

<i>Link to Strategic Plan</i>	<i>Outcome</i>	<i>Assessment/ Measures and Target Performance Levels</i>	<i>Strategies to Achieve Target Performance Level</i>	<i>Result: Data results</i>	<i>Analysis</i>	<i>Action Plan</i>
Goal 2, Objective 4: Enroll a diverse student body that will succeed at NJCU and beyond	Increase overall undergraduate and graduate program enrollment by percentages appropriate to growth trends in various programs.	Analysis of enrollment data. Targets: TBD for individual programs based on baseline data, with average growth for College of 10%	Recruit new undergraduate populations in education, specifically those students who would easily meet the new requirements.	Enrollment data 2013-2016 from IE dashboards attached as Appendix A. The impact of AY2016-2017 should be reflected in the enrollment data for Fall 2017.	Based on 2013-2016 enrollment trends, the UG enrollment in COE has declined by 12%, while the CPS enrollment has increased by 14%. Enrollment in both colleges reflects external forces, such as changes in certification requirements and increased demand for professionals in Health Sciences.	In COE, increase involvement in undergraduate recruitment and Honors program. In CPS, focus on recruitment and retention at Wall. In Nursing and PSS, increase full-time faculty to facilitate new programs and expansion of existing programs, respectively.
Goal 1, Objectives 2, 4: Develop and offer high quality programs. Design, enact transformative graduate experiences.	Ensure at least one program is in the development stage.	Introduction of various programs.	Utilize TEACH Grant monies to attract teachers to MA programs. Write new Ed D program in Community College Leadership that creates a signature program unique to NJCU. Provide faculty with information regarding the AIC review. Provide departments with consultant support as needed for	In the first year of implementation, 15 TEACH Grants were awarded to COE students. New Ed D approved internally and by AIC, NJDOE, & MSCHE notified. AIC workshop-N. Aydin 4/5/2017. Minimal attendance (<15) Consultants provided to Ed D in Community College Leadership and BS in Exercise Science.	TEACH Grant is a viable option to reduce financial burden for graduate students in COE which facilitates enrollment. New program launch in Summer 2018 Need to improve interest and participation in new program development. Additional support need for BS in Exercise Science	Expand communication and marketing of TEACH Grant opportunities to prospective students. Continue including the Financial Aid Office at recruitment events and make information readily available to faculty advisors. Website page, press release, curricula, marketing plan and materials in development & on course for 2018 launch. Ongoing plan for revision of approval process and communication of AIC requirements to faculty. Continue support for Ed D/ BS Exercise Science/ add R/T for MS expansion in CJ and Cyber Security

Link to Strategic Plan	Outcome	Assessment/ Measures and Target Performance Levels	Strategies to Achieve Target Performance Level	Result: Data results	Analysis	Action Plan
Goal 1, Objectives 2,4: Develop and offer high quality programs.	Initiate program reviews as scheduled.	Submission of self-study program review documentation.	<p>the development of new programs.</p> <p>Provide release time, where appropriate, to bring new programs to fruition.</p> <p>Ensure all programs meet outside accreditation requirements, if applicable. Provide support to meet those requirements.</p>	<p>CCL Ed D program dev=6 credits/semester; BS Exercise Science=3 credits/semester.</p> <p>Successful Nursing CCNE for BSN programs site visit in Feb 2017. COE Instructional Programs submitted self-study with site visit in Oct 2017. Health Sciences and Ed Leadership Programs also working on self-study for accreditation.</p>	<p>Continue support for new program development, especially to fill gaps in expertise.</p> <p>CCNE for MSN program needs consultant support as do the program reviews in Fire Science, Health Sciences; and CJ.</p>	<p>Address budget to ensure priorities for program assessment, development and accreditation.</p> <p>Address budget to ensure priorities for program assessment, development and accreditation.</p>

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Goal 1, Objective 1: Advance faculty excellence in teaching, scholarship and service.	Demonstrate improvement on diversity hires in adjunct and full-time hires.	Analysis of Employment data; Target: 10% increase	Continue to advertise in publications that reach minority audiences. Ensure that Affirmative Action guidelines are adhered to in all searches.	Faculty Diversity Data Comparison from OIE attached as Appendix B.	Hispanic full-time faculty increased 4% in COE and in CPS. Hispanic adjunct faculty increased 4 % in COE and 1% in CPS.	Review the media used to post open positions and diversify media buys.
Goal 3, Objective 2: Enhance and diversify revenue streams.	Increase efficiencies in colleges by increasing class size	Analysis of class size averages; Target 10%	Reduce under-enrolled classes	Class size data comparison from OIE for 2015-16 and 2016-2017 attached as Appendix C.	Comparing Spring 2016 to Spring 2017, average undergraduate class size in COE increased from 14.9 to 16.9 and in CPS from 20.0 to 22.0. Grad class size in COE increased from 13.5 to 14.6. Grad class size in CPS decreased from 14.2 to 13.1.	Continue to closely monitor enrollments, cancel or stack under-enrolled classes. Increase graduate recruitment efforts and explore the expansion of cohort models.

Link to Strategic Plan	Outcome	Assessment/ Measures and Target Performance Levels	Strategies to Achieve Target Performance Level	Result: Data results	Analysis	Action Plan

Undergraduate Headcount

College Department		HEADCOUNT: Declared and Intended Majors				Change 2016 - 2015		Change 2016 - 2013	
		Fall 2013	Fall 2014	Fall 2015	Fall 2016	Count	Pct Change	Count	Pct Change
Arts	Art	260	271	295	318	23	8%	58	22%
Arts	Biology	447	442	552	583	31	6%	136	30%
Arts	Chemistry	35	30	47	58	11	23%	23	66%
Arts	Computer Science	156	175	253	321	68	27%	165	106%
Arts	English	217	195	216	206	-10	-5%	-11	-5%
Arts	Earth and Env Sciences	37	35	36	32	-4	-11%	-5	-14%
Arts	History	163	156	149	126	-23	-15%	-37	-23%
Arts	Mathematics	139	152	170	169	-1	-1%	30	22%
Arts	Media Arts	115	119	130	135	5	4%	20	17%
Arts	Modern Languages	57	58	56	70	14	25%	13	23%
Arts	Music, Dance & Theatre	143	147	169	181	12	7%	38	27%
Arts	Philosophy and Religion	15	12	15	16	1	7%	1	7%
Arts	Physics	41	37	55	70	15	27%	29	71%
Arts	Political Science	65	64	49	46	-3	-6%	-19	-29%
Arts	Psychology	512	513	535	532	-3	-1%	20	4%
Arts	Sociology	259	258	250	252	2	1%	-7	-3%
Arts	Women's and Gender	11	13	17	19	2	12%	8	73%
Subtotal		2672	2677	2994	3134	140	5%	462	17%
Bus	Accounting	358	334	374	422	48	13%	64	18%
Bus	Business Admin	116	101	88	90	2	2%	-26	-22%
Bus	Economics	36	31	35	35	0	0%	-1	-3%
Bus	Finance	116	115	140	173	33	24%	57	49%
Bus	Management	380	391	450	491	41	9%	111	29%
Bus	Marketing	109	108	139	188	49	35%	79	72%
Subtotal		1115	1080	1226	1399	173	14%	284	25%

Undergraduate Headcount

College	Department	HEADCOUNT: Declared and Intended Majors				Change 2016 - 2015		Change 2016 - 2013	
		Fall 2013	Fall 2014	Fall 2015	Fall 2016	Count	Pct Change	Count	Pct Change
Prof	Criminal Justice	529	549	612	610	-2	0%	81	15%
Prof	Fire Science	104	104	109	110	1	1%	6	6%
Prof	Health Sciences	97	120	164	183	19	12%	86	89%
Prof	Nursing	456	469	485	476	-9	-2%	20	4%
Prof	Security Studies	228	223	214	231	17	8%	3	1%
Subtotal		1414	1465	1584	1610	26	2%	196	14%
Educ	Education Only	302	249	253	273	20	8%	-29	-10%
	Education Co-Major*	588	567	541	514	-27	-5%	-74	-13%
Subtotal		890	816	794	787	-7	-1%	-103	-12%
Other	Undecided/Other	935	758	260	247	-13	-5%	-688	-74%
Total		6438	6229	6317	6663	346	5%	225	3%

Notes. 1) *Also included in CAS/SoB counts 2) Data as of 10/15/1016

Graduate Headcount

		HEADCOUNT				Change 2016 - 2015		Change 2016 - 2013	
College	Department	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Count	Pct Change	Count	Pct Change
Arts	Art	16	13	13	14	1	8%	-2	-13%
Arts	Mathematics & Math Education	52	44	38	31	-7	-18%	-21	-40%
Arts	Media Arts	--	0	4	8	4	100%		
Arts	Modern Languages	36	37	38	40	2	5%	4	11%
Arts	Music & Music Education	31	30	33	28	-5	-15%	-3	-10%
Arts	Psychology	57	58	67	68	1	1%	11	19%
	Subtotal	192	182	193	189	-4	-2%	-3	-2%
Bus	Accounting	94	81	89	95	6	7%	1	1%
Bus	Finance	91	79	71	74	3	4%	-17	-19%
Bus	Management	68	69	71	78	7	10%	10	15%
Bus	Marketing	19	21	20	21	1	5%	2	11%
	Subtotal	272	250	251	268	17	7%	-4	-1%
Prof	Criminal Justice	47	60	50	40	-10	-20%	-7	-15%
Prof	Health Sciences	149	158	153	150	-3	-2%	1	1%
Proi	Nursing				12				
Prof	Security Studies	86	100	98	84	-14	-14%	-2	-2%
	Subtotal	282	318	301	286	-15	-5%	4	1%
Educ	Counseling	203	219	208	204	-4	-2%	1	0%
Educ	Early Childhood Education	154	147	133	98	-35	-26%	-56	-36%
Educ	Educational Leadership	130	125	122	119	-3	-2%	-11	-8%
Educ	Educational Technology	139	149	179	147	-32	-18%	8	6%
Educ	Elementary/Secondary Ed	136	109	93	81	-12	-13%	-55	-40%
Educ	Literacy Education	40	26	40	28	-12	-30%	-12	-30%
Educ	Multicultural Education	222	191	187	152	-35	-19%	-70	-32%
Educ	Special Education	212	186	208	225	17	8%	13	6%
	Subtotal	1236	1152	1170	1055	-115	-10%	-181	-15%

Graduate Headcount

College	Department	HEADCOUNT				Change 2016 - 2015		Change 2016 - 2013	
		Fall 2013	Fall 2014	Fall 2015	Fall 2016	Count	Pct Change	Count	Pct Change
Other	Other	23	5	5	44	39	780%	21	91%
Total		2005	1907	1920	1842	-78	-4%	-163	-8%

Notes. 1) Conditional Admit & Courses Only in appropriate department through Fall 215; Fall 2016 courses only coded as general and not attached to a department

2) Includes New Pathways and Alternate Route 3) Data as of 10/15/2016

APPENDIX B

The table below shows the percentages of all the ethnicities of instructors for College of Education and College of Professional Studies.

	College of Education		College of Professional Studies	
	2015-2016	2016-2017	2015-2016	2016-2017
Faculty	44	47	31	31
Hispanic	5%	9%	6%	10%
Asian	16%	15%	10%	6%
Black	23%	21%	13%	10%
White	57%	55%	71%	74%
Adjunct	78	57	123	126
Hispanic	10%	16%	4%	5%
Asian	5%	7%	5%	4%
Black	18%	14%	13%	11%
White	64%	56%	72%	75%
Not specified	3%	7%	7%	6%

Class Size

Undergraduate: Average Class Size

	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017
CAS	18.6	19.0	18.7	19.4	20.1	21.5
COE	14.7	15.3	16.0	14.9	15.3	16.9
CPS	19.0	19.3	19.5	20.0	21.8	22.0
SoB	20.1	20.3	18.2	19.4	20.4	22.4
Overall	18.6	19.0	18.6	19.3	20.2	21.6

Lec, Lab, Sem classes only. Excludes dual and stacked. Spring 2017 estimated as of 2/6

Graduate: Average Class Size

	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017
CAS	9.6	9.9	7.5	9.4	8.7	9.0
COE	12.2	13.7	13.2	13.5	13.2	14.6
CPS	13.6	15.0	16.1	14.2	13.0	13.1
SoB	13.7	14.6	12.8	13.9	14.3	16.6
Overall	12.4	13.6	12.7	13.2	12.8	13.9

Lec, Lab, Sem classes only. Excludes dual and stacked. Spring 2017 estimated as of 2/6

Undergraduate Classes with Enrollment Under 10

	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017
CAS	82	64	61	49	47	23
COE	16	11	7	7	6	4
CPS	7	6	7	6	6	3
SoB	10	9	28	15	14	5
Overall	115	90	103	77	73	35

Lec, Lab, Sem classes only. Excludes dual and stacked. Spring 2017 estimated as of 2/6

Graduate Classes with Enrollment Under 7

	Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016	Spring 2017
CAS	9	10	16	10	14	16
COE	39	27	35	23	20	14
CPS		1		4	3	4
SoB	4	6	10	7	3	1
Overall	52	44	61	44	40	35

Lec, Lab, Sem classes only. Excludes dual and stacked. Spring 2017 estimated as of 2/6

Faculty Assignments

Compensation		Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016
Overall	Release	\$63,984	\$48,125	\$44,822	\$49,445	\$35,500
	Organized classes	\$3,426,551	\$3,254,710	\$3,566,217	\$3,347,552	\$3,849,801
	<i>Faculty</i>	<i>\$743,746</i>	<i>\$688,735</i>	<i>\$502,221</i>	<i>\$468,061</i>	<i>\$402,979</i>
	<i>Adjunct</i>	<i>\$2,682,806</i>	<i>\$2,565,975</i>	<i>\$3,063,996</i>	<i>\$2,879,492</i>	<i>\$3,446,822</i>
	Per student (Ind, thesis)	\$109,325	\$154,915	\$122,882	\$135,484	\$255,255
	Education Field/Intern	\$112,750	\$148,150	\$100,095	\$112,603	\$38,988
	Co-op/Internship	\$65,613	\$102,100	\$75,026	\$123,825	\$106,283
	T01/T02/Fees/Clinical	\$558,880	\$559,198	\$536,588	\$492,403	\$304,043
	Dissertation Stipend					\$70,017
Overall		\$4,337,102	\$4,267,197	\$4,445,630	\$4,261,313	\$4,659,886
CAS	Release	\$23,825	\$23,450	\$21,298	\$14,350	\$10,450
	Organized classes	\$2,090,169	\$1,864,174	\$2,222,547	\$1,946,653	\$2,444,008
	<i>Faculty</i>	<i>\$445,008</i>	<i>\$376,902</i>	<i>\$317,200</i>	<i>\$250,461</i>	<i>\$240,504</i>
	<i>Adjunct</i>	<i>\$1,645,161</i>	<i>\$1,487,272</i>	<i>\$1,905,348</i>	<i>\$1,696,192</i>	<i>\$2,203,505</i>
	Per student (Ind, thesis)	\$15,124	\$26,165	\$23,432	\$30,339	\$164,087
	Education Field/Intern	\$7,488	\$10,588	\$5,513	\$12,163	\$5,025
	Co-op/Internship	\$30,063	\$49,125	\$33,850	\$44,325	\$37,083
	T01/T02/Fees/Clinical	\$361,292	\$354,823	\$353,238	\$355,566	\$175,130
CAS Total		\$2,527,960	\$2,328,324	\$2,659,878	\$2,403,395	\$2,835,783
COE	Release	\$5,016	\$10,275	\$4,866	\$4,866	\$0
	Organized classes	\$346,069	\$354,796	\$310,855	\$252,558	\$294,925
	<i>Faculty</i>	<i>\$111,775</i>	<i>\$101,850</i>	<i>\$77,439</i>	<i>\$85,358</i>	<i>\$77,575</i>
	<i>Adjunct</i>	<i>\$234,294</i>	<i>\$252,946</i>	<i>\$233,416</i>	<i>\$167,200</i>	<i>\$217,350</i>
	Per student (Ind, thesis)	\$0		\$9,475	\$2,000	\$4,550
	Education Field/Intern	\$105,263	\$137,563	\$94,583	\$100,441	\$33,963
	Co-op/Internship			\$2,175		\$2,250
	T01/T02/Fees/Clinical				\$1,388	\$1,013
	Dissertation Stipend					\$34,731
COE Total		\$456,347	\$502,633	\$421,953	\$361,252	\$371,431
CPS	Release	\$22,993	\$14,400	\$14,033	\$26,329	\$21,150
	Organized classes	\$595,851	\$591,465	\$566,715	\$629,792	\$630,817
	<i>Faculty</i>	<i>\$95,938</i>	<i>\$128,258</i>	<i>\$62,858</i>	<i>\$83,542</i>	<i>\$62,650</i>
	<i>Adjunct</i>	<i>\$499,914</i>	<i>\$463,208</i>	<i>\$503,858</i>	<i>\$546,250</i>	<i>\$568,167</i>
	Per student (Ind, thesis)	\$84,484	\$123,600	\$87,900	\$93,018	\$69,084
	Education Field/Intern	\$0		\$0		\$0
	Co-op/Internship	\$25,575	\$32,975	\$32,326	\$65,425	\$41,075
	T01/T02/Fees/Clinical	\$197,588	\$204,375	\$183,350	\$135,450	\$127,900
	Dissertation Stipend					\$35,287
CPS Total		\$926,491	\$966,815	\$884,324	\$950,013	\$925,313
SoB	Release	\$12,150	\$0	\$4,625	\$3,900	\$3,900
	Organized classes	\$394,463	\$444,275	\$466,100	\$518,550	\$480,050
	<i>Faculty</i>	<i>\$91,025</i>	<i>\$81,725</i>	<i>\$44,725</i>	<i>\$48,700</i>	<i>\$22,250</i>
	<i>Adjunct</i>	<i>\$303,438</i>	<i>\$362,550</i>	<i>\$421,375</i>	<i>\$469,850</i>	<i>\$457,800</i>
	Per student (Ind, thesis)	\$9,716	\$5,150	\$2,075	\$10,128	\$17,534
	Co-op/Internship	\$9,975	\$20,000	\$6,675	\$14,075	\$25,875
SoB Total		\$426,304	\$469,425	\$479,475	\$546,653	\$527,359

Per student includes independent study, thesis, project, etc. Excludes internships and co-ops

Apparent errors in subtotal due to rounding; dissertation stipends have 0 credits except in instances of miscoding

Faculty Assignments

Overload Credits		Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016
Overall	Release	48	35	33	37	26
	Organized classes	3338	2402	2657	2505	2884
	<i>Faculty</i>	<i>1243</i>	<i>462</i>	<i>336</i>	<i>316</i>	<i>275</i>
	<i>Adjunct</i>	<i>2095</i>	<i>1940</i>	<i>2321</i>	<i>2189</i>	<i>2609</i>
	Per student	81	111	88	97	190
	Education Field/Intern	82	108	74	83	28
	Co-op/Internship	47	71	52	88	75
	T01/T02/Fees/Clinical	306	300	291	235	111
	Dissertation Stipend					3
Overall		3901	3026	3194	3045	3317
CAS	Release	18	17	16	11	8
	Organized classes	2320	1382	1661	1461	1838
	<i>Faculty</i>	<i>1034</i>	<i>254</i>	<i>213</i>	<i>169</i>	<i>165</i>
	<i>Adjunct</i>	<i>1286</i>	<i>1129</i>	<i>1448</i>	<i>1292</i>	<i>1673</i>
	Per student	11	18	16	22	123
	Education Field/Intern	6	8	4	9	4
	Co-op/Internship	21	34	23	30	25
	T01/T02/Fees/Clinical	250	240	240	234	106
CAS Total		2625	1699	1959	1766	2104
COE	Release	4	8	4	4	0
	Organized classes	261	255	224	183	217
	<i>Faculty</i>	<i>78</i>	<i>66</i>	<i>50</i>	<i>58</i>	<i>53</i>
	<i>Adjunct</i>	<i>183</i>	<i>189</i>	<i>174</i>	<i>126</i>	<i>164</i>
	Per student	0		7	2	4
	Education Field/Intern	76	101	70	75	25
	Co-op/Internship			2		2
	T01/T02/Fees/Clinical				1	1
	Dissertation Stipend					1
COE Total		341	363	306	264	248
CPS	Release	17	10	10	19	15
	Organized classes	460	436	422	470	466
	<i>Faculty</i>	<i>67</i>	<i>87</i>	<i>42</i>	<i>56</i>	<i>42</i>
	<i>Adjunct</i>	<i>393</i>	<i>350</i>	<i>380</i>	<i>414</i>	<i>424</i>
	Per student (Ind, thesis)	64	89	63	67	51
	Education Field/Intern	0		0		0
	Co-op/Internship	19	24	23	49	31
	T01/T02/Fees/Clinical	57	60	52	0	4
	Dissertation Stipend					2
CPS Total		615	620	570	605	570
SoB	Release	9	0	4	3	3
	Organized classes	297	329	350	391	363
	<i>Faculty</i>	<i>64</i>	<i>56</i>	<i>30</i>	<i>33</i>	<i>15</i>
	<i>Adjunct</i>	<i>234</i>	<i>273</i>	<i>320</i>	<i>358</i>	<i>348</i>
	Per student (Ind, thesis)	7	4	2	7	12
	Co-op/Internship	7	14	5	10	18
SoB Total		320	346	359	410	395

Per student includes independent study, thesis, project, etc. Excludes internships and co-ops

Apparent errors in subtotal due to rounding; dissertation stipends have 0 credits except in instances of miscoding

Faculty Assignments

Total Credits (Inload + Overload)		Fall 2014	Spring 2015	Fall 2015	Spring 2016	Fall 2016
Overall	Release	618	575	538	608	530
	Organized classes	5511	4545	4816	4558	5050
	<i>Faculty</i>	<i>3416</i>	<i>2605</i>	<i>2496</i>	<i>2369</i>	<i>2441</i>
	<i>Adjunct</i>	<i>2095</i>	<i>1940</i>	<i>2321</i>	<i>2189</i>	<i>2609</i>
	Per student (Ind, thesis)	124	152	130	173	271
	Education Field/Intern	143	165	118	153	93
	Co-op/Internship	56	87	69	93	83
	T01/T02/Fees/Clinical	321	312	308	254	113
	Dissertation Stipend					3
Overall		6772	5835	5978	5838	6143
CAS	Release	312	264	241	257	219
	Organized classes	3677	2734	3051	2730	3132
	<i>Faculty</i>	<i>2391</i>	<i>1606</i>	<i>1603</i>	<i>1437</i>	<i>1459</i>
	<i>Adjunct</i>	<i>1286</i>	<i>1129</i>	<i>1448</i>	<i>1292</i>	<i>1673</i>
	Per student (Ind, thesis)	28	35	37	62	172
	Education Field/Intern	13	15	10	18	10
	Co-op/Internship	24	37	25	32	30
	T01/T02/Fees/Clinical	264	251	250	249	108
CAS Total		4318	3336	3614	3348	3671
COE	Release	111	132	123	157	118
	Organized classes	591	581	516	476	512
	<i>Faculty</i>	<i>408</i>	<i>392</i>	<i>342</i>	<i>351</i>	<i>348</i>
	<i>Adjunct</i>	<i>183</i>	<i>189</i>	<i>174</i>	<i>126</i>	<i>164</i>
	Per student (Ind, thesis)	16		13	4	11
	Education Field/Intern	130	150	107	135	83
	Co-op/Internship			2		2
	T01/T02/Fees/Clinical				1	1
	Dissertation Stipend					1
COE Total		847	863	760	773	727
CPS	Release	105	104	101	112	109
	Organized classes	675	649	651	677	719
	<i>Faculty</i>	<i>283</i>	<i>300</i>	<i>271</i>	<i>263</i>	<i>295</i>
	<i>Adjunct</i>	<i>393</i>	<i>350</i>	<i>380</i>	<i>414</i>	<i>424</i>
	Per student (Ind, thesis)	73	114	79	97	74
	Education Field/Intern	0		1		0
	Co-op/Internship	24	34	38	52	34
	T01/T02/Fees/Clinical	57	60	59	3	4
	Dissertation Stipend					2
CPS Total		933	961	927	941	942
SoB	Release	91	75	72	81	84
	Organized classes	568	581	599	676	688
	<i>Faculty</i>	<i>335</i>	<i>308</i>	<i>280</i>	<i>319</i>	<i>340</i>
	<i>Adjunct</i>	<i>234</i>	<i>273</i>	<i>320</i>	<i>358</i>	<i>348</i>
	Per student (Ind, thesis)	7	4	2	10	14
	Co-op/Internship	8	17	5	10	18
SoB Total		674	676	677	776	803

Per student includes independent study, thesis, project, etc. Excludes internships and co-ops

Apparent errors in subtotal due to rounding; dissertation stipends have 0 credits except in instances of miscoding

Workload Distribution

