

Fiscal Year 2024 Staff Position Audit

Overview

This audit identifies and tallies the University's funded and unrestricted budgeted staff positions as measured by their full time equivalents (FTEs). Changes in position numbers, organization (i.e. department) numbers and FTEs since the previous audit (March 2023) are presented in summary and detail. Tables and graphs depict division and unit FTE totals and net changes as well as total unrestricted budgeted staff FTEs with total student credit hours, FTEs, and headcount.

Method

For Fiscal Year 2024 FTE calculations, the OPE floor value of \$63,000 is used to establish the FTE value of vacant position. For all those position base budgets under the floor value, position FTE is determined by the ratio of the existing budget to this floor value. As a result, this vacant FTE calculation results in numerous position FTE reductions. Funded unrestricted budgeted staff position FTEs considered are classified under the following Workday Job Family Group and Job Family

Job Family Group	Job Family
Executive	Disqualified
	Leadership

Academic Affairs Sr Mgmt 01 Senior Management Academic Affairs Sr Mgmt 05

Academic Support 01

Academic Support 02 Academic Support 03

Athletics Senior Management 01 Athletics Senior Management 02

Division Management 01 Faculty Senior Management

Fundraising Senior Mgmt

Campus Support Classroom Support **Enrollment Support** Faculty-Management Finance and Accounting

> **Fundraising** General Support

Marketing and Communications

Program Support

Public Safety Supervisors

Staff

Sports/Recreation
Student Support

Student Support Academic Year

Technical

Trades/Classified Accounting Assistants

Engineers

Laborers and Gardeners

Library Assistants
Office Assistants
Program Assistants

Public Safety

Academic Law Library

Library

Contents

A written and table summary of the latest FTE changes follows. Tables then give a nine-year history of the division and unit FTE counts and their net eight year changes; a graph illustrates the division and unit FTE counts for the past five years. Additionally, Fall End-of-Term Student Headcounts, Student FTE, and Student Credit Hour (SCH) totals are compared with their respective FTE totals over the past nine years. The remaining pages of the report detail each division's and unit's positions with changes in position numbers, organizations, and FTEs since the previous audit.

Fiscal Year 2024 Staff Position Audit Recent Unrestricted Budgeted Staff FTE Change Summary

From March 2023 to March 2024, the University's unrestricted budgeted staff FTE total increased a net of 12.35 unrestricted FTEs from 972.95 to 985.30. The following changes account for this increase. For Fiscal Year 2024 FTE calculations, the OPE floor value of \$63,000 is used to establish the FTE value of vacant position. For all those position base budgets under the floor value, position FTE is determined by the ratio of the existing budget to this floor value. As a result, this vacant FTE calculation results in numerous position FTE reductions. (Note: A complete list of FTE, position and account number changes are provided in this audit's detailed supporting spreadsheets.)

President [-0.01]

President [-0.01] – a 0.01 decrease due to budgeted FTE recalculation as OPE minimum wage increase;

General Counsel [0.00]

General Counsel [0.00] – no budgeted FTE change

Human Resources [0.00] – no budgeted FTE change

Business & Finance [+6.96]

Internal Audit [0.00] – no budgeted FTE change

Events Management [-0.03] – a 0.03 decrease due to budgeted FTE recalculation in a vacant OPE positions;

VP Business & Finance [0.00] – no budgeted FTE change

Accounting and Business Services [+1.00] – a 1.00 increase from a new internal fund position, Assistant Controller;

Facilities Management [+2.99] – a 0.02 decrease due to budget FTE recalculation in a vacant OPE positions; a 1.00 increase as the budget was moved from a budget holding position to fund a new position, Maintenance Engineer (500 Hr); a 2.00 increase from two new Maintenance Engineer positions funding by FY24 Budget Assist-BA2101 Blood Bank-Facilities Related Expenses;

Purchasing [0.00] – no budgeted FTE change

Finance and Treasury [0.00] – no budgeted FTE change

Budget and Planning [+3.00] - a 3.00 increase as the unit was moved from Academic Affair to Business & Finance;

Athletics [+0.44]

Athletics [+0.44] – a 0.03 decrease due to budget FTE recalculation in vacant positions; a 1.00 increase from a new internally funded position; a 0.53 decrease as positions changed status from filled to vacant and from vacant to filled;

Development [+1.80]

Development [+1.80] – a 11.8 increase resulted from budget adjustment within the unit included 12 new positions, and a 0.2 FTE decrease in Director, Lone Mountain Alumnae Engagement; a 10.0 decrease from labor distribution changing in Major Gifts Payroll as all positions were converted from unrestricted fund to restricted fund;

Communications and Marketing [0.00]

Communications and Marketing [0.00] – no budgeted FTE change

Student Life [-1.69]

VP Student Life Division [-0.16]

One Card and Campus Security System [0.00] – no budgeted FTE change

VP Student Life [0.00] – no budgeted FTE change

Residential Learning [-1.00] – a 1.0 decrease due to unit changed in Residential Learning, the unit was moved from VP Student Life to Student Development;

Emergency Mgmt Response [0.00] – no budgeted FTE change

Housing [+0.09] – a 0.10 increase for budget adjustment within the unit; a 0.01 decrease due to budgeted FTE recalculation as OPE minimum wage increase;

Phelan/Toler [-1.00] – a 1.0 decrease for budget adjustment within the unit

Loyola Village Hall [0.00] – no budgeted FTE change

Gillson [0.00] – no budgeted FTE change

Hayes Healy [0.00] – no budgeted FTE change

Fromm Hall [0.00] – no budgeted FTE change

Lone Mtn Student Housing [0.00] – no budgeted FTE change

490--6th Avenue [+1.00] – a 1.0 increase for budget adjustment within the unit

Public Safety [0.00] – no budgeted FTE change

Patrol Service [+0.76] – a 0.12 decrease due to budget FTE recalculation in vacant positions; a 0.12 decrease from position's status changing between vacant and filled; a 1.0 increase from a new Dispatcher position funded by FY23 Budget Assist-BA2027;

Campus Resilience [0.00] – no budgeted FTE change

Career Services Center [0.00] – no budgeted FTE change

Student Development Division [-0.49]

AVP Student Development [0.00] – no budgeted FTE change

Student Conduct [0.00] – no budgeted FTE change

Residential Learning [+1.00] – a 1.0 increase due to unit changed in Residential Learning, the unit was moved from VP Student Life to Student Development;

Off Campus Student Support Serv [0.00] – no budgeted FTE change

Counseling & Psychological Services [-1.49] – a 1.69 decrease due to budget adjustment in CAPS, Dir Counseling, Staff Psychologist, Staff Psychologist - Latinx Student Focused, and CASA; a 0.2 increase resulted from FTE updated in Assistant Director of Outreach and Group Therapy/Staff Psychologist; Health Promotion Services – no budgeted FTE change

Health Promotion Services [0.00] – no budgeted FTE change

Koret Health & Recreation [0.00] – no budgeted FTE change

Student Engagement [-1.05]

AVP Student Engagement [0.00] – no budgeted FTE changes.

Intercultural Center [0.00] – no budgeted FTE changes.

Student Leadership & Engagement [0.00] – no budgeted FTE changes.

University Ministry [-1.05] – a 1.0 decrease as budget adjustment in Associate Director for Liturgy; a 0.05 decrease resulted from labor distribution changed in Associate Director Immersions;

Student Achievement [0.00]

Academic Support Services [0.00] – no budgeted FTE changes.

Learning Center [0.00] – no budgeted FTE changes.

Student Disability Services [0.00] – no budgeted FTE changes.

BASE Student Life [0.00] – no budgeted FTE changes.

Center Academic Student Achievement [0.00] – no budgeted FTE changes.

ITS [+1.99]

ITS [+1.99] – a 0.01 decrease due to budgeted FTE recalculation as OPE minimum wage increase; a 1.00 increase in Client Support Specialist II resulted from position budget adjustment; a 1.00 increase for a new position funded by BA2045 FY24 - Blood Bank - ITS Operating Costs;

Provost/VP Academic Affairs [+0.86]

Provost Dept. [+1.00] – a 1.00 increase in Associate Vice Provost for Professional Education and Business Partnerships resulted from budget adjustment;

Planning Budget & Strategic Analysis [-2.42] – a 3.00 decrease as Office of Planning and Budget was moved from Academic Affair to Business & Finance; a 0.57 increase from budget adjustment in Vice Provost Budget, Planning and Strategic Analysis, Interim Assistant Vice Provost for Academic Budget, Planning and Strategic Analysis, and Pre-Award Administrator;

Arts & Sciences [+1.90] – a 0.01 decrease resulted from recalculated budget FTE in a vacant position; a 4.15 increase due to position budget adjustment; a 0.05 decrease as Program Assistant IV's status was changed from vacant to filled; a 0.50 increase for labor distribution updated in Program Director, MA in UPA and MPA;

School of Management [+0.96] –a 1.00 increase from a new Assistant Director, Academic Advising, which was funded by faculty position budget; a 0.04 decrease from recalculated budget FTE in vacant positions;

School of Education [-0.01] – a 0.01 decrease resulted from recalculated budget FTE in a vacant position;

School of Nursing & Health Professions [+0.98] – a 0.02 decrease resulted from recalculated budget FTE in vacant positions; a 1.00 increase for a new position funded by Provost to support Public program;

Enrollment Management [0.00] – no budgeted FTE changes.

Gleeson Library [0.00] – a 0.05 decrease from recalculated budget FTE in vacant positions; a 0.05 increase as Library Assistant IV Part-Time – Access Services Evening/ Weekend Library Assistant status was changed from filled to vacant;

Academic & International Activities [0.00] – no budgeted FTE changes.

Additional Campuses [-0.08]- a 0.08 decrease resulted from budget transfer out from Additional Campuses to fund other position in Academic Activities;

Equity Inclusion Faculty Excellence [-1.00] – a 0.5 decrease for a budget adjustment within Academic Affairs; a 0.5 decrease as a labor distribution changed in Program Assistant IV, Lane Center/Centers for Faculty Excellence;

Global Ed and Strategic Initiatives [-0.46]- a 0.46 decrease resulted from position budget adjustment within unit in a vacant position, and Program Director, Immersions and Short-term Programs, Center for Global Education;

School of Law [+2.00]

School of Law [+2.00] – a 2.0 increase due to budget alignment within the unit

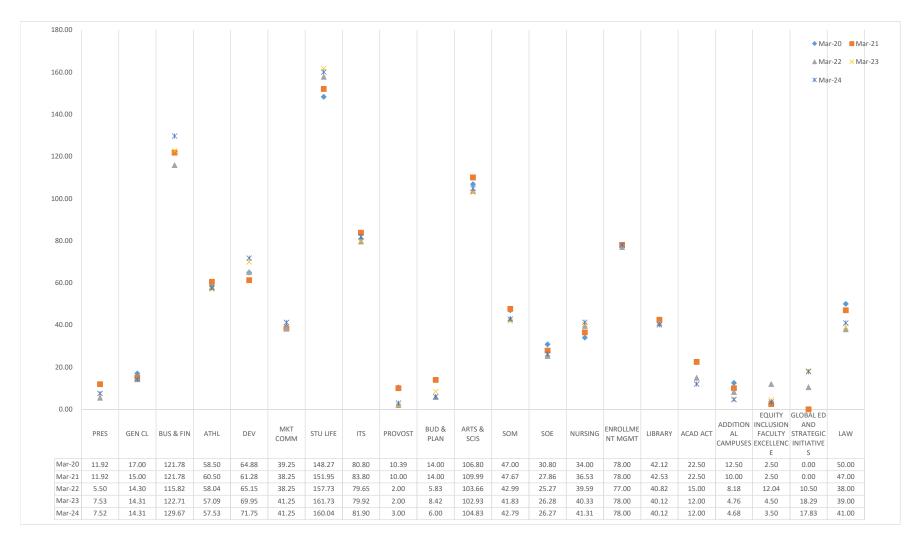
UNRESTRICTED STAFF FTE

DIVISION UNIT	Mar-23	% of TOTAL	Mar-24	% of TOTAL	INCR/ (DECR)	% CHANGE	NO
PRESIDENT	7.53	0.8%	7.52	0.8%	(0.01)	-0.1%	
GENERAL COUNSEL							
GENERAL COUNSEL	4.00	0.4%	4.00	0.4%	-	0.0%	
HUMAN RESOURCES	10.31	1.1%	10.31	1.0%	0.00	0.0%	
	14.31	1.5%	14.31	1.5%	0.00	0.0%	
BUSINESS & FINANCE							
INTERNAL AUDIT	3.28	0.3%	3.28	0.3%	_	0.0%	
EVENTS MANAGEMENT	7.65	0.8%	7.62	0.8%	(0.03)		
VP BUSINESS & FINANCE	4.00	0.4%	4.00	0.4%	-	0.0%	
ACCOUNTNG AND BUSINESS SRVCS	21.74	2.2%	22.74	2.3%	1.00	4.6%	
FACILITIES MANAGEMENT	75.71	7.8%	78.70	8.0%	2.99	3.9%	
PURCHASING	8.00	0.8%	8.00	0.8%	-	0.0%	
FINANCE AND TREASURY	2.33	0.2%	2.33	0.2%	_	0.0%	
BUDGET AND PLANNING	-	0.0%	3.00	0.3%	3.00		
	122.71	12.6%	129.67	13.2%	6.96	5.7%	
ATHLETICS	57.09	5.9%	57.53	5.8%	0.44	0.8%	
Davalanment							
Development VP DEVELOPMENT	69.95	7.2%	71.75	7.3%	1.80	2.6%	
VF DEVELOPMENT	09.93	7.270	71.73	7.570	1.80	2.070	
Marketing Communication							
VP COMM & MKTG	41.25	4.2%	41.25	4.2%	_	0.0%	
	111.20	11.4%	113.00	11.5%	1.80	1.6%	
CTUDENT LIFE							
STUDENT LIFE	74.24	7.60/	74.40	7.50/	(0.46)	0.20/	
VP STUDENT LIFE	74.34	7.6%	74.18	7.5%	(0.16)		
STUDENT DEVELOPMENT STUDENT ENGAGEMENT	40.39 16.00	4.2% 1.6%	39.90 14.95	4.0% 1.5%	(0.49) (1.05)		
STUDENT ACHIEVEMENT	31.00	3.2%	31.00	3.1%	(1.03)	0.0%	
STODENT ACHIEVEMENT	161.73	16.6%	160.04	16.2%	(1.69)		
ITS	79.92	8.2%	81.90	8.3%	1.99	2.5%	
PROVOST/VP ACAD AFF	2.00	0.20/	2.00	0.20/	1.00	F0.00/	
PROVOST DEPT	2.00	0.2%	3.00	0.3%	1.00	50.0%	
PLANNING BUDGET & STRATEGIC ANALYSIS	8.42	0.9%	6.00	0.6%	(2.42)		
ARTS & SCIENCES	102.93	10.6%	104.83	10.6%	1.90	1.8%	
SCHOOL OF EDUCATION	41.83	4.3%	42.79	4.3%	0.96	2.3%	
SCHOOL OF BURSING	26.28	2.7%	26.27	2.7%	(0.01)		
SCHOOL OF NURSING	40.33	4.1%	41.31	4.2%	0.98	2.4%	
ENROLLMENT MANAGEMENT	78.00 40.12	8.0%	78.00	7.9%	-	0.0% 0.0%	
GLEESON LIBRARY ACADEMIC ACTIVITIES	40.12 12.00	4.1%	40.12	4.1%	-	0.0%	
ADDITIONAL CAMPUSES	12.00	1.2%	12.00	1.2%			
	4.76 4.50	0.5%	4.68	0.5%	(0.08)		
EQUITY INCLUSION FACULTY EXCELLENCE	4.50 18 20	0.5%	3.50 17.83	0.4%	(1.00)		
GLOBAL ED AND STRATEGIC INITIATIVES	18.29 379.46	1.9% 39.0%	17.83 380.33	1.8% 38.6%	(0.46) 0.86	-2.5% 0.2%	
LAW SCHOOL	39.00	4.0%	41.00	4.2%	2.00	5.1%	

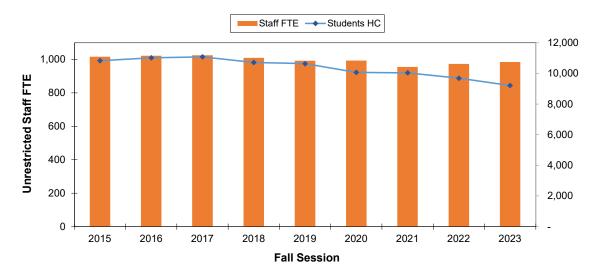
UNRESTRICTED STAFF FTE

		FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Nine-Year	
DIV/UNIT		May-15	May-16	May-17	Jan-18	Dec-18	Mar-20	Mar-21	Mar-22	Mar-23	Mar-24	Total Change	% Cha
PRESIDENT		15.84	14.53	16.46	17.11	13.42	11.92	11.92	5.50	7.53	7.52	(8.32)	-52
GENERAL COUNSEL		20.00	19.00	19.00	19.00	19.00	17.00	15.00	14.30	14.31	14.31	(5.69)	-28
BUSINESS & FINANCE		114.62	116.00	119.00	118.00	118.11	121.78	121.78	115.82	122.71	129.67	15.05	13
ATHLETICS		44.92	53.26	53.40	54.65	54.50	58.50	60.50	58.04	57.09	57.53	12.61	28
DEVELOPMENT		60.55	74.35	72.55	69.15	65.88	64.88	61.28	65.15	69.95	71.75	11.20	18
MARKETING COMMUNICATION		31.41	36.50	37.50	37.50	36.50	39.25	38.25	38.25	41.25	41.25	9.84	31
STUDENT LIFE		129.11	134.58	138.47	142.77	147.36	148.27	151.95	157.73	161.73	160.04	30.93	24
TS		67.00	77.00	75.00	79.80	83.80	80.80	83.80	79.65	79.92	81.90	14.90	22
PROVOST/VP ACAD AFF													
	PROVOST DEPT	2.00	6.00	5.00	6.27	9.69	10.39	10.00	2.00	2.00	3.00	1.00	50
	PLANNING BUDGET & STRATEGIC ANALYSIS	13.00	12.80	13.00	14.00	14.00	14.00	14.00	5.83	8.42	6.00	(7.00)	-53
	ARTS & SCIENCES	110.07	106.18	112.83	108.36	106.19	106.80	109.99	103.66	102.93	104.83	(5.24)	-4
	SCHOOL OF MANAGEMENT	63.00	64.00	56.00	54.50	52.50	47.00	47.67	42.99	41.83	42.79	(20.21)	-32
	SCHOOL OF EDUCATION	29.29	31.29	30.80	32.40	33.19	30.80	27.86	25.27	26.28	26.27	(3.02)	-10
	SCHOOL OF NURSING	33.51	34.41	39.00	38.38	37.00	34.00	36.53	39.59	40.33	41.31	7.80	23
	ENROLLMENT MANAGEMENT	80.53	82.53	83.53	87.53	83.00	78.00	78.00	77.00	78.00	78.00	(2.53)	-3
	GLEESON LIBRARY	42.62	46.09	45.55	45.59	43.12	42.12	42.53	40.82	40.12	40.12	(2.50)	-!
	ACADEMIC ACTIVITIES	20.50	25.50	25.50	23.50	22.50	22.50	22.50	15.00	12.00	12.00	(8.50)	-41
	ADDITIONAL CAMPUSES	15.53	16.00	14.00	12.50	13.50	12.50	10.00	8.18	4.76	4.68	(10.85)	-69
	EQUITY INCLUSION FACULTY EXCELLENCE	3.00	3.00	3.00	3.00	2.50	2.50	2.50	12.04	4.50	3.50	0.50	16
	GLOBAL ED AND STRATEGIC INITIATIVES	-	-	-	-	-	-	-	10.50	18.29	17.83	17.83	
ROVOST/VP ACAD AFF SUB TOTAL		419.05	433.80	434.21	426.03	417.19	400.61	401.58	382.88	379.46	380.33	(38.72)	-9
AW SCHOOL		58.84	57.75	57.70	61.55	54.35	50.00	47.00	38.00	39.00	41.00	(17.84)	-30
	GRAND TOTAL	961.34	1,016.77	1,023.29	1,025.56	1,010.11	993.01	993.06	955.31	972.95	985.30	23.96	

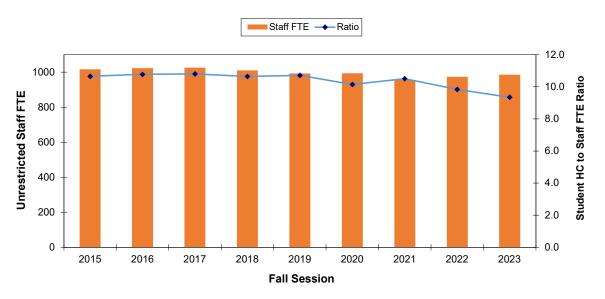
UNRESTRICTED STAFF FTE	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24		
DIV/UNIT	May-16	May-17	Jan-18	Dec-18	Mar-20	Mar-21	Mar-22	Mar-23	Mar-24	Total Change	% Change
PRESIDENT	14.53	16.46	17.11	13.42	11.92	11.92	5.50	7.53	7.52	(7.01)	-48.24%
GENERAL COUNSEL	19.00	19.00	19.00	19.00	17.00	15.00	14.30	14.31	14.31	(4.69)	-24.66%
BUSINESS & FINANCE	116.00	119.00	118.00	118.11	121.78	121.78	115.82	122.71	129.67	13.67	11.78%
ATHLETICS	53.26	53.40	54.65	54.50	58.50	60.50	58.04	57.09	57.53	4.27	8.01%
DEVELOPMENT	74.35	72.55	69.15	65.88	64.88	61.28	65.15	69.95	71.75	(2.60)	-3.50%
MARKETING COMMUNICATION	36.50	37.50	37.50	36.50	39.25	38.25	38.25	41.25	41.25	4.75	13.01%
STUDENT LIFE	134.58	138.47	142.77	147.36	148.27	151.95	157.73	161.73	160.04	25.46	18.92%
ITS	77.00	75.00	79.80	83.80	80.80	83.80	79.65	79.92	81.90	4.90	6.36%
PROVOST/VP ACAD AFF											
PROVOST DEPT	6.00	5.00	6.27	9.69	10.39	10.00	2.00	2.00	3.00	(3.00)	-50.00%
PLANNING BUDGET & STRATEGIC ANALYSIS	12.80	13.00	14.00	14.00	14.00	14.00	5.83	8.42	6.00	(6.80)	-53.13%
ARTS & SCIENCES	106.18	112.83	108.36	106.19	106.80	109.99	103.66	102.93	104.83	(1.35)	-1.27%
SCHOOL OF MANAGEMENT	64.00	56.00	54.50	52.50	47.00	47.67	42.99	41.83	42.79	(21.21)	-33.14%
SCHOOL OF EDUCATION	31.29	30.80	32.40	33.19	30.80	27.86	25.27	26.28	26.27	(5.02)	-16.04%
SCHOOL OF NURSING	34.41	39.00	38.38	37.00	34.00	36.53	39.59	40.33	41.31	6.90	20.06%
ENROLLMENT MANAGEMENT	82.53	83.53	87.53	83.00	78.00	78.00	77.00	78.00	78.00	(4.53)	-5.49%
GLEESON LIBRARY	46.09	45.55	45.59	43.12	42.12	42.53	40.82	40.12	40.12	(5.97)	-12.95%
ACADEMIC & INTL ACTVITIES	25.50	25.50	23.50	22.50	22.50	22.50	15.00	12.00	12.00	(13.50)	-52.94%
ADDITIONAL CAMPUSES	16.00	14.00	12.50	13.50	12.50	10.00	8.18	4.76	4.68	(11.32)	-70.77%
EQUITY INCLUSION FACULTY EXCELLENCE	3.00	3.00	3.00	2.50	2.50	2.50	12.04	4.50	3.50	0.50	16.67%
GLOBAL ED AND STRATEGIC INITIATIVES							10.50	18.29	17.83	17.83	N/A
PROVOST/VP ACAD AFF SUB TOTAL	433.80	434.21	426.03	417.19	400.61	401.58	382.88	379.46	380.33	(53.47)	-12.33%
LAW SCHOOL	57.75	57.70	61.55	54.35	50.00	47.00	38.00	39.00	41.00	(16.75)	-29.00%
GRAND TOTAL	1,016.77	1,023.29	1,025.56	1,010.11	993.01	993.06	955.31	972.95	985.30	(31.47)	-3.10%
CHANCE EDOM PREMIONS AUDIT	FV4.C	FV4.7	FV4.0	EVAO	EV20	EV24	EVOO	EVOO	EV2.4		
CHANGE FROM PREVIOUS AUDIT DIV/UNIT	FY16	FY17	FY18	FY19	FY20 Mar-20	FY21	FY22	FY23	FY24	Total Change	
	May-16	May-17	Jan-17	Dec-18		Mar-21	Mar-22	Mar-23	Mar-24	•	
PRESIDENT	(1.31)	1.93	0.65	(3.69)	(1.50)	-	(6.42)	2.03	(0.01)	(8.32)	
PRESIDENT GENERAL COUNSEL	(1.31) (1.00)	1.93 -	0.65 -	(3.69) -	(1.50) (2.00)	- (2.00)	(6.42) (0.70)	2.03 0.01	(0.01) 0.00	(8.32) (5.69)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE	(1.31) (1.00) 1.38	1.93 - 3.00	0.65 - (1.00)	(3.69) - 0.11	(1.50) (2.00) 3.67	- (2.00) -	(6.42) (0.70) (5.96)	2.03 0.01 6.89	(0.01) 0.00 6.96	(8.32) (5.69) 15.05	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS	(1.31) (1.00) 1.38 8.34	1.93 - 3.00 0.14	0.65 - (1.00) 1.25	(3.69) - 0.11 (0.15)	(1.50) (2.00) 3.67 4.00	- (2.00) - 2.00	(6.42) (0.70) (5.96) (2.46)	2.03 0.01 6.89 (0.95)	(0.01) 0.00 6.96 0.44	(8.32) (5.69) 15.05 12.61	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT	(1.31) (1.00) 1.38 8.34 13.80	1.93 - 3.00 0.14 (1.80)	0.65 - (1.00) 1.25 (3.40)	(3.69) - 0.11 (0.15) (3.27)	(1.50) (2.00) 3.67 4.00 (1.00)	- (2.00) - 2.00 (3.60)	(6.42) (0.70) (5.96) (2.46) 3.87	2.03 0.01 6.89 (0.95) 4.80	(0.01) 0.00 6.96 0.44 1.80	(8.32) (5.69) 15.05 12.61 11.20	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION	(1.31) (1.00) 1.38 8.34 13.80 5.09	1.93 - 3.00 0.14 (1.80) 1.00	0.65 - (1.00) 1.25 (3.40)	(3.69) - 0.11 (0.15) (3.27) (1.00)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75	(2.00) - 2.00 (3.60) (1.00)	(6.42) (0.70) (5.96) (2.46) 3.87	2.03 0.01 6.89 (0.95) 4.80 3.00	(0.01) 0.00 6.96 0.44 1.80	(8.32) (5.69) 15.05 12.61 11.20 9.84	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47	1.93 - 3.00 0.14 (1.80) 1.00 3.89	0.65 - (1.00) 1.25 (3.40) - 4.30	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91	(2.00) - 2.00 (3.60) (1.00) 3.68	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00	(0.01) 0.00 6.96 0.44 1.80 - (1.69)	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION	(1.31) (1.00) 1.38 8.34 13.80 5.09	1.93 - 3.00 0.14 (1.80) 1.00	0.65 - (1.00) 1.25 (3.40)	(3.69) - 0.11 (0.15) (3.27) (1.00)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75	(2.00) - 2.00 (3.60) (1.00)	(6.42) (0.70) (5.96) (2.46) 3.87	2.03 0.01 6.89 (0.95) 4.80 3.00	(0.01) 0.00 6.96 0.44 1.80	(8.32) (5.69) 15.05 12.61 11.20 9.84	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00)	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00)	- (2.00) - 2.00 (3.60) (1.00) 3.68 3.00	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00)	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91	- (2.00) - 2.00 (3.60) (1.00) 3.68 3.00	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00) (1.00) 0.20	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00)	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00) (1.00) 0.20	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00)	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00)	- (2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39)	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 1.00 (7.00) (6.00)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00 4.00 (0.20)	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00) (1.00) 0.20 - 6.65	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47)	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) - - 3.19	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 1.00 (7.00) (6.00) (5.24)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00) (1.00) 0.20 - 6.65 (8.00)	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47) (1.50)	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) - - 3.19 0.67	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 1.00 (7.00) (6.00) (5.24) (20.21)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT SCHOOL OF EDUCATION	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00) (1.00) 0.20 - 6.65 (8.00) (0.49)	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47) (1.50) 1.60	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00) 0.79	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70 - - 0.62 (5.50) (2.39)	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) - - 3.19 0.67 (2.94)	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68) (2.59)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27 - 2.59 - (0.73) (1.16) 1.01	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96 (0.01)	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 1.00 (7.00) (6.00) (5.24) (20.21)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT SCHOOL OF DUCATION SCHOOL OF NURSING	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00 4.00 (0.20) - (3.89) 1.00 2.00 0.90	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00) (1.00) 0.20 - 6.65 (8.00) (0.49) 4.59	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47) (1.50) 1.60 (0.62)	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00) 0.79 (1.38)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70 - - 0.62 (5.50) (2.39) (3.00)	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) - - 3.19 0.67 (2.94) 2.53	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68) (2.59) 3.06	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27 - 2.59 - (0.73) (1.16) 1.01 0.74	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96 (0.01) 0.98	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 1.00 (7.00) (6.00) (5.24) (20.21) (3.02) 7.80	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT SCHOOL OF NURSING ENROLLMENT MANAGEMENT	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00 4.00 (0.20) - (3.89) 1.00 0.90 2.00	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00) (1.00) 0.20 - 6.65 (8.00) (0.49) 4.59 1.00	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47) (1.50) 1.60 (0.62) 4.00	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00) 0.79 (1.38) (4.53)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70 - - 0.62 (5.50) (2.39) (3.00) (5.00)	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) - - 3.19 0.67 (2.94) 2.53	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68) (2.59) 3.06 (1.00)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27 - 2.59 - (0.73) (1.16) 1.01 0.74 1.00	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96 (0.01)	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 1.00 (7.00) (6.00) (5.24) (20.21) (3.02) 7.80 (2.53)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT SCHOOL OF DUCATION SCHOOL OF NURSING ENROLLMENT MANAGEMENT GEESON LIBRARY	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00 4.00 (0.20) - (3.89) 1.00 2.00 0.90 2.00 3.47	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00) (1.00) 0.20 - 6.65 (8.00) (0.49) 4.59 1.00 (0.54)	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47) (1.50) 1.60 (0.62) 4.00 0.04	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00) 0.79 (1.38) (4.53) (2.47)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70 - - 0.62 (5.50) (2.39) (3.00)	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) 3.19 0.67 (2.94) 2.53 - 0.41	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68) (2.59) 3.06 (1.00) (1.72)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27 - 2.59 - (0.73) (1.16) 1.01 0.74 1.00 (0.70)	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96 (0.01) 0.98	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 1.00 (7.00) (6.00) (5.24) (20.21) (3.02) 7.80 (2.53) (2.50)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT SCHOOL OF FUNCATION SCHOOL OF PUNCATION ENROLLMENT MANAGEMENT GLEESON LIBRARY ACADEMIC ACTIVITIES	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00 4.00 (0.20) - (3.89) 1.00 2.00 0.90 2.00 3.47 5.00	1.93 - 3.00 0.14 (1.80) 1.00 0.20 - 6.65 (8.00) (0.49) 4.59 1.00 (0.54)	1.27 (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47) (1.50) 1.60 (0.62) 4.00 0.04 (2.00)	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00) 0.79 (1.38) (4.53) (2.47) (1.00)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70 - - 0.62 (5.50) (2.39) (3.00) (5.00)	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) - - 3.19 0.67 (2.94) 2.53 - 0.41	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68) (2.59) 3.06 (1.00) (1.72) (7.50)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27 - 2.59 - (0.73) (1.16) 1.01 0.74 1.00 (0.70) (3.00)	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96 (0.01) 0.98 -	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 1.00 (7.00) (6.00) (5.24) (20.21) (3.02) 7.80 (2.53) (2.50) (8.50)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT SCHOOL OF FUNCATION SCHOOL OF NURSING ENROLLMENT MANAGEMENT GLEESON LIBRARY ACADEMIC ACTIVITIES ADDITIONAL CAMPUSES	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00 4.00 (0.20) - (3.89) 1.00 2.00 0.90 2.00 3.47	1.93 - 3.00 0.14 (1.80) 1.00 0.20 - 6.65 (8.00) (0.49) 4.59 1.00 (0.54) - (2.00)	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47) (1.50) 1.60 (0.62) 4.00 0.04 (2.00) (1.50)	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00) 0.79 (1.38) (4.53) (2.47) (1.00) 1.00	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70 - - 0.62 (5.50) (2.39) (3.00) (5.00) (1.00)	- (2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) 3.19 0.67 (2.94) 2.53 - 0.41 - (2.50)	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68) (2.59) 3.06 (1.00) (1.72) (7.50) (1.82)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27 - 2.59 - (0.73) (1.16) 1.01 0.74 1.00 (0.70) (3.00) (3.00) (3.42)	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96 (0.01) 0.98 - - (0.08)	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 1.00 (7.00) (6.00) (5.24) (20.21) (3.02) 7.80 (2.53) (2.53) (2.50) (8.50) (10.85)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT SCHOOL OF DUCATION SCHOOL OF NURSING ENROLLMENT MANAGEMENT GLEESON LIBRARY ACADEMIC ACTIVITIES ADDITIONAL CAMPUSES EQUITY INCLUSION FACULTY EXCELLENCE	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00 4.00 (0.20) - (3.89) 1.00 2.00 0.90 2.00 3.47 5.00	1.93 - 3.00 0.14 (1.80) 1.00 0.20 - 6.65 (8.00) (0.49) 4.59 1.00 (0.54)	1.27 (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47) (1.50) 1.60 (0.62) 4.00 0.04 (2.00)	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00) 0.79 (1.38) (4.53) (2.47) (1.00)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70 - - 0.62 (5.50) (2.39) (3.00) (5.00)	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) - - 3.19 0.67 (2.94) 2.53 - 0.41	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68) (2.59) 3.06 (1.00) (1.72) (7.50) (1.82) 9.54	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27 - 2.59 - (0.73) (1.16) 1.01 0.74 1.00 (0.70) (3.00) (3.42) (7.54)	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96 (0.01) 0.98 - - (0.08) (1.00)	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 1.00 (7.00) (6.00) (5.24) (20.21) (3.02) 7.80 (2.53) (2.50) (8.50) (10.85)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT SCHOOL OF NURSING ENROLLMENT MANAGEMENT GLEESON LIBRARY ACADEMIC ACTIVITIES ADDITIONAL CAMPUSES EQUITY INCLUSION FACULTY EXCELLENCE GLOBAL ED AND STRATEGIC INITIATIVES	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00 (0.20) - (3.89) 1.00 2.00 0.90 2.00 3.47 5.00 0.47	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00) (1.00) 0.20 - 6.65 (8.00) (0.49) 4.59 1.00 (0.54) - (2.00)	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47) (1.50) 1.60 (0.62) 4.00 0.04 (2.00) (1.50) -	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00) 0.79 (1.38) (4.53) (2.47) (1.00) 1.00 (0.50)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70 - - - 0.62 (5.50) (2.39) (3.00) (5.00) (1.00) -	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) - - 3.19 0.67 (2.94) 2.53 - 0.41 - (2.50)	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68) (2.59) 3.06 (1.00) (1.72) (7.50) (1.82) 9.54	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27 - 2.59 - (0.73) (1.16) 1.01 0.74 1.00 (0.70) (3.00) (3.42) (7.54) 7.79	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96 (0.01) 0.98 - - (0.08) (1.00) (0.46)	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 (7.00) (6.00) (5.24) (20.21) (3.02) 7.80 (2.53) (2.53) (2.50) (8.50) (10.85) 0.50 17.83	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT SCHOOL OF FUCATION SCHOOL OF NURSING ENROLLMENT MANAGEMENT GLEESON LIBRARY ACADEMIC ACTIVITIES ADDITIONAL CAMPUSES EQUITY INCLUSION FACULTY EXCELLENCE GLOBAL ED AND STRATEGIC INITIATIVES PROVOST/VP ACAD AFF SUB TOTAL	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00 4.00 (0.20) - (3.89) 1.00 2.00 0.90 0.90 0.47 -	1.93 - 3.00 0.14 (1.80) 1.00 0.20 - 6.65 (8.00) (0.49) 4.59 1.00 (0.54) - (2.00)	1.27 (1.00) (4.30) 4.80 1.27 1.00 (6.00) (4.47) (1.50) 1.60 (0.62) 4.00 0.04 (2.00) (1.50)	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00) 0.79 (1.38) (4.53) (2.47) (1.00) 1.00 (0.50)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70 - - 0.62 (5.50) (2.39) (3.00) (5.00) (1.00) - (1.00)	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) 3.19 0.67 (2.94) 2.53 - 0.41 - (2.50) -	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68) (2.59) 3.06 (1.00) (1.72) (7.50) (1.82) 9.54 (10.50 (18.71)	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27 - 2.59 - (0.73) (1.16) 1.01 0.74 1.00 (0.70) (3.00) (3.42) (7.54) 7.79 (3.41)	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96 (0.01) 0.98 (0.08) (1.00) (0.46) 0.86	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 (7.00) (6.00) (5.24) (20.21) (3.02) 7.80 (2.53) (2.53) (2.50) (8.50) (10.85) 0.50 17.83 (38.72)	
PRESIDENT GENERAL COUNSEL BUSINESS & FINANCE ATHLETICS DEVELOPMENT MARKETING COMMUNICATION STUDENT LIFE ITS PROVOST/VP ACAD AFF PROVOST DEPT PLANNING BUDGET & STRATEGIC ANALYSIS VP INTL RELATIONS ARTS & SCIENCES SCHOOL OF MANAGEMENT SCHOOL OF NURSING ENROLLMENT MANAGEMENT GLEESON LIBRARY ACADEMIC ACTIVITIES ADDITIONAL CAMPUSES EQUITY INCLUSION FACULTY EXCELLENCE GLOBAL ED AND STRATEGIC INITIATIVES	(1.31) (1.00) 1.38 8.34 13.80 5.09 5.47 10.00 (0.20) - (3.89) 1.00 2.00 0.90 2.00 3.47 5.00 0.47	1.93 - 3.00 0.14 (1.80) 1.00 3.89 (2.00) (1.00) 0.20 - 6.65 (8.00) (0.49) 4.59 1.00 (0.54) - (2.00)	0.65 - (1.00) 1.25 (3.40) - 4.30 4.80 1.27 1.00 (6.00) (4.47) (1.50) 1.60 (0.62) 4.00 0.04 (2.00) (1.50) -	(3.69) - 0.11 (0.15) (3.27) (1.00) 4.59 4.00 3.42 - (2.17) (2.00) 0.79 (1.38) (4.53) (2.47) (1.00) 1.00 (0.50)	(1.50) (2.00) 3.67 4.00 (1.00) 2.75 0.91 (3.00) 0.70 - - - 0.62 (5.50) (2.39) (3.00) (5.00) (1.00) -	(2.00) - 2.00 (3.60) (1.00) 3.68 3.00 (0.39) - - 3.19 0.67 (2.94) 2.53 - 0.41 - (2.50)	(6.42) (0.70) (5.96) (2.46) 3.87 - 5.78 (4.15) (8.00) (8.17) - (6.33) (4.68) (2.59) 3.06 (1.00) (1.72) (7.50) (1.82) 9.54	2.03 0.01 6.89 (0.95) 4.80 3.00 4.00 0.27 - 2.59 - (0.73) (1.16) 1.01 0.74 1.00 (0.70) (3.00) (3.42) (7.54) 7.79	(0.01) 0.00 6.96 0.44 1.80 - (1.69) 1.99 1.00 (2.42) - 1.90 0.96 (0.01) 0.98 - - (0.08) (1.00) (0.46)	(8.32) (5.69) 15.05 12.61 11.20 9.84 30.93 14.90 (7.00) (6.00) (5.24) (20.21) (3.02) 7.80 (2.53) (2.53) (2.50) (8.50) (10.85) 0.50 17.83	



Unrestricted Staff FTE Count with Student Headcount



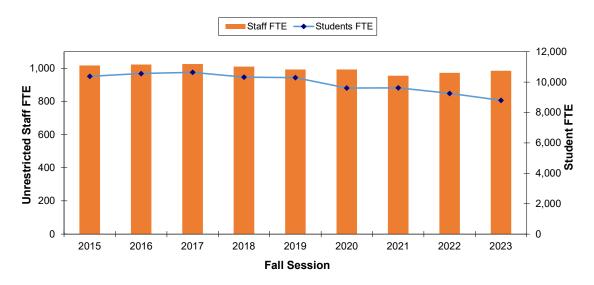
Unrestricted Staff FTE Count with Student Headcount* to Staff FTE Ratio



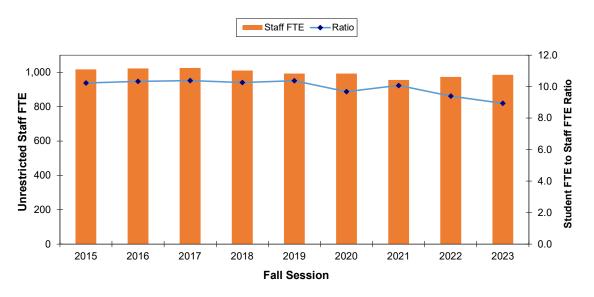
Year	2015	2016	2017	2018	2019	2020	2021	2022	2023
Students HC	10,828	11,018	11,080	10,714	10,636	10,068	10,034	9,688	9,212
Staff FTE	1,017	1,023	1,026	1,010	993	993	955	973	985
Ratio	10.6	10.8	10.8	10.6	10.7	10.1	10.5	9.8	9.3

* Source: 2015 https://dataviz.usfca.edu/#/views/FallCensusWorkinProgress/FallCensus?:iid=1 2016 https://dataviz.usfca.edu/#/views/FallCensusWorkinProgress/FallCensus?:iid=1 2017 https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1 2018 https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1 2019 https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1 2020 https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1 2021 https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1 2022 https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1 2023 https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1

Unrestricted Staff FTE Count with Student FTE



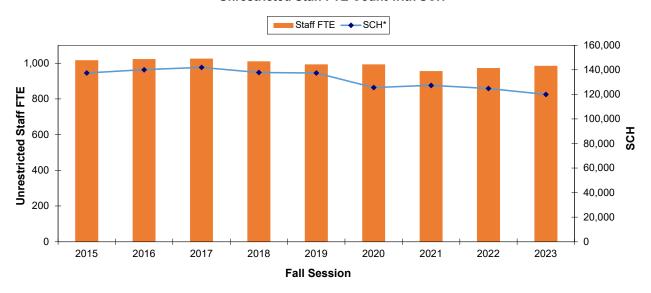
Unrestricted Staff FTE Count with Student FTE to Staff FTE Ratio



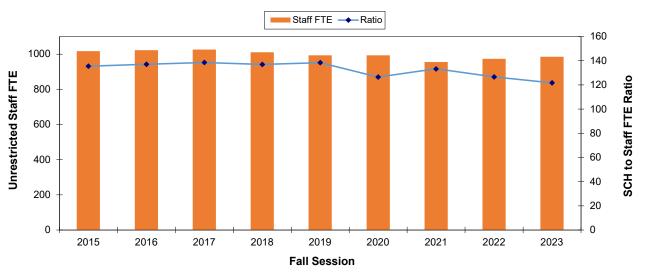
Year	2015	2016	2017	2018	2019	2020	2021	2022	2023
Students FTE	10,382	10,565	10,648	10,327	10,298	9,612	9,622	9,261	8,808
Staff FTE	1,017	1,023	1,026	1,010	993	993	955	973	985
Ratio	10.2	10.3	10.4	10.3	10.4	9.7	10.1	9.4	8.9

* Source: 2015, Registration Statistics, Fall Semester Census, Student Full-Time Equivalents Table 8
2016, (Fall 2016) https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=2
2017, (Fall 2017)https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1
2018, (Fall 2018)https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1
2019, (Fall 2019)https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1
2020, (Fall 2020)https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1
2021, (Fall 2021)https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1
2022, (Fall 2022)https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1
2023, (Fall 2023)https://dataviz.usfca.edu/#/views/USFCensusDashboard/USFCensusDashboard?:iid=1

Unrestricted Staff FTE Count with SCH



Unrestricted Staff FTE Count with SCH to Staff FTE Ratio



Year	2015	2016	2017	2018	2019	2020	2021	2022	2023
SCH*	137,451	140,128	142,100	137,842	137,442	125,596	127,335	124,790	119,965
Staff FTE	1,017	1,023	1,026	1,010	993	993	955	973	985
Ratio	135	137	139	137	138	126	133	127	122

*Source: FY16 (Fall 2015) data from https://dataviz.usfca.edu/#/views/StudentCreditHoursatCensus/StudentCreditHouratCensus?:iid=3
FY17 (Fall 2016) data from https://dataviz.usfca.edu/#/views/StudentCreditHoursatCensus/StudentCreditHouratCensus?:iid=3
FY18 (Fall 2017) https://dataviz.usfca.edu/#/views/Census-StudentCreditHours/StudentCreditHouratCensus?:iid=1
FY19 (Fall 2018) https://dataviz.usfca.edu/#/views/Census-StudentCreditHours/StudentCreditHouratCensus?:iid=1
FY20 (Fall 2019) https://dataviz.usfca.edu/#/views/Census-StudentCreditHours/StudentCreditHouratCensus?:iid=1
FY21 (Fall 2020) https://dataviz.usfca.edu/#/views/Registration-StudentCreditHours/Summary-StudentCreditHours?:iid=1
FY22 (Fall 2021) https://dataviz.usfca.edu/#/views/Registration-StudentCreditHours/Summary-StudentCreditHours?:iid=1
FY23 (Fall 2022) https://dataviz.usfca.edu/#/views/Registration-StudentCreditHours/Summary-StudentCreditHours?:iid=1
FY24 (Fall 2023) https://dataviz.usfca.edu/#/views/Registration-StudentCreditHours/Summary-StudentCreditHours?:iid=1