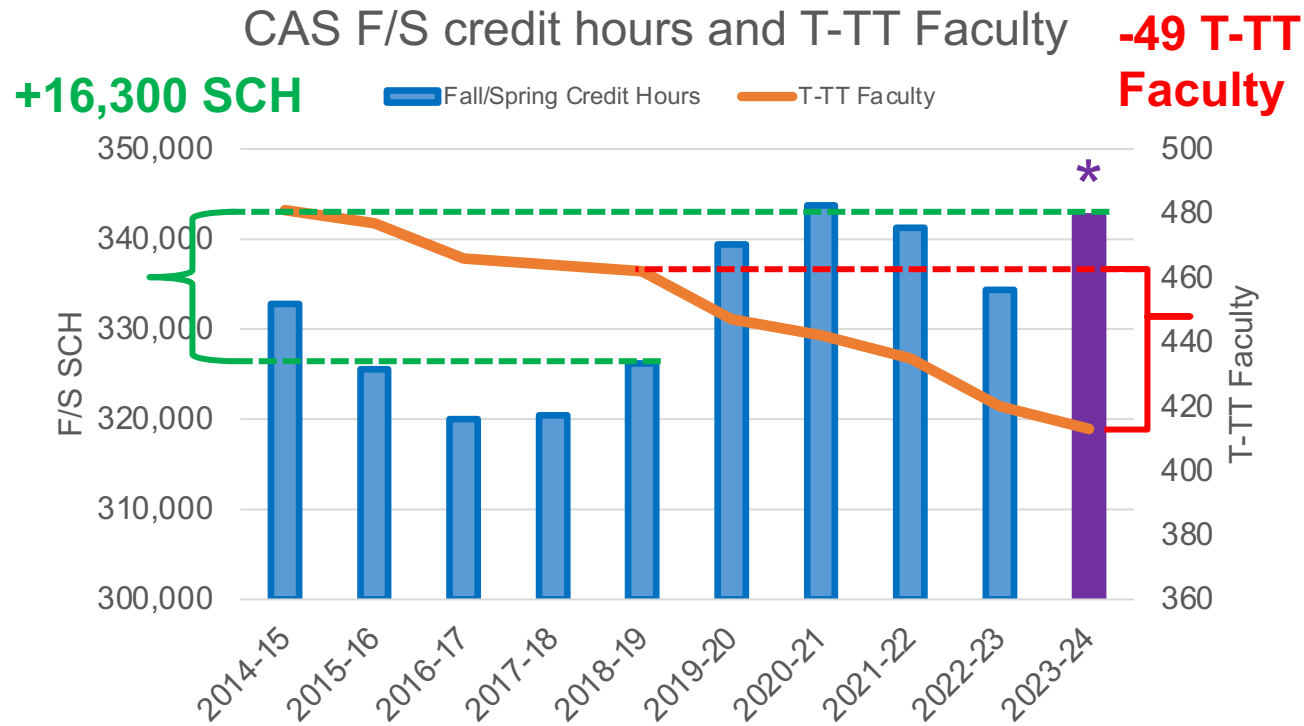
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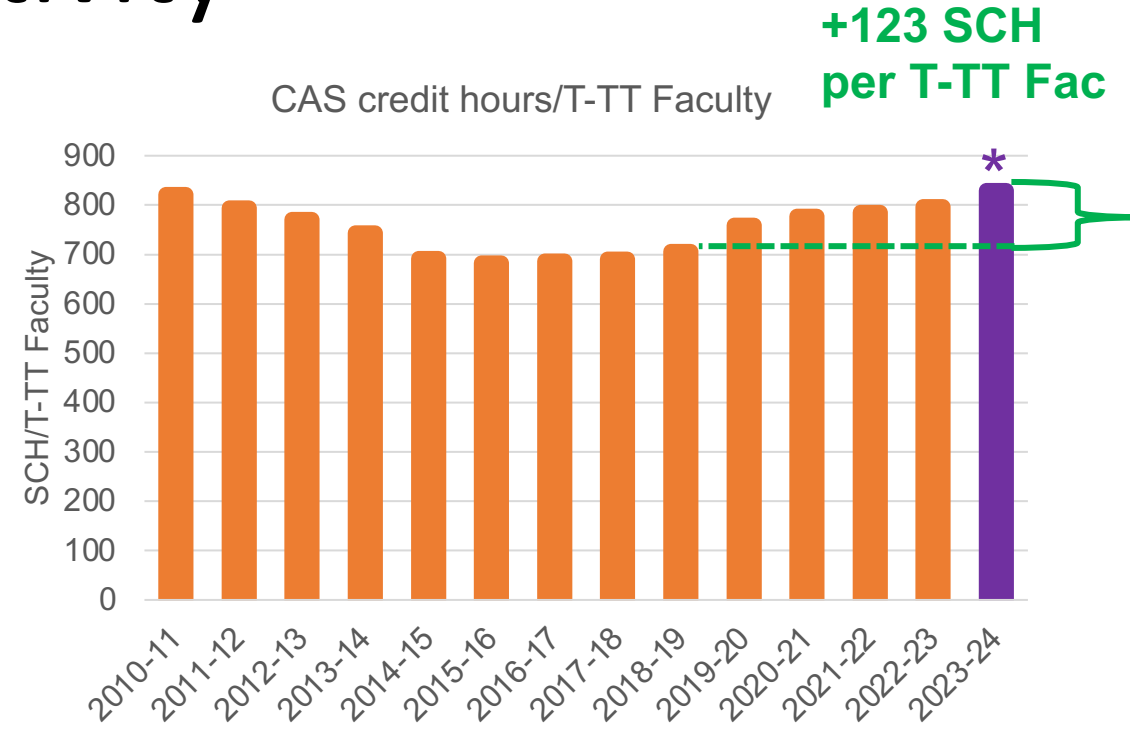
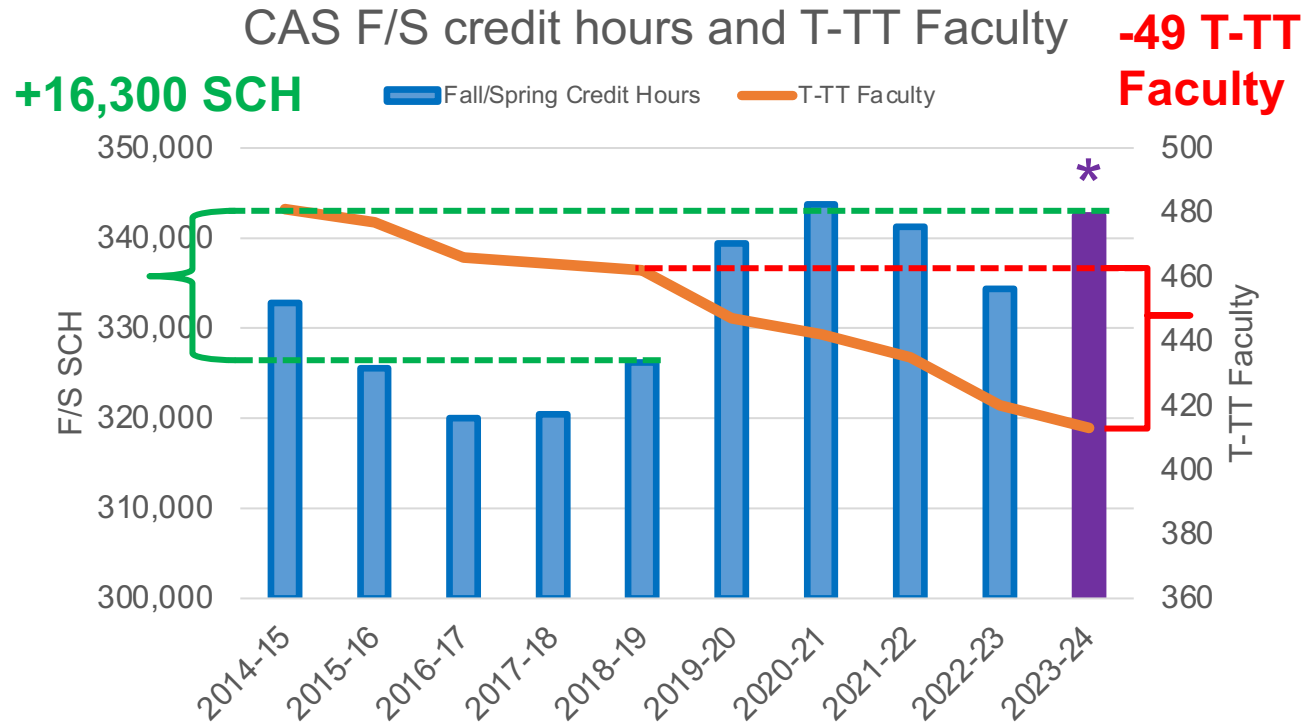
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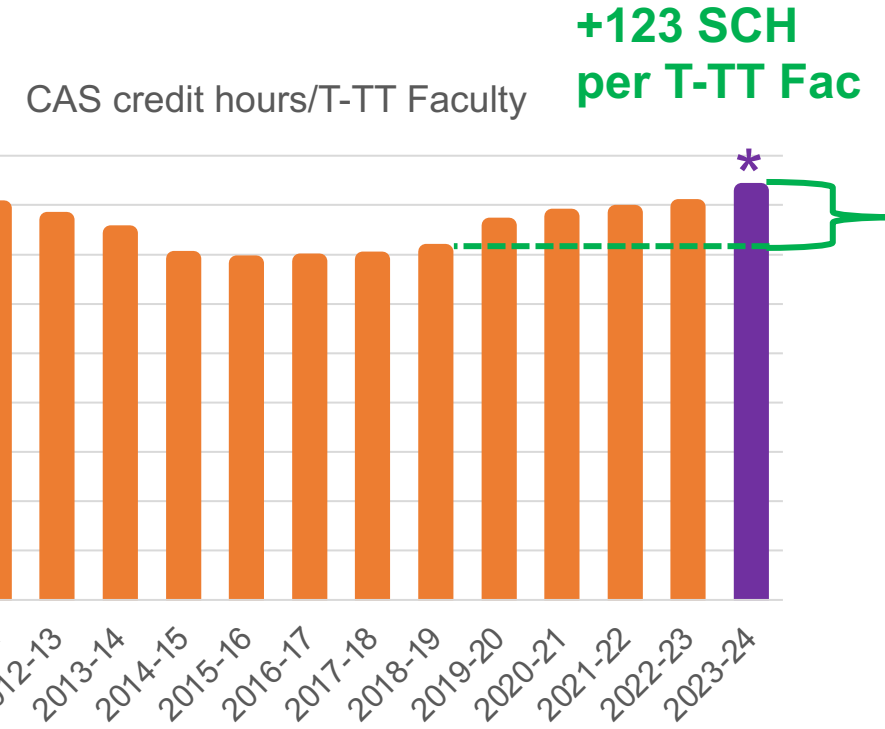
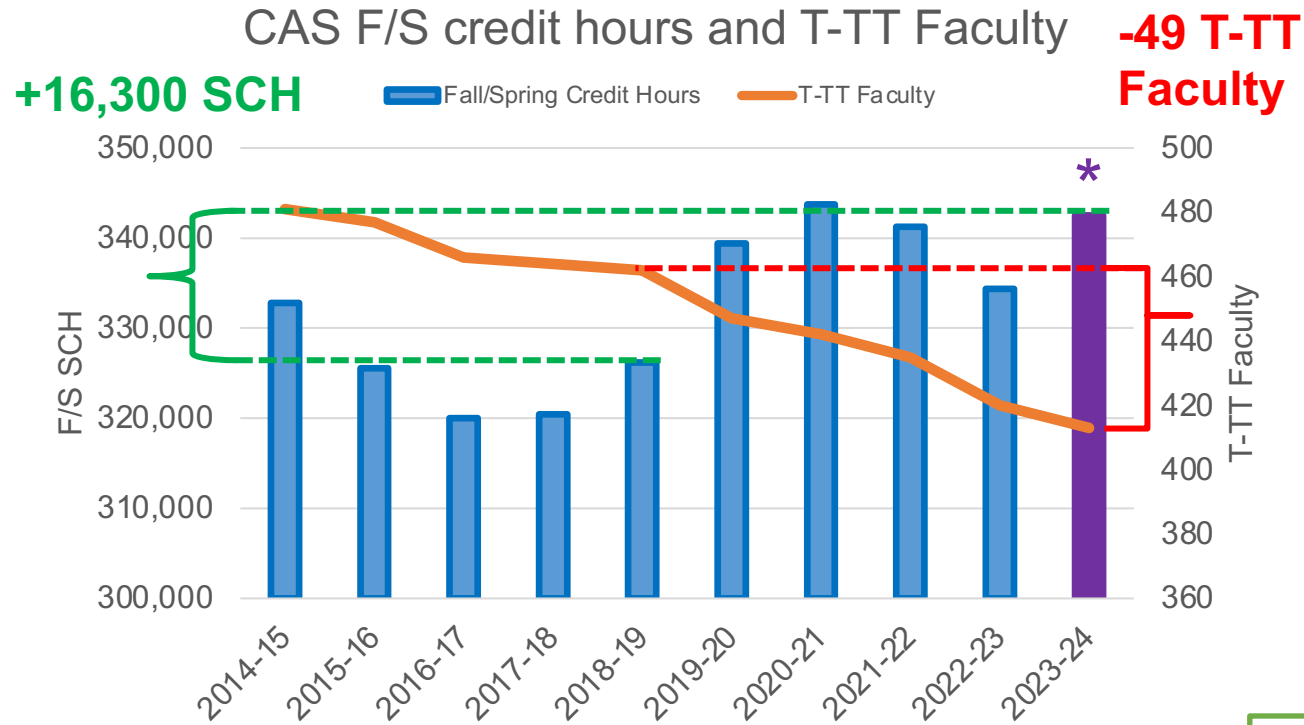
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- Per faculty member enrollments have increased **123 SCH**

**FAR  
BEYOND**

\*2023 is a projection based on 300 student increase and successful searches

# Attrition vs Activity



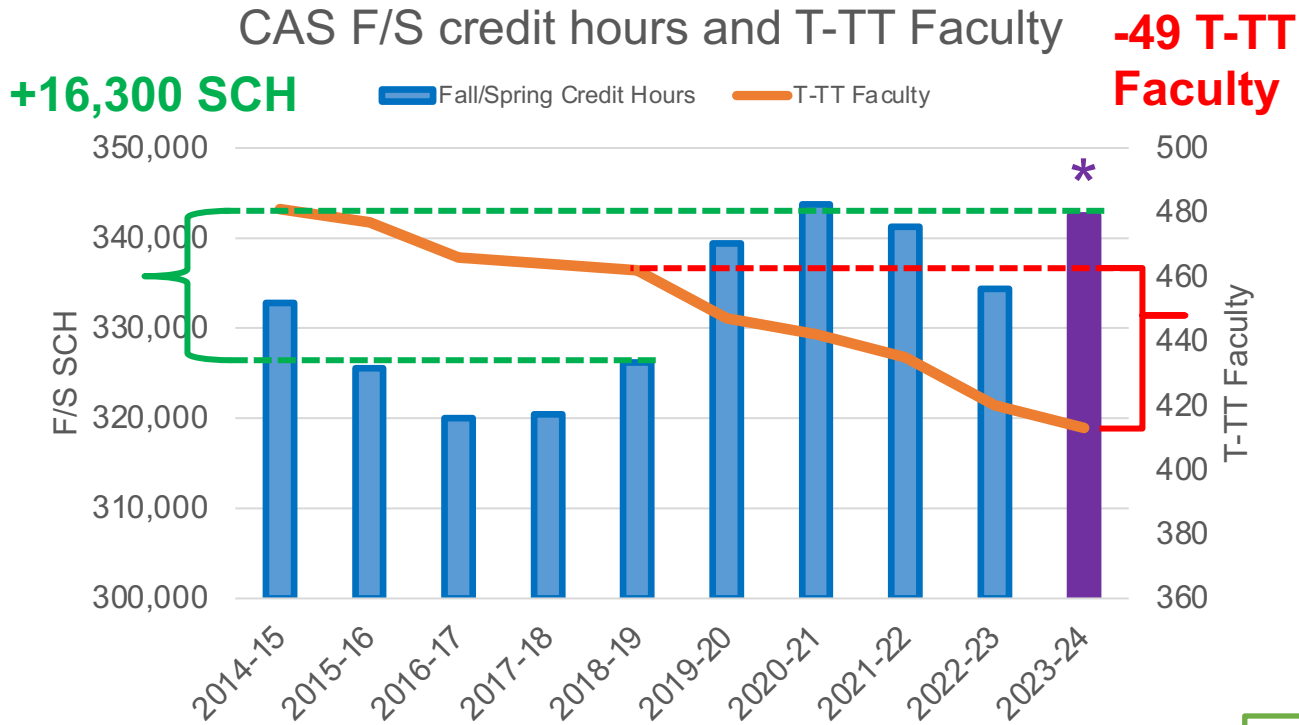
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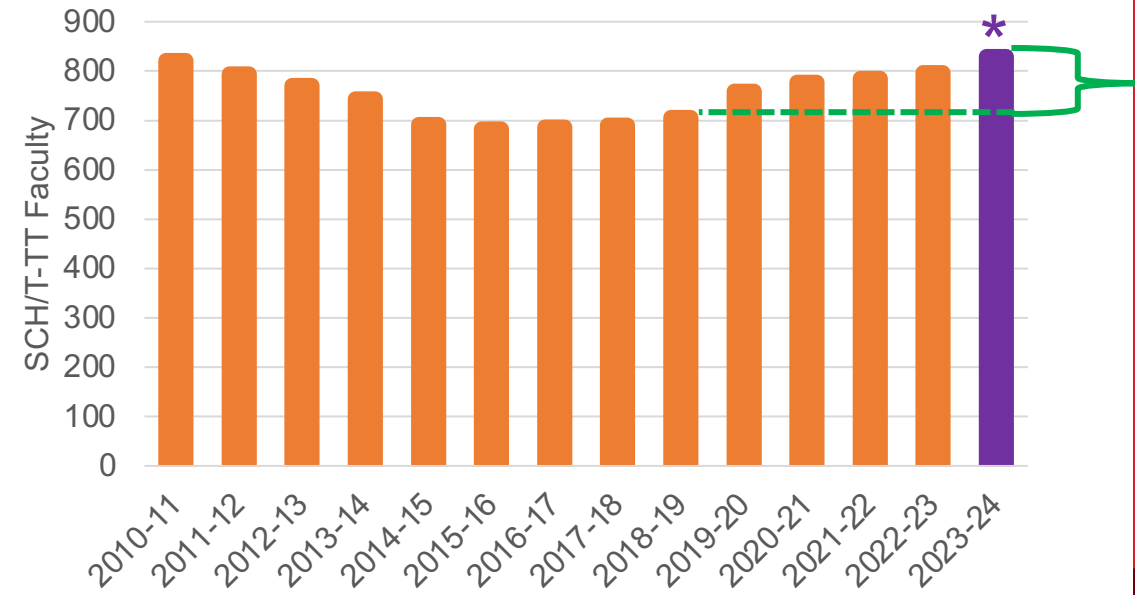
summer/winter increased **30% = +\$3.5MM/yr**



# Attrition vs Activity



CAS credit hours/T-TT Faculty **+123 SCH per T-TT Fac**



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summer/winter increased **30% = +\$3.5MM/yr**

research expenditures  
increased **46% = \$19MM/year**  
16-17 vs 21-22

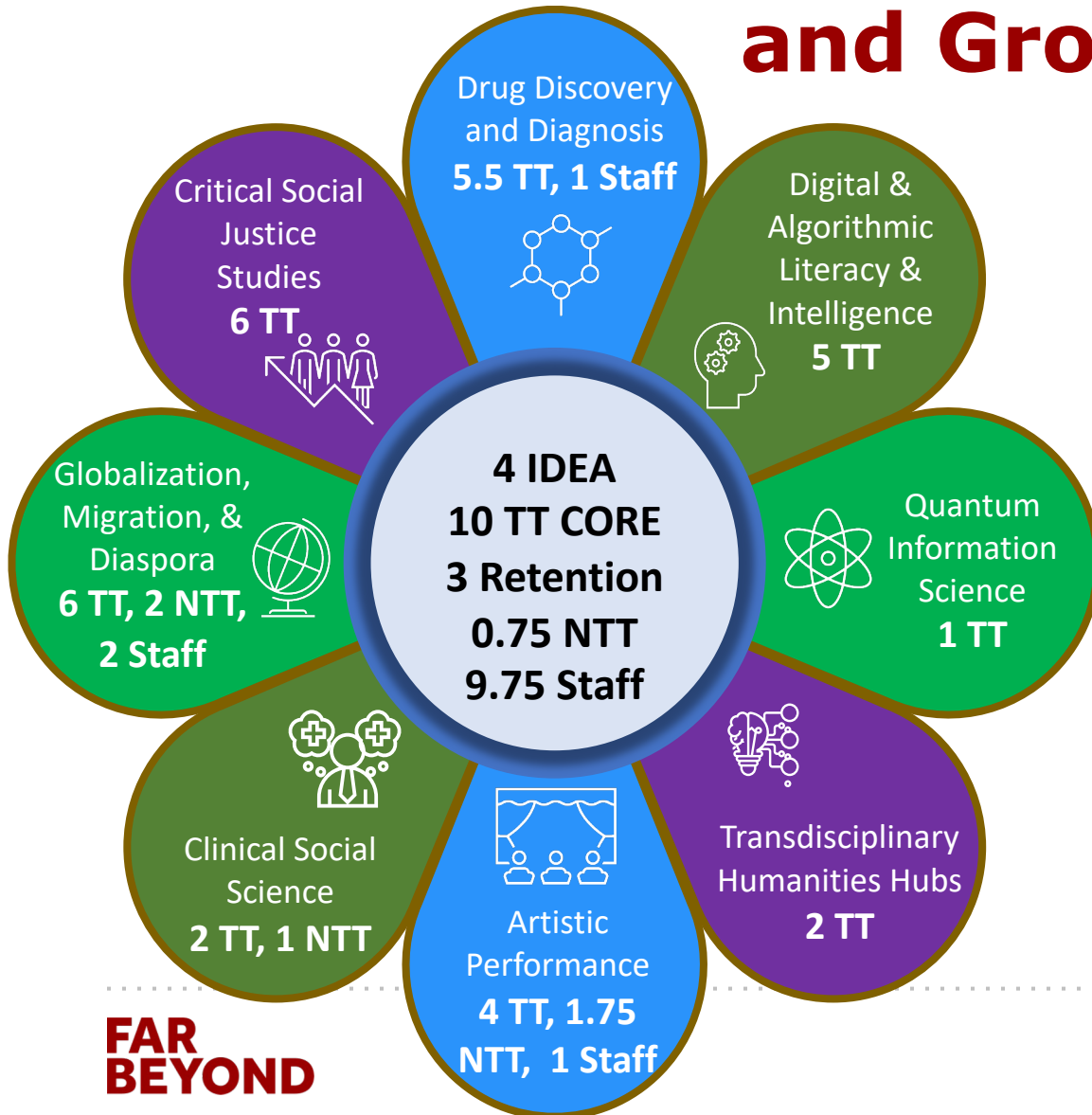
# CAS Attrition and ATR

	FY 21-22	FY 22-23	FY 22-23	FY 23-24	FY 24-25
	<b>TT/staff FTEs separated</b>				
<b>Time of ATR (March)</b>		<b>20.7</b>		<b>25.1 / 3 (Mar)</b>	<i>5.7 (Mar '23)</i>
<b>FY end (June)</b>		<b>27.0</b>		<b>TBD</b>	<i>TBD</i>
	<b>approved</b>	<b>requested</b>	<b>approved</b>	<b>request</b>	
FTEs TT (inc partner hires)		22	16	30	
FTEs TT Math/Physics		2	2	4	
FTEs TT Economics growth agenda				5	
FTE conv Fellow/Lect-> TT				6.5	
<b>Total FTE TT</b>	<b>12.0</b>	<b>24</b>	<b>18</b>	<b>44.5</b>	
<b>FTEs NTT</b>		<b>3</b>	<b>3</b>	<b>~5.5 + 4 IDEA</b>	
<b>FTEs staff</b>		<b>11</b>	<b>4</b>	<b>13.75</b>	

# Development and Implementation of CAS Vision, Hiring & Budget Process

Spr '18	<ul style="list-style-type: none"> <li>• Departmental peer / aspirational comparisons</li> <li>• Structured group interviews of department Chairs</li> </ul>
Summer '18	<ul style="list-style-type: none"> <li>• Department Chairs Retreat: "Looking back – Who are we now? – Looking to the future."</li> <li>• Dean's Staff Retreat: "Who does what? What is most important next?"</li> </ul>
Fall '18 – Spr '19	<ul style="list-style-type: none"> <li>• Dean's team and Chairs discuss enrollment, staffing, faculty demographics data</li> <li>• Dean's team interviews Deans about cross-school opportunities</li> <li>• Chairs give Department Overview Presentations</li> <li>• Dean's multi-year budget plan approved by Provost/President</li> </ul>
Spr '19 – Sum '19	<ul style="list-style-type: none"> <li>• Faculty working groups develop CAS Shared Vision; CAS budget is balanced</li> </ul>
Fall '19 – Spr '20	<ul style="list-style-type: none"> <li>• Navigating to 2030, Constellations and Goals</li> <li>• Limited faculty hiring</li> </ul>
'20–'21	<ul style="list-style-type: none"> <li>• Pandemic hiring freeze and budget cuts; SBI revamps budget process</li> </ul>
Fall '21	<ul style="list-style-type: none"> <li>• June/ July proposal to resume frozen faculty / staff hiring through new budget process</li> <li>• August shared hiring proposal at CAS Chairs retreat</li> <li>• Initiated 9 faculty working groups to further develop CAS Vision and guide future hiring</li> </ul>
Winter '23 – Spr '23 (budget season)	<ul style="list-style-type: none"> <li>• <b>Overview of hiring plan / process / attrition / retention presented to Chairs</b></li> <li>• <b>Chairs submit hiring requests with justification / alignment with CAS vision / ATR template</b></li> <li>• <b>Dean discusses individual requests at departmental budget meetings</b></li> <li>• <b>Dean and team evaluate requests in relation to CAS vision, enrollments, workloads, and research / curricular potential</b></li> <li>• <b>Ad-hoc meetings held with Chairs to discuss specific hires</b></li> <li>• <b>Specific hiring requests to be pushed forward are communicated to individual Chairs</b></li> <li>• <b>Overview of hiring request presented to all Chairs</b></li> </ul>

# Hiring Plans Aligned with Vision Strategic Reinvestment of Attrition and Growth Capital



44.5 TT  
5.5 NTT  
4 IDEA  
13.75 Staff

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

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FLAGSHIP

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