

Academic Program Review Final Report

Religious Studies Program

University of New Mexico

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INTRODUCTION TO THE REPORT

This report was produced in response to an invitation from Dr. Kathleen Holscher, the director of the Religious Studies Program at the University of New Mexico, who asked that we review the Program and provide a report to assess its strengths and opportunities for growth.

To undertake this task, the review team read a thorough self-study and then visited the UNM campus on November 10-11, 2022. During that time, we met with department, college, and university leaders, faculty of all ranks, staff, and undergraduate students. We also toured various facilities.

We appreciate the hospitality and candor we experienced throughout our visit, and wish to especially thank Dr. Holscher and Amanda DiMercurio, Academic Program Review Specialist, for orchestrating everything so smoothly.

At the conclusion of our visit, we presented our initial findings to department, college, and university leaders, following the criteria we had been given. Just below are some of the overall strengths and in the pages that follow, we expand upon other elements of the program.

- General Education course offerings (60% of overall SCH, serving entire university)
- Qualified, dedicated lecturers
- Program director is national leader in Catholic Studies
- Wide interdisciplinary reach across college and university
- Inspiring level of collegiality among faculty
- Passion and excitement for the field generated among all students
- Strong community outreach and donor relations
- Rich pedagogical innovations among all faculty

CRITERION 1: INTRODUCTORY BACKGROUND

Overall Findings: **Exceeds**

Strengths:

The Religious Studies Program produced a thorough and informative self-study co-authored by Director Kathleen Holscher and Lecturer Dan Wolne with additional input from Lecturer Kelly Van Andel and Program Administrator Mercedes Nysus. The self-study provided the review team with a full understanding of the development of the program, including its organization, governance, and faculty. Flow charts reflecting data, e.g., enrollments, from the Office of Institutional Analytics at UNM, were particularly helpful.

- Although not a department, the program functions as an independent unit, with its own director, faculty, and Religious Studies Committee.
- The program offers an undergraduate major and minor, along with the opportunity for honors. It does not offer graduate degrees.
- Seven full-time faculty, three of whom are fully appointed in the program, and four of whom are jointly appointed between RS and other units. One of these faculty members holds a tenured appointment, and the other six are lecturers. Lecturer positions at UNM carry contractual obligations of teaching and service, but not research. In addition to these full-time faculty, the RSP relies on several talented part-time instructors, including some who have taught for the program for more than a decade.
- Strong general education courses are well enrolled and support the mission of the College and University. These courses include RELG1110 (Introduction to World Religions), RELG1550 (Religion, Health, and Medicine), RELG2110 (Eastern Religions), and RELG2120 (Western Religions). Three of these courses have long been part of the program; the program developed the fourth, RELG1550, as a new general education course in 2020.
- The program fosters serious intellectual exchange regarding religion and its place in the world through courses, colloquia, and inter-faith dialogue involving local religious leaders as well as scholars.
- Dr. Holscher and other Religious Studies faculty regularly offer public programming on behalf of the program, including teaching community-based courses and offering public lectures.
- In 2007 the Archdiocese of Santa Fe contributed \$500K to create an endowment, which increased to \$2.2 million by 2008, to support a Chair in Roman Catholic Studies. The program is considered a national leader in Catholic Studies, and hosted a major, national Catholic Studies Symposium in spring 2022.
- The program's organizational structure is inclusive and efficient. The Director and a diverse and representative Religious Studies Committee have authority to make strategic decisions regarding the structure of the Religious Studies Program and its future direction.
- We especially recognize the coincidence of the RSP and UNM Mission which locates RS in the local and larger context of applicable skills and the place of religion and its influence in an increasingly global society.

Opportunities for Improvement:

- The review team noted that the previous (2014) APR reviewers unanimously endorsed a five-year plan to departmentalize. The strategic plan prioritized stabilizing faculty lines, hiring tenure-stream faculty to diversify offerings, and allocating resources. The program has survived the severe budgetary constraints of COVID and the lack of administrative support (since 2014) to realize these goals but cannot continue to survive without a commitment from the administration to address these priorities.
- The reviewers of the 2014 APR suggested a five-year plan for departmentalization, which involved the creation of two to three additional tenure-track positions in the sub-fields of Native American religions, East Asian religions, Middle Eastern religions (particularly the Islamic tradition), and Biblical/New Testament Studies. No real progress has been made in response to the reviewers' suggestion of faculty hires to develop offerings in these sub-fields or that would aid in departmentalization.
- Dr. Kathleen Holscher is the only tenure-stream faculty appointed in Religious Studies, and she is jointly appointed between Religious Studies and the American Studies Department. The bulk of the program's curriculum is supported by six full-time, non-tenure stream lecturers (three of whom are jointly appointed with other departments). The program also relies on approximately a half-dozen part-time instructors (PTIs), who teach between one and four courses per year for the unit. The program's staffing needs are currently supplied by two administrators, both of whom also provide staffing support for two other units.
- The 2014 reviewers were concerned about the College's practice of "harvesting" funds accrued from online courses in Religious Studies, and then transferring those funds (as "cross-subsidies") to other departments and programs in the College. They recommended that those funds stay in Religious Studies, where they could be more effectively utilized for issues such as community outreach and the support of tenure-track and adjunct hiring. There has been no positive movement on this front; the College does not distribute those funds back to Religious Studies.
- We noted that the list of faculty on the Religious Study Committee does not include affiliated faculty, who indeed strengthen the size and rich offerings of the program.

CRITERION 2: TEACHING & LEARNING: CURRICULUM

Overall Findings: **Exceeds**

Strengths:

Interdisciplinary in its approach, Religious Studies at UNM benefits from faculty who hold doctorates not only in Religious Studies but in related fields like history, philosophy, sociology, and classics, and who cross-list courses in those departments and in others. The department offers a variety of modes of course delivery, ranging from large lecture classes to advanced seminars, as well as independent studies, an honors thesis program, and a capstone course for all majors (RELG 452: Theories of Religion). Another outstanding feature of the curriculum is its innovative course design and instruction.

Strengths:

- Flexible curriculum with minimum impediments for completion of degree.
- Opportunities for major/second major/minor serve the wider General Education mission as well as deliver the rich curriculum preparatory to a future in a wide range of careers.
- The wide variety and number of courses that span history, material and textual culture, practices, ethics, and beliefs of a variety of traditions, including but not limited to Buddhism, Hinduism, Christianity, Islam, and Judaism is astounding given faculty constrictions:
 - o Four emphases: 1) Asian Religions, 2) Abrahamic Religions, 3) Religion in the Americas, and 4) Religion, Life, and Culture.
 - o Additional offerings in Religion in the Ancient Mediterranean and the US Southwest, e.g., Curanderismo and Religion in New Mexico.
 - o Offers Catholicism in the Americas, mysticism, and a wide array of offerings related to social justice and “religion’s role in human projects of liberation.”
- Masterful pivot to remote learning during COVID (still taught over 700 students) and continue to offer a balance of in-person and on-line courses.
- Recertification of General Education courses to align with new diversity requirements.
- New concentrations in cutting edge fields, e.g., Health/Medicine; Environment and Sustainability.
- Several courses with active learning components (place-based assignments, eco-tours, human-animal interface, et al.).
- Plans to revive the course in RS and Psychology and pursue greater collaboration between these two units.

Opportunities for Improvement:

- Consistent course offerings in Islam, Eastern Religions, and Native American religions need to be ensured through administrative resource as retirements and loss of faculty require.
- The lack of offerings in Jewish studies has negatively impacted the program’s ability to cover the full range of offerings in compliance with disciplinary standards and that are responsive to the interests of the entire UNM and wider academic community.

CRITERION 3: TEACHING & LEARNING: ASSESSMENT

Overall findings: **Exceeds**

Strengths:

- RS Program meets assessment planning standards dividing its program goals into the three categories: knowledge, skills, and responsibility.
- All goals are clearly aligned with a well-designed model of seven Student Learning Objectives.
- Excellent balance of direct (papers, exams) and indirect assessment (exit survey) applied to student learning objectives:
 - o *explain* history and practices of two religious traditions
 - o *describe* religious symbols over time/communities
 - o *apply* theoretical concepts
 - o *identify* ethical/political issues
 - o *express* thoughts in writing
 - o *demonstrate* constructive dialogue
 - o *analyze* different traditions
- Beyond UNM, student learning may be assessed by the direct and indirect benefits to local communities through outreach and through the program's thoughtful, articulate, and ethical graduates and their influence upon their immediate and larger professional communities.

Opportunities for Improvement:

- Newly instituted exit survey that should continue to be refined to garner reliable data for recruitment and retention.

CRITERION 4: STUDENTS

Overall Findings: **Exceeds**

Strengths:

- Given the dedicated and talented faculty, it is no surprise that students uniformly speak with passion and enthusiasm about the curriculum, courses, instruction, and faculty.
- Students find meaning in a personal way and consider RS an “essential dynamic in people’s lives” that “transcends race, nationality and offers a higher way of identifying self,” and want to apply what they learn “to help people find something to believe in.”
- Students are serious about continuing to study at the graduate level and/or finding careers that build upon their religious studies major/minor.
- An immediate concern of students (and faculty) with whom we spoke was a desire to correct misinformation about, and the misuse of, religion in current political discourse.
- RS students enjoy an average time to degree (4.53) shorter than the college average.
- Interdisciplinarity is a clear priority for the students we spoke to.
- Enrollments are steady considering exigencies of COVID and subsequent budget constraints. Coming out of COVID there has been an uptick in enrollments. We anticipate with the implementation of new ‘opportunity scholarships’ that enrollments will increase as more students enroll and more students have the option to study at UNM rather than community colleges where tuition rates might have precluded any choice previously.

Opportunities for Improvement:

- Students (and faculty) want more course offerings. One student with whom we spoke said that he “can’t get enough” courses on topics such as the occult, modern pagans, neo-paganism, and other religions.
- Greater variety and greater frequency of offerings that majors/minors can rely on.
- Need to stabilize faculty and hire to meet student demands.
- Work with new academic advisor to make clear what RS is and what opportunities exist in the program.
- Need to develop more effective proactive advising to identify minors and explain how to convert to second major.

CRITERION 5: FACULTY

Overall Findings: **Exceeds**

Strengths:

- The members of the review team were deeply impressed by the quality of the faculty and the positive working environment they have created for the program, despite institutional challenges (discussed below). In our exit meeting with UNM administration, we stated, “We wish there were a superlative that could capture the dedication, enthusiasms, innovative thinking of the wonderful faculty. We feel compelled to recognize this outstanding faculty and their innovative planning.” We were truly inspired by our conversations with Religious Studies faculty.
- One of the key strengths of the Religious Studies program is the director, Dr. Katie Holscher, who has been program director for four years (second term). She is uniformly recognized and praised by her colleagues for her professionalism, care, fairness, and splendid administrative competence. The review team would like to commend her for her commitment and professionalism in working with the community and donors, as well as her impressive scholarship (see Criterion 7).
- Another core strength is the teaching faculty, who are all (except Dr. Holscher) non-tenure stream. We met with full-time lecturers and part-time, adjunct instructors. We were impressed by their passion and commitment to teaching. Many faculty use innovative pedagogies, such as interactive and experiential learning methods. Others were developing online classes and pedagogies, which are crucial for the success of Religious Studies online course offerings. Two lecturers, Dr. Gerber and Dr. Van Anandel, are developing exciting and timely interdisciplinary concentrations in Religious Studies: Religion and the Environment, and Religion and Medicine. They are also working to revive a former interdisciplinary concentration: Religion and Psychology.

Opportunities for Improvement:

- To maintain these impressive strengths, there is a considerable need for increased College and University level support. The review team believes that, to sustain the program’s level of excellence and to empower its demonstrated potential for growth, Dr. Holscher must be supported in achieving promotion to Full Professor. She is poised to advance. Her administrative load as well as her impressive research profile as a nationally recognized leader in the field of Catholic Studies (including the National Symposium in 2022) and its subsequent publication), and her publications in the areas of Catholicism and indigenous communities with considerable attention to New Mexican history, public lectures et al.), must be factored into her promotion.
- As was mentioned above, both Dr. Gerber and Dr. Van Anandel are developing new concentrations in cutting edge interdisciplinarity. Lecturers and part-time faculty are also developing innovative curriculum, such as “Science Fiction and Religion” and “Religion and Non-profits.” None of this can happen without investment from the administration in new faculty lines and in ensuring the stability of the lines that exist. One or two new, tenure-track lines (particularly in Asian Religions, Judaism, and Islam) would be immense boosts to this program, not only by bringing talent and expertise in these under-represented areas but also by securing the currently tenuous core course offering. The

review team also sees a need to offer term contracts to part-time adjunct instructors and to promote eligible part-time faculty to the level of full-time lecturers. These promotions and new lines not only would support the innovative curriculum designs of faculty that are already teaching in Religious Studies, but it would also help to support the core Religious Studies curriculum.

- In order to ensure the stability of curriculum, new hires or full-time appointments in Asian Religions, Islam, and Judaism are crucial, as well as identifying other coverage gaps and filling the positions with full-time faculty. These changes are necessary to bring the program in line with national disciplinary standards (see Criterion 7). The review team is concerned that a large percentage of the core curriculum (all current course offerings in Asian religions, Islam, and Judaism) is taught by adjunct faculty. This greatly endangers the reliability of course offerings, and thus imperils the success of the entire program.
- The review team also notes that there is a need for better communication between administration and faculty regarding possibilities for advancement, e.g., can a lecturer serve as Program Director?

CRITERION 6: RESEARCH, SCHOLARSHIP, & SERVICE

Overall Findings: **Exceeds (E)**

Strengths:

- Director Katie Holscher has an impressive research program. She has single-handedly positioned UNM as a national leader in Catholic Studies thanks to her grants, as well as a very successful spring 2022 symposium (“Building Catholic Studies Where We Are”) and its consequent publication. She has also exceeded service expectations. In addition to being the Director of Religious Studies and Endowed Chair of Roman Catholic Studies, she has served on several University committees (including the Curriculum Committee and the UNM Faculty Senate), as well as nationally recognized professional committees (including the American Academy of Religion and the American Catholic Historical Association). Dr. Holscher also works with community members and donors and devotes time to projects that reach a wider audience, such as an interactive, online map of clerical abuse in the Southwest.
- Four of six lecturers dedicated to teaching excellence also maintain active research agendas and publication records, despite there being no financial or promotion-related incentive to do so. They also maintain robust service commitments to Religious Studies and other units on campus, including Africana Studies, Philosophy, Language Literature and Cultures, Division of Equity and Inclusion, UNM On-Line Course Advisory Council, and the Governor’s Council for Racial Justice. Several faculty also serve in leadership roles in discipline-specific organizations and local community outreach.

Opportunities for Improvement:

- The only suggestion that the review team has for this creative, professional and exemplary faculty is that it be better supported at the College and University level. In addition to new faculty lines, securing existing faculty lines and offering promotions for part-time instructors (as discussed above in Criterion 5), we also suggest offering resources, especially for the non-tenure stream faculty, to pursue their competitive research agendas, including course releases and increased travel funds.

CRITERION 7: PEER COMPARISONS

Overall Findings: **Exceeds (E)**

Strengths:

- In comparison with three peer institutions, UNM's Religious Studies programs offers more (and more diverse) courses and has more majors. It stands up impressively well against programs that are better resourced, especially in terms of faculty lines. The review team was impressed with what the program has achieved despite there being only one tenured/tenure-stream faculty member (Dr. Holscher). For this reason, we conclude that the unit exceeds expectations in comparison with peer institutions.

Opportunities for Improvement:

- The comparison with peer institutions puts into sharp relief the need for increased College and University level support. Through a careful analysis of peer programs, the review team concluded that UNM's program has managed to remain competitive despite, rather than because of, support from the College or University. Of the three peer institutions, full-time instruction predominates, and there is only one part-time adjunct (in all three peer institutions combined). At UNM, there are seven part-time adjuncts, at least three of whom are responsible for core course offerings, six lecturers, and one tenure-track professor who is only 49% in Religious Studies.
- The review team is concerned that the reliance upon part-time faculty for core courses makes the unit vulnerable to disruptions in enrollment, overall student credit hours, time to degree, and compliance with disciplinary standards for breadth in areas of study. This is a serious concern of the review team, and we strongly encourage the UNM administration to attend to this urgent need to support the Religious Studies faculty by securing the core course offerings of the unit through new hires. In addition to securing the core course offerings, we also strongly encourage the administration to invest in the innovative concentrations currently being developed by Religious Studies faculty (see Criterion 6). The review team was unanimous in concluding that UNM has a gem of a program in Religious Studies and should be taking more proactive steps to support the program.

CRITERION 8: RESOURCES & PLANNING

Overall findings: **Exceeded**

The Religious Studies Program demonstrates effective use of institutional resources and support to carry out its mission and achieve its goals. As a relatively small academic unit, Religious Studies carries a modest operating budget to cover developmental stipends for Religious Studies faculty. Religious Studies Faculty, most of them Lecturers and Instructors, typically use these funds (up to \$1500 for Full-Time Lecturers and \$400-\$1000 for Part-Time Instructors) for pedagogical advancement. The operating budget has declined by 35% in the last five years, which sometimes requires the Religious Studies Program to use its reserve/rollover budget to cover spending gaps. One source of budgetary supplement comes from the Roman Catholic Studies Endowed Chair, which carries a healthy budget but is restricted to matters pertaining to Catholic Studies.

The Religious Studies Program is administratively situated within the Arts and Sciences Shared Service Center. This Service Center employs one full-time Department Administrator and, more recently, one full-time Academic Support Coordinator. Other academic units in the Service Center include the American Studies Department and the Women, Gender, and Sexuality Studies Program. So, basically, one senior staff person and one very junior staff person handle an enormous volume of administrative duties for three different academic units. Additionally, the Religious Studies Program shares one academic advisor with the other two units in the Service Center.

Strengths:

- Excellent stewardship of limited operational budget, focused on professional development of Full-Time Lecturers and Part-Time Instructors.
- A competent, and accomplished, and indispensable Department Administrator who manages three separate academic units, including the Religious Studies Program.
- A Program Director who prioritizes the professional needs of the Religious Studies faculty and who works creatively to maximize instructional support in an equitable manner even under budgetary constraints.
- A faculty who obviously work well with each other and believe in the value of the Religious Studies Program to the College and University.

Opportunities for Improvement:

- Advocacy for Service Center staff is strong at the Program/Department level, but, at the College level, there should be a greater awareness of the scope and scale of job duties held by the two Service Center staff people. Increased administrative support in the Service Center, including issues of pay equity and staff representation across the College is essential.
- The Religious Studies Program currently has a Religious Studies Committee, which includes Religious Studies faculty and affiliated faculty from other academic units. This committee typically handles internal program matters. We recommend the formation of a Religious Studies Advisory Committee, which could include Religious Studies and non-

Religious Studies faculty who can advise on matters of interdisciplinary collaboration and institutional effectiveness across the College and University.

- The Religious Studies Program expends great effort to support its faculty with a very small operating budget and has a proven record of responsible budgetary stewardship. The College should return the Religious Studies Program's operating budget to its previous amount of just over \$13,000, which will only enhance the teaching excellence of a dedicated faculty.
- The College should ensure that the endowment agreement for the Roman Catholic Studies Chair is securely retained in its current form to avoid undue involvement of the donors in the activities of the Roman Catholic Studies Chair.
- There is some potential to grow the number of Religious Studies majors by cooperating with other academic units, even those outside of the humanities and social sciences. An Advisory Committee made up of faculty from inside and outside the College would help the Director of the Religious Studies Program navigate the administrative and academic obstacles that come with such collaborative and interdisciplinary partnerships.

CRITERION 9: FACILITIES

Overall Findings: Met with concerns

The facilities assigned to the Religious Studies program are adequately utilized to support student learning and scholarly/research activities. Located on the fourth floor of the Humanities Building, the Religious Studies Program shares space with the American Studies Department, the Women, Gender, & Sexuality Studies Program, the International Studies Institute, and the Feminist Research Institute. Dedicated office space covers the needs of the Program Director, the Service Center Administrator and Coordinator, six full-time faculty, and several part-time faculty. There are also several shared spaces that generally meet the Religious Studies Program's needs. With the expectation of a new Humanities Building in the coming years, there is great anticipation as to how the Religious Studies Program will be arranged in the new spaces.

Strengths:

- Adequate office space for full-time faculty and some office space for part-time faculty upon request and availability.
- Comfortable common spaces for Religious Studies faculty and students to share with the other academic units on the fourth floor of the Humanities Building.

Opportunities for Improvement:

- There are ongoing problems with birds roosting around and throughout the Humanities Building. It will be important to ensure that the Religious Studies Program continues to receive requisite facilities support, even as plans are made to demolish the existing building and to construct a new Humanities Building.
- With the expected construction of a new Humanities Building, it is imperative that the College involves the Religious Studies Program in the planning process, which includes due consideration of current and future spatial needs of the faculty, staff, and students.

STRATEGIC PLANNING

The Religious Studies Program has a strategic plan that addresses items such as recruitment and retention, curriculum, faculty success, student success, facility improvement, and resource allocation, among others. The future improvement and growth of these areas are directly related to the exceptional work of the Religious Studies Program director and faculty, all of whom demonstrate levels of expertise and dedication that any comparable program would be proud of.

Strengths:

- The Religious Studies Program is in the planning stages for an undergraduate concentration in Religion, Health, and Medicine. Such a concentration would attract students in healthcare-related majors, a segment of the undergraduate student body that doesn't ordinarily look to Religious Studies for course offerings.
- The current Religious Studies faculty boast an impressive record of accomplishments as both teachers and researchers. This is due to the dedication and innovation of individual faculty members, but it is also a testament to the leadership and support from the Director of the Religious Studies Program.
- The Religious Studies Program is able to do a lot with a little when it comes to the operating budget. This is a testament to the resourcefulness and innovation of its faculty.

Opportunities for Improvement:

- The Religious Studies Program has experienced recent declines in student credit hours and number of majors and minors. Continued College support for lower-level course offerings is critical, as this is typically the first and only time that students are introduced to the academic study of religion. The outstanding Religious Studies faculty, with their innovative and interesting courses, will remain the primary seedbed for recruitment of majors. The more resources the Religious Studies faculty have to enhance the learning environment, the more likely it is that students will be attracted to the Religious Studies Program.
- An increase in student enrollment and majors also depends on the advising that students receive throughout their college careers. It is critical that first-year students-especially are introduced to the exciting classes offered by the Religious Studies Program, giving them ample opportunity to change majors or double major in Religious Studies without extending their time to degree.
- The current curriculum includes various gaps in areas of study, including Judaism, Asian religions, and Native American religions. College support for hiring tenure-track Professors or full-time Lecturers in these areas would fill these gaps and increase the overall diversity and breadth of course offerings for majors and non-majors alike.

OVERALL RECOMMENDATIONS

Teaching & Learning: Curriculum

The current curriculum covers widely and deeply within the field of religious studies. Gaps in curricular coverage include Islam, Eastern religions, Native American religions, and Judaism, requiring administrative resources to address coverage issues.

Teaching & Learning: Assessment

The current assessment standards meet program goals to achieve the following learning goals of knowledge, skills, and responsibility. A recently instituted exit survey for graduating students will help the program to refine efforts at recruitment and retention.

Students

Students in the Religious Studies Program exhibit considerable enthusiasm about the current course offerings and research opportunities. However, there is also considerable appetite for a greater variety of course offerings, which will require hiring faculty in areas currently not covered by the existing faculty.

Faculty

The Religious Studies faculty are phenomenal for their scholarly and pedagogical accomplishments. The Religious Studies Program at UNM is unique among most Religious Studies programs because of its heavy reliance on untenured Lecturers and Instructors. Supporting these faculty members, both as teachers and as scholars, is imperative for faculty retention. Moreover, it is advisable that the administration consider hiring additional tenure-stream faculty in order to ensure program sustainability at the director level.

Research, Scholarship, & Service

There is only one Religious Studies faculty member with research obligations, and yet the non-research faculty remain active scholars in their respective fields of study. The allocation of adequate administrative resources is imperative for continued research and scholarship accomplishments in the Religious Studies Program. As for service, the Director carries a considerable load on behalf of the faculty, while the regular faculty also provide substantive service to the Program, College, and University.

Peer Comparisons

The Religious Studies Program at UNM is unique among its peers in the composition of its faculty. With so few tenure-stream faculty members, UNM is outside of traditional religious studies program designs. Some consideration should be given to hiring one or two tenure-stream faculty members to complement the existing Lecturer-heavy faculty composition.

Resources & Planning

The Religious Studies Program's operating budget is very modest, due largely to the relatively small faculty size and lack of tenure-stream professors. That modest budget is incommensurate with the dynamic teaching and research performance of the existing faculty. An increase in operating budget would ensure the quality and breadth of the program's instruction and research, benefitting both student success and program prestige.

Facilities

The plan to build a new Humanities Building will require close involvement with the Religious Studies faculty and staff in order to ensure adequate spaces for the program.