Support students in completing their educational goals and professional preparation.

**Improve student retention and completion.**

Provide students greater mentoring opportunity and access to upper division and critical path courses by improving the percent of instruction delivered by salaried faculty to 55% and reducing the student-to-faculty ratio.

- **Emergency Services Faculty**
  - School: Academics
  - College/Unit: CAPS
  - Project #: 206
  - Type: Acute Equity
  - Allocation: $70,446

- **Lecturer Faculty (3)**
  - School: Academics
  - College/Unit: SVP
  - Project #: 530
  - Type: Acute Equity
  - Allocation: $167,115

- **Illustration Faculty**
  - School: Academics
  - College/Unit: SOA
  - Project #: 185
  - Type: Acute Equity
  - Allocation: $67,804

Enhance student support services including reducing student-to-advisor ratio, expanding retention program support, and increasing tutoring services for math, writing, and critical path courses.

- **Director of Center for Financial Success**
  - School: Academics
  - College/Unit: WSB
  - Project #: 66
  - Type: Acute Equity
  - Allocation: $126,785

- **Senior Research Analyst for Student Success/Retention Planning/Budget/HR**
  - School: Planning/Budget/HR
  - College/Unit: IRI
  - Project #: 146
  - Type: Acute Equity
  - Allocation: $78,960

Provide access and opportunity for a broad range of students in meeting regional educational needs.

Provide program/course offerings to meet student demand and regional education needs.

- Identify and implement new academic programs and disciplines (non-credit through masters)
  - School: Academics
  - College/Unit: CTC
  - Project #: 15
  - Type: Acute Equity
  - Allocation: $105,480

- **Mechatronics Faculty**
  - School: Academics
  - College/Unit: AP
  - Project #: 43
  - Type: Acute Equity
  - Allocation: $91,220

Expand capacity and breadth of program/course offerings (including upper division) through distance delivery, satellite locations, and evenings/weekend.

- **Instructional Designer**
  - School: Academics
  - College/Unit: Planning/Budget/HR
  - Project #: IEP
  - Type: Acute Equity
  - Allocation: $20,000

Fulfill community college access mission.

- **NWCCU Substantive Change Fees**
  - School: Academics
  - College/Unit: AA
  - Project #: 113
  - Type: Acute Equity
  - Allocation: $1,400,000

Operate effectively and efficiently by innovative use of technology and professional practices.

- **Provide adequate and stable staffing solutions to support existing programs/services, respond to increasing Federal, state, and accreditation compliance, and meet the demands of a large, complex university**
  - School: Development
  - College/Unit: D&A
  - Project #: 157
  - Type: Acute Equity
  - Allocation: $89,000

- **Policy Coordinator**
  - School: Academics
  - College/Unit: Admin
  - Project #: 308
  - Type: Acute Equity
  - Allocation: $72,830

- **Admin Assistant for General Counsel/Compliance/Audit**
  - School: Finance & Administration
  - College/Unit: FA
  - Project #: 154
  - Type: Acute Equity
  - Allocation: $75,000

- **Accountant**
  - School: Student Affairs
  - College/Unit: SA
  - Project #: 120
  - Type: Acute Equity
  - Allocation: $83,866

- **Embedded Marketing/Communications Staff**
  - School: University Relations
  - College/Unit: UR
  - Project #: 455
  - Type: Acute Equity
  - Allocation: $92,037

**TOTAL REQUEST**

- Appropriated: $2,540,543

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1 Reflects reduction of adjunct faculty (rereallocation of existing hourly faculty funds)