

**Yale Gordon College of Arts and Sciences**  
**Vision and Strategic Priorities**  
**2013-2017**

**RESULTS REPORT 2014-15**

**ENROLLMENT: STRATEGICALLY GROW ENROLLMENT IN SUPPORT OF STUDENT SUCCESS AND IN RESPONSE TO MARKET DEMAND**

goal 1: Implement recruitment and retention plans, and achieve strategic enrollment goals for all YGCAS programs.

**RESULTS:**

- 2014 - 2015 recruitment and retention plans for each program; renewed focus on enrollment activities
- established a College Enrollment Task Force tasked with creating, updating and maintaining a college enrollment management plan
- spring 2015 enrollments increased by 3.9% compared to Spring 2014.
- programs at various local universities promoted, e.g., Stevenson University, Morgan State, Loyola University of Maryland, Goucher College, Mount St. Mary's University, McDaniel College (for graduate program promotion and recruitment)
- outreach by KFSCD to high schools with invitations to attend M.F.A. Reading Series
- assistant dean position created for advising, enrollment, and student success
- articulation agreements set up for Digital Communications program with several community colleges
- attended several community college transfer fairs
- hosted CAS graduate information sessions
- worked with community colleges on streamlined Beeline MOUs (in progress)
- planned and co-hosted (with the Law School) a "Pipeline to law" event for prospective community college and current UB students interested in pursuing law (\*canceled due to unrest in Baltimore in April)
- met with faculty, staff and deans from Coppin State University to discuss ways in which we could collaborate in the future (i.e., research, combined program, resources, etc.)
- ABS faculty presented research at Howard and Montgomery Community Colleges and at four classes at Hereford High School
- ABS is working on an articulation agreement with Carroll County Community College

goal 2: Create an incubator for students and faculty to support creative innovation & transition from the academy to the "real world."

## RESULTS:

- numerous opportunities offered for SIAT students and LEHS students
- ABS offered a cross-listed (undergrad/grad) course providing students a real-world experience working on a global virtual team with students at the University of Barcelona
- APPL graduate students engaged in service-learning by way of a real-world application of a program evaluation activity with the National Aquarium
- LEHS legal studies internship provides opportunities for students to work with the Baltimore office of the Legal Aid Bureau

## CHANGE: MANAGE CHANGE EFFECTIVELY

goal 1: Foster an innovative and risk-taking culture.

### RESULTS:

- UB Foundation Board Fund for Excellence grants received by faculty
- Baltimore Renaissance Scholars Seed Fund grants received by faculty
- faculty summer scholarly and creative activity grants funded by college
- two senior staff strategic planning retreats held by CAS
- Google Faculty Research Grant to Dr. Greg Walsh for Online Kidstream
- EPA Urban Waters Grant to Dr. Wolf Pecher
- drafting MOU with National Aquarium
- held focus groups with each of the IO Psychology and Counseling graduate students to identify growth opportunities

goal 2: Review the college's organizational structure to ensure the best, most effective and efficient approach to responding to change.

### RESULTS:

- director of advising position repurposed to assistant dean of advising, enrollment, and student success
- administrative support positions in dean's office refined and clarified
- streamlined adjunct contract processing and enhanced communication
- established college adjunct policy for selection, hiring and evaluation
- performed numerous analyses to examine college financial efficiencies:
  - Capacity
  - Adjunct Faculty
  - Low Enrollment
  - Enrollment Cap

### other activities

- included input from divisions in FY 16 budget proposal

- responded to budget cut in Spring 2015
- provided adjunct budgets to divisions
- provided student worker and graduate assistantship funding to divisions
- implemented digital measures for annual faculty performance reviews
- revised online student evaluations
- managed through assistant dean transition and welcomed Fiona Glade to that position
- defined strategic goals for the dean's office and set timeline for achieving those goals
- development of the CAS college assessment plan (ongoing)
- helped facilitate program and division assessment plans which are in progress
- made improvements to the curriculum proposal process
- SCD held Division Assessment Day

## **RECOGNITION & VISIBILITY: ENHANCE PERCEPTION THAT YGCAS IS THE CORE AND HUB OF THE UNIVERSITY**

goal 1: Change student, staff and faculty perceptions about the role, importance and significance of YGCAS.

### **RESULTS:**

- accomplishments submitted to University Relations for UB website, press releases/UB Newsroom, news items, social media
- activities and events highlighted on website, via email, social media (both UB and CAS), and in alumni newsletter (*Buzzworthy*)
- Michael Klein donation to support Michael Chabon's visit to YGCAS
- First-Year Experience brochure in development
- hosted campus- and community-wide reading, SPEAK: Baltimore Authors Respond to the Death of Freddie Gray
- created IO Psychology Advisory Board
- Spotlight UB performing arts events

goal 2: Communicate our scholarly accomplishments to the entire university.

### **RESULTS:**

- announced scholarly and creative activities on UB main and CAS websites, on UB and CAS social media, in press releases/UB Newsroom and in alumni newsletter (*Buzzworthy*)
- showcased print publications in dean's suite
- submitted quarterly college accomplishments report to provost and president

## **SENSE OF COMMUNITY: STRENGTHEN OUR COLLEGIAL & SCHOLARLY COMMUNITY**

goal 1: Celebrate scholarly and creative activities with students, faculty, staff and alumni.

### **RESULTS:**

- held annual YGCAS Scholarship Day (3<sup>rd</sup> annual event)
- hosted numerous events: Student Merit Awards ceremony, Sophomore Seminar Common Read student exhibit, Global Game Jam, National Poetry Month celebration
- supported internships across all undergraduate programs
- shared accomplishments with the YGCAS Advisory Council
- ABS opened capstone course final presentations to the ABS community
- Steve Matanle receives Maryland State Arts Council Individual Artist Award for playwriting

goal 2: Create a physical and temporal space for the YGCAS community to interact, network and be creative.

### **RESULTS:**

- brought online several new research labs within the college:
  - Bob Parson's Veteran's Psychology Clinic
  - Digital Whimsy Lab
  - LC Basement Oyster Lab for Environmental Sciences

goal 3: Foster a work-life supportive culture and preferred workplace for faculty, staff, students and alumni.

### **RESULTS:**

- established a college Work-Life Committee
- developed and distributed mentoring guidelines for tenure track and associate professors
- funded Distinguished Faculty and Staff Awards
- held numerous campus-wide events: New Faculty Orientation & Reception, Dean's Welcome Back Luncheon, Thanksgiving potluck, Dean's Distinguished Speaker Series, National Work & Family Month Brown Bag Lunch session
- promotion and tenure spring 2015:
  - tenured and associate professors: Marion Winik, Ron Castanzo, and Nicole Hudgins
  - tenure: Haitham Alkhateeb and Jeffrey Hoover
- FY 14 and FY 15 sabbaticals: Deb Kohl, Josh Kassner, Sally Farley, Tom Carney
- FY 14 and FY 15 new faculty: Steven Cohen, Joe Fioramonti, Betsy Boyd, Haitham Alkhateeb, Sujan Shrestha, Giovanni Vincenti, Djiby Fall, Rosalynn Swiggett, Elka Porter, Elka Cahn, Todd

Harper, Becky Thompson, Michael Frederick, John Donahue, James Taggart, Joshua Davis, Fiona Glade, Sandy Hill, John Chapin

- FY 14 and FY 15 new staff: Elizabeth Totten, Claudette Booth, Maxine Traynham, Jennifer Taylor, Carey Miller, Nicole Marano, Lyndsay Bates, Monica Queen

goal 4: Enhance engagement with internal and external communities.

#### RESULTS:

- established relationships with new Experiential Learning Coordinator
- received funding for enhanced courses from the Honors Program
- held 3 meetings of the YGCAS Advisory Board, including new members
- faculty and student community projects
- Global Game Jam, Cybercamp for STEM
- created partnerships with practicum sites and professional orgs (e.g., MD Association for Career Development)
- Jeffrey Hoover co-hosted the first-ever international conference of the Future Symphony Institute, held here at UB
- Sujan Shrestha is a coordinator of Bridges Baltimore 2015, the largest annual mathematics and art interdisciplinary conference in the world, to be held here at UB July 29-August 1, 2015
- moving forward with Performing Arts track in Integrated Arts and partnership with Baltimore School for the Arts
- launching several SCD/Spotlight UB co-curricular programs
- PBDS and IDIA presentations for Chase Brexton Healthcare
- exploring partnerships with Coppin State University (all divisions)
- proposal for M&T Foundation student success kiosk out of YGCAS Dean's Office
- enhanced our relationships with community colleges
- created relationships with some of the four-year institutions regarding our graduate school promotion
- Counseling Psychology track of the M.S. in Psychology program co-hosted (with the Career & Professional Development Center) a practicum/internship event in March 2015 aimed at helping students secure practicum and internship clinical placements for the following year
- held two meetings of the IO Psychology Advisory Board
- MOUs with University of Valencia, Spain and University of Silesia, Poland
- drafting MOU with the Baltimore National Aquarium to be signed by president or provost
- Spotlight UB partners with various internal and external groups, including: UB's Center for Student Involvement, Baltimore Symphony Orchestra, Baltimore Office of Promotion and the Arts and Maryland Irish Charities

**PROGRAMS: EMBRACE OUR INTERDISCIPLINARY AND INTEGRATED UNIQUENESS AND CREATE NEW OR ENHANCED, 21ST CENTURY-RELEVANT PROGRAMS**

goal 1: Establish a center that focuses on social issues, justice and equality to facilitate discussions and collaborations, develop curricula to include the wicked problem approach to frame learning experiences and college-wide activities, established connections with the community, and support student and faculty research on social issues.

#### RESULTS:

- conducted meetings with faculty
- LEHS hosted a roundtable on justice and poverty with internal and external constituents
- community engagement
- “Be the Change” community actions
- LEHS special projects and courses provide students with unique opportunities for further exploration (e.g., Legal Studies Internship with the Baltimore office of the Legal Aid Bureau, District Court Research project, cross-listed LEST/Law School courses)
- Spotlight UB used theater to explore social issues: plays *Warren* and *Slave Ship*, and staged reading of a great legal case

goal 2: Realign and redesign current programs, and implement additional interdisciplinary programs to complete the college’s role in General Education and position students for employment in fields that require competencies in multiple disciplines.

#### RESULTS:

- Completed or in progress in divisions:
  - redesign of English program completed, implemented FY 15
  - new applied and public philosophy BA degree program
  - redesign of AIT program, implemented FY15
  - counseling specializations (practitioner and science) approved
  - post-masters certificate in Library Technologies approved
- assumed responsibility to provide leadership for the General Education program
- provided leadership for offering the Sophomore Seminar
- moved Spotlight UB into the college and strengthened arts in the curriculum
- received funding for the Parsons Veterans Psychology Clinic, hired new director
- expanded math studio to Mathematics Learning Center, relocated, and named faculty director
- developed international agreements with University of Valencia and University of Barcelona
- proposal to create online track for PBDS—working with CELTT and Center for E-Learning
- implemented redesign of PSYC 308, 309, 490 sequencing
- implemented two new specializations within the M.S. in Psychology program: Science and Practitioner

goal 3: Recognize reading and writing as important to all disciplines.

## RESULTS:

- conducted Writing Across UB faculty development annual workshop
- established graduate teaching assistantships for writing
- instituted portfolio-based assessment in all University Writing Program courses to foster effective reading, writing, and reflection strategies over the entire semester
- opened a Writing Studio to begin supplemental instruction for Writing Program courses
- YGCAS Dean's office assumed leadership of General Education program implementation
- scheduled Sophomore Seminars in the college
- provided division and individual consultations with faculty on writing
- launched web page for University Writing Program; online writing guide in development ("Writing That Works")
- Spotlight UB's March reading of *Purgatory* (which coincided with Kimberley Lynne's Irish culture class and Steve Matanle's English lit class) exemplifies performance as a reading comprehension strategy

## **STUDENT SUCCESS: BE A FOCUSED CHOICE FOR STUDENTS AND IMPLEMENT INTENTIONAL, COHERENT & INTEGRATED, BEST PRACTICES FOR ACADEMIC STUDENT SUCCESS**

goal 1: Establish a mentoring center in YGCAS.

## RESULTS:

- established a First-Year Advisory Board
- provided division and individual consultations with faculty on writing
- researched mentoring center models at other institutions
- staff and faculty provide mentorship through initiatives such as B-MALE, First-Year Seminar and PDI

goal 2: Define, understand and implement a broadly inclusive range of ways to define, achieve and celebrate student success.

## RESULTS:

- Held the 4th annual YGCAS Merit Awards Ceremony – this ceremony celebrates student success; individual program awards (for each undergraduate program) as well as special awards for additional students were presented in an April 2015 ceremony – annual; each spring semester
- Assistant Dean has invited several students to her office who are demonstrating high levels of success at UB to congratulate them, discuss their strategies with them, etc. – Started; ongoing
- Assistant Dean met with AVP for Enrollment Services to explore ways in which our highly successful students who are in financial need could be re-evaluated for additional scholarship/FA funding due to their academic success on campus.

- Assistant Dean and APCs are including more of our successful and highly motivated students in our panel presentations at Orientation, etc. (to serve as examples)
- student participation in Inspired Discoveries
- several ABS students earned Turner awards
- two ABS students received Lassen awards

goal 3: Increase resources to support students through individualized educational experiences.

#### RESULTS:

- drafted College Student Success Action Plan
- established graduate teaching assistantships for writing
- added to Merit Awards for students the new Beatrice Kanigel Prize for Language and Literature
- promoting IDIS program as “honors” experience for highly-motivated students to design their own degree

goal 4: Enhance learning communities and other high impact practices, including experiential learning, to ensure high quality learning experiences.

#### RESULTS:

- Office of Academic Foundations and Transitions
- Global Field Studies in General Education program (Armagh Project 2015)
- enhanced courses funded by Honors Program
- implemented supplemental instruction and teaching assistants in several degree programs
- student honor societies and other student groups
- new placement processes in math and writing
- new foundational programs are in place and running smoothly