

Monthly Report to the Faculty
Provost Julie Bernier
September 3, 2008

Welcome Back!

A great deal has been accomplished by so many of you since we last met. The campus hosted dozens of workshops, institutes, classes and outreach activities; faculty members have been busy preparing for classes and revising curricula, and they have been involved in scholarly and creative work and speaking at conferences.

As we begin the new year, we look to these major tasks and goals for FY09.

- Implement student outcomes assessment (this will be tied to the next item)
- Review and revise curriculum, addressing needs of students and faculty teaching workload
- Review 2003 NEASC report and develop plan to address remainder of the recommendations (see NEASC attachment)
- Implement new strategic plan and planning process led by the PBLG (Planning, Budget Leadership Group)
- Refine P&T process
- Discuss academic affairs structure as related to schools and colleges.

NEWS FROM ACADEMIC AFFAIRS
Departments and Faculty

Plymouth State University's **Pakistani Project** completed its fifth institute for Pakistani educational leaders. This ongoing project is supported by an open competition grant award from the United States Department of State, Bureau of Educational and Cultural Affairs. The month long intensive institute supported the grant goals of demonstrating active and responsible citizenship through education in environmental stewardship and cultural heritage preservation. The project now is focusing on the Pakistan phase that entails follow-on activities in professional development with facilitation from in-country partner, Idara-e-Taleem-o-Aagahi. This year's delegation represented the Punjab, the Sindh, the Federal District of Islamabad, the earthquake affected area of Azad Jammu Kashmir, the North West Frontier Province, and the Federally Administered Tribal Areas. The delegation and staff also participated in meetings at the U.S. Department of State and U.S. Agency for International Development in Washington, D.C.

Plymouth State University's Pakistani Committee consists of **Blake Allen**, Director; **Michelle Lauriat**, Administrative Assistant; **John Martin**, Technology Architect; **Christopher Williams**, Public Relations; **Liane Sutcliffe** and **Tara DiSalvo**, Office of Sponsored Programs; **Lisa Ladd**, Bagley House; **Ellanna Tallent**, College of Graduate Studies; Dr. **George Tuthill**, Office of the Provost and College of Graduate Studies; **Keith Botelho**, Sodexo; **Tammy Hill**, Physical Plant; **Danielle Vickery**, Residence Life and Samuel Read Hall Dormitory; **Sean Robinson** and **Sarah Roesener**, Community Advisors; **Bich Tran**, Graduate Assistant, College of Graduate Studies; Investigator **Jennifer Frank**, University Police, and Chief **Creig Doyle**, University Police. **Gary McCool** and **Anne Kulig** of Lamson Learning Commons also provided support for the Institute.

Institute instructors from the College of Graduate Studies included Dr. **Mary Ann McGarry**, Dr. **Kate Donahue**, Dr. **John Allen**, Dr. **Leo Corriveau** and **Blake Allen**. Presenters included Dr. **Stacey Yap** and **Virginia Fisher**. PSU graduate student and Hillsboro Deering Middle School teacher Kimberly Rawson led and facilitated the Master Action Plan process. Dr. **Cynthia Vascak** and Dr. **Meg Peterson** welcomed the delegation to their summer institutes. Congratulations to everyone involved

Art Department

- Three of **Mike Heffernan's** paintings were accepted into the highly competitive nationally juried exhibition at the New York Academy. As a result of this achievement, he was awarded a show at the prestigious Flowers Gallery in NYC which also has two locations in London. This will be a three-person show from Aug. 7th-31st. The Gallery is at 1000 Madison Avenue in New York City.
- **Annette Mitchell** has a block print accepted into the upcoming National Juried Monotype/Monoprint Exhibition at the Attleboro Arts Museum in Attleboro, MA. Only 127 pieces were selected by juror April Gallant, Curator of Prints, Drawings, and Photographs at the Smith College Museum of Art. Over 800 images were submitted by 298 artists. Annette's print, *After Hours*, was created using the foam plate printing process that she developed. The exhibition is scheduled for September 6-October 3, 2008. Annette also collaborated with Davida Cook and Denise Linet in a show, "Reverberations: A Dialogue Between Three Artists" at the Chi Lin Gallery in Meredith, NH from June 30-July 31, 2008. "Making Her Mark," a Women's Caucus for Art exhibition at Silver Center for the Arts from July 2-October 1, 2008 includes two works of art by Annette that combine drawing and block prints. The Mill Brook Gallery and Sculpture Garden in Concord, NH is displaying work by gallery painters that include Annette August 1-November 9, 2008.

Atmospheric Science and Chemistry Department

- In August, **Dennis Machnik**, gave 6 planetarium presentations for the Rey Center at Waterville Valley. Approximately 200 people attended. **Sally Jensen** also presented.
- **Brendon Hoch** (PAT), Technology Manager for the Judd Gregg Meteorology Institute (JGMI), has accepted a nomination for a three-year term as representative on the Unidata Users Committee. Unidata, funded primarily by the National Science Foundation, provides data services, tools, and cyber infrastructure leadership that advances Earth system science and enhances educational opportunities. Unidata is comprised of a diverse community of over 160 institutions and is headquartered at the National Center for Atmospheric Research in Boulder CO. On Friday, August 22, 2008, Brendon Hoch, was an invited speaker at the 2008 New Hampshire Air Tour hosted by Raymond Burton, Executive Councilor for District 1, and Jack W. Ferns, Director of NHDOT Division of Aeronautics, Rail, & Transit. The event provided an opportunity for citizens and elected representatives to discuss the importance of municipal and regional airports to both the local economy and the residents of rural New Hampshire. During the event, Hoch discussed the role of JGMI in the installation and ongoing maintenance of the Joseph Zabransky Automated Weather Observation Station at Plymouth Municipal Airport. After the event, Colin McIver, Plymouth Airport Manager and music major at PSU, invited Hoch and Plymouth Town Administrator Paul Freitas on an aerial tour of Plymouth and the surrounding area.
- **Anil Waghe** from Plymouth State University, NH; Dr. Nadia Marino from St Lawrence University, NY; and Walt Jennings from PA offered a workshop for high school AP chemistry teachers. This workshop was sponsored by the American Chemical Society at Texas State University, St. Marcos, TX. Dr. Waghe previously conducted a similar workshop at the University of St Thomas in St Paul, MN.

College of Graduate Studies

- **Gary Goodnough**, Chair, Counseling and School Psychology, was appointed to the American Counseling Association's Ethics Committee for a 3-year term starting July 1.
- **Nancy Puglisi** presented in Portland, Maine at the Eastern Region CUPA conference on "Health Promotion in the 21st Century – The Role of Neuroplasticity."

Computer Science and Technology Department

- In June, **Roger Marshall** presented a workshop in Algorithms in Molecular Biology entitled "Gene Machine© - A Hardware/Software Platform for Analyzing Genome Data" in Vienna, Austria. The paper was published this July by Springer Verlag, Berlin Heidelberg 2008: R. Marshall. "Gene Machine - A hardware/software platform for analyzing genome data". M. Elloumi et al (eds.), *Bioinformatics Research and Development*, BIRD 2008, CCIS 13, pp. 517-527.
- Through **Peter Drexel's** efforts (in coordination with Mary Campbell, Undergraduate Studies Office) an articulation agreement between Nashua Community College is close to being finalized. The agreement should be ready for presentation to the university curriculum committee in September.
- **Zhizhang Shen** has had the following publications published: Shen, Z., and Qiu, K., On the Whitney numbers of the second kind for the star poset. *European Journal of Combinatorics*, 29.7 (2008) 1585-1586; He, L., Qiu, K., and Shen, Z., Neighbourhood Broadcasting and Broadcasting on the (n, k)-Star Graph, *Proc. of the 8th International Conference on Algorithms and Architectures for Parallel Processing (ICA3PP'08)*, Cyprus, June 9-11, 2008, Springer LNCS 5022, pp. 70-78. This paper was also awarded the "Best Paper" for the conference. Shen, Z., Qiu, K., and Cheng, E., On the Surface Area of the (n, k) Star Graph, *Proc. of the 2nd Annual International Conference on Combinatorial Optimization and Applications (COCOA'08)*, August 21-24, 2008, St. Johns, Newfoundland, Canada, Springer LNCS 5165, pp. 393-404.
- **Roger Marshall** presented a series of invited lectures on "Bioinformatics and Speech Processing" at Vagdevi Engineering College in Warangal and GVP College of Engineering in Vizag, both in India.

Education Department

- **Pat Cantor** was elected to the board of the National Association for Early Childhood Teacher Educators (NAECTE) as the Representative for Region 1 (New Hampshire, Massachusetts, Connecticut, Rhode Island, and Maine).
- **Mary Cornish** is pleased to announce the release of the book *Promising Practices for Partnering with Families in the Early Years*. As editor, Mary collaborated with top early childhood researchers across the US and Canada to publish the seventh book in the award-winning American Educational Research Association series, Research-to-Practice.
- **Marcel Lebrun** published an article in the *Journal for Positive Behavior* (Summer 2008) with H. Muscott and E. Mann on "Positive Behavior Interventions and Support in New Hampshire: Effects of Large Scale Implementation of School-wide Positive Behavior Support on Student Discipline and Academic Achievement." From June 23-27, he coordinated and chaired the Positive Behavior Interventions Summer Institute, with over 150 people attending. On August 26th he delivered a district-wide training to two Franklin Elementary Schools in the PBIS Roll OUT for the new School Year; over 140 people attended.
- **Trish Lindberg** conducted workshops for seventy-five teachers and directed a scene from the upcoming season of Theatre for Youth productions at the Alliance Theatre in Atlanta, Georgia,

as part of their Arts in Education Institute. She also traveled to Israel and the West Bank to begin work on an original collaborative musical theatre project with Palestinians and Israeli Arab and Jewish young people entitled "SONG OF PEACE." Trish also served as Artistic Director of the Kearsage Arts Theatre (KAT), directing sixty-five young people in the *Wizard of Oz*.

- This summer, **Royce Robertson** attended and presented two sessions at the Nuventive User Group in Pittsburgh, PA, from June 17-21. He also completed training and was certified as a Socrates Distance Learning Group Online Course Facilitator. On June 7, Royce represented both PSU and the PDK-Profile Chapter at the Edies Award on June 7 where our recipient, William Marston, received the PDK Education Award.
- **Karen Sanders**, Director, and the **Staff of the Child Development and Family Center** participated in orientation and workshops during the week of August 18, including CPR and First Aid Certification, a session on inclusive education with **Susan Shapiro**, and two sessions on culturally responsive early care and education with **Pat Cantor and Mary Cornish** that served as the introduction for a year-long professional development series.

English

- **Joe Monninger** has received a 2008 Peace Corps Writers Award for his novel *Baby*, winning the award in the Best Children's Writing category. *Baby* is the story of a troubled 15 year-old girl who is sent to a foster home in New Hampshire, where she is placed with an older couple that races sled dogs. The foster home experience brings balance to Baby's life. Monninger served in the Peace Corps in Burkina-Faso, West Africa, from 1975-77, writing letters home and short stories about his experiences with the local villagers and his encounters with African magic and superstition. Peace Corps Writers annually presents six awards for best fiction book, best nonfiction book, best poetry book and best short piece that capture the essence of the Peace Corps experience — all by Peace Corps writers. Winners receive a special citation and a cash award from Peace Corps Writers, an Associate Member of the National Peace Corps Association. Joe's award was also featured in the latest edition of New Hampshire Magazine.
- **Liz Ahl** spent portions of her sabbatical at the Jentel Artist Residency Program (WY) and the Kimmel Harding Nelson Center for the Arts (NE). In June, she was a featured reader at the UPWords Reading Series in Pittsburgh, PA, and in July she read at The Mill in Bristol. Her poetry chapbook, "A Thirst That's Partly Mine," won the 2008 Slapering Hol Chapbook Contest, and will be published before the end of the year. A poem was also recently published in the *North American Review*.
- **Megan Birch** completed her dissertation, "(Dis)placing and (E)race-ing Discourses: Thinking about Diversity and Becoming a Teacher," a qualitative study using critical discourse analysis to examine the places and spaces in which pre-service teachers think about diversity and multicultural education.
- **Robin DeRosa** received a publication contract with McFarland Press for her book on the Salem witch trials; she has been working on revisions this summer. She also appeared as a guest on "Human Ties," the public access television show based in Manchester, produced by the New Hampshire Humanities Council. You can view the show at the TV23 website: <http://216.177.11.242/showlinks/4597.html>. She also gave several talks on Salem at regional libraries and historical societies in Wolfeboro, Salem, and East Kingston. Recently, she was appointed to the Board of Directors for Voices Against Violence
- **Art Fried** completed and submitted a chapter on crime comics and graphic novels for the Blackwell Companion to Crime Fiction. He also served on a hiring committee for Communication and Media Studies.

- **Elliott Gruner** completed a review of Composition research conducted last academic year to include a spring survey of faculty and students. He continues to develop a grant-funded, university-wide study of undergraduate writing at PSU titled "Writing at PSU," which we hope to administer in pilot this AY. He taught two summer graduate writing courses at UNH and continues to serve on a dissertation committee at UNH. He prepared and delivered two faculty workshops at PSU (Undergrad Research Writing and Preparing for WRCO courses).
- **Karolyn Kinane** and English Department alumna Jenn Jones spent much of the summer excavating the Medieval Forum's closet and filing cabinet, sorting through 30+ years of Medieval Studies at Plymouth State. Jenn has chosen photographs, news clippings, programs, advertising material and other memorabilia to compile into a set of annotated digital files that she will donate to Lamson Library's archives (originals will be held by the Forum director). Karolyn and Jenn have met with Manny Sterling and other early contributors to Medieval Studies and the Medieval Forum to identify people in photographs and compile anecdotes. This spring, Jenn will return to campus to give a lunchtime talk at the Medieval and Renaissance Forum celebrating the Forum's 30th anniversary. The archive will be on display at that time so that Forum participants can help fill in gaps left by the documentary history. (Jenn Jones is currently applying to Master's programs in Library Science and hopes to pursue her Ph.D. in Medieval Studies).
- **Ann McClellan** attended the Program Administrator's and Director's Workshop at the National Women's Studies Association Conference in Cincinnati, OH in June. She has a solicited article forthcoming in the fall issue of *Eureka Studies in the Teaching of Short Fiction* (ESTSF) on hypertext and American women writers. She also has an article on women's campus novels under review at *Nineteenth Century Contexts*.
- **Angie Ricciardi** (adjunct faculty) has joined the PASS Office as Peer Tutor Coordinator. She also attended the Educause/AASCU conference, "Students, Technology, and Learning: Strategies for Success."
- **Christina Philibotte** (adjunct faculty) completed her M.Ed. in English at PSU this summer and started a full-time job as an English teacher at Goffstown High School.

Health and Human Performance

- **Irene Cucina** participated in a leadership panel with Dr. Thomas Sawyer, Indiana University and Fran Meyer, Educational Consultant, at the 2008 American Alliance for Health, Physical Education, Recreation and Dance Leadership Development Conference in Washington, DC
- **Angel Ekstrom** completed her dissertation – Congratulations Dr. Ekstrom! She also supported 9 PSU student leaders in facilitating Student Orientation Adventure Programs (SOAP). This opportunity kicks off June New Student Orientations, allowing students a chance to develop connections with other first year and current PSU students prior to the start of New Student Orientations. Angel participated in an ACA Trip Leader Sea kayaking Training and she supported 6 PSU student leaders in leading White Mountain Orientation trips for first year students; an outdoor adventure trip program offering first year students opportunities to develop relationships with other first year and current PSU students prior to the fall semester start. Participants gain an awareness of their new outdoor environment that surrounds PSU.
- **Jamie Hannon** participated in two very useful graduate courses; Full Spectrum Leadership and Creating Organizational Health. As a product of these two courses he has identified at least 4 new classes that he will develop and incorporate into his undergraduate courses, along with numerous resources that will strengthen his already existing classes. Additional products of these courses include a personal development plan for exploring and improving his leadership

and an organizational change proposal that addresses improving student learning quality in the Graduate Program in Adventure Learning.

- **Mardie Burckes-Miller**, Professor of Health Education, Director Eating Disorders Institute was inducted as a Fellow into the Academy of Eating Disorders in Seattle, Washington this summer for her contribution to the field of eating disorders. Fewer than 100 fellows worldwide have met the criteria for this distinguished honor. Mardie completed training as a Wellness 356 Coach. She was invited to participate in Family Week at Laureate Eating Disorders Treatment Center in Tulsa, Oklahoma.

Lamson Library

- **David Beronä's** recent publication, *Wordless Books (2008)*, has inspired Mike Kelly (comics scholar and rare book curator) to moderate a panel discussion -- *Reading Pictures, Burning Comics: New Perspectives on the History of Graphic Narrative* – to be held at New York University on current scholarship, historical perspectives, and a consideration of the place wordless books, graphic novels, and comics hold in both contemporary culture and the History of the Book. Along with **Beronä**, David Hajdu, Columbia University, will participate based upon his book, *Ten-cent Plague (2008)*.

Languages and Linguistics

- **Eric Cintron**: presented a paper *Juan Luís Guerra, ¿poesía o no?* at the National Association of Hispanic and Latino Studies, February 2008 in Baton Rouge, La.; attended with PSU Presidential Campus Team “*Students, Technology, and Learning: Strategies for Success*” Workshop at the University of Central Florida, July 2008, and presented the technology component at the PSU Chairs Retreat, August 2008.
- **Wilson García**: coordinated a departmental instructor’s technology training session with the Vistas textbook sales representative, Spring 2008; helped develop Fundamentals of Arabic I and II with instructor, **Najwa O’Hara**, for the Academic Year 2008-09 and will serve as course mentor; participated in the annual AP Spanish Reading Session as an evaluator, Louisville, Kentucky, summer 2008; assisted Prof. Len Reitsma in translations of two Ecuadorian projects – the Sani Eco-tourism Lodge and bird research.
- **Barbara Lopez-Mayhew** and **Fawn Ouellette** (department Administrative Assistant): attended the “Strategic Grant Writing Workshop”, Manchester, NH, June, 2008, in preparation for a future grant proposal to the U.S. Dept. of Ed. to develop an International Business Degree and Center for Business Education and Research.
- **Barbara Lopez-Mayhew**: collaborated with Plymouth Regional High School in a grant proposal to the Hope Education Foundation “One State One School” Chinese Language Project, April 2008. They were awarded the grant for NH to establish and implement a model Mandarin computer-based language program at the University for PSU and PRHS students. Prof. Lopez-Mayhew is participating in an on-line training course, and will serve as mentor in the Fundamentals of Chinese I and II courses during the academic year 2008-09; has completed research and is working on a book manuscript on the 17th Century play *Valor, agravio y mujer* by Spanish playwright Ana Caro.
- **James Whiting**: presented a paper *Effects of Multimedia Input on Reading Comprehension* at the spring conference of Northern New England TESOL (Teaching English to Speakers of Other Languages) held at Saint Michael’s College in Colchester, Vermont on May 3rd; gave an invited talk entitled *English Language Learners and Special Education* to the Southern New Hampshire English Language Teacher’s Network in Concord on May 14th. He presented two papers,

Technology in the English Language Classroom and Authentic Reading and Multiple Forms of Comprehensible Input, at the TESOL Canada conference held May 29th - 31st in Moncton, New Brunswick.

Music, Theatre and Dance

- **Robert Swift's** article "Alfred" was accepted and published in the September NEW HAMPSHIRE QUARTER NOTES, the state's music educators' magazine.
- **Gary Corcoran** hosted the 2008 New England Band Directors Institute, with 160 public school band directors from all six New England States in attendance. The annual institute features sessions presented by some of the nation's top music educators, composers, and conductors.
- **Carleen Graff** adjudicated for the National Guild of Piano Teachers this summer with two weeks in West Chester, Pennsylvania, and Malden, Massachusetts. She has also had two more arrangements for digital keyboard orchestra published with Ogilvy Music Publishing in Denton, Texas - Beethoven's 'Ode to Joy' and Mozart's "Eine kleine Nachtmusik." She's also written a review for the *American Music Teacher* October 2008 of Christos Tsitsaros', "Throughout the Year," a collection of 12 duets focusing on works descriptive of the months of the year.
- In July and August **Dan Perkins** conducted the NH Friendship Chorus in collaborative concerts throughout Croatia, Slovenia, Montenegro and Bosnia-Herzegovina. He attended the World Symposium on Choral Music in Copenhagen, Denmark. As principal guest conductor for the Vietnam National Opera and Ballet, he conducted "La Traviata," "Die Fledermaus," and "Porgy and Bess" at the opera house in Hanoi. He presented a workshop at the Katterwall School in Hong Kong, where PSU alum Camille Lively is currently working.
- **Elizabeth Cox** was elected Secretary/Treasurer of the Acting Program focus group at Association of Theatre in Higher Education meeting held in Denver in August, 2008. She also played the role of Vincentio in Advice to the Players' TAMING OF THE SHREW in August, 2008, and will play the role of Gertrude in HAMLET in Plymouth State Theatre's first production of the season in Studio Theatre in September, 2008
- **Kathleen Arcchi** has been appointed as the Chair of the Strategic Planning Committee for NATS (the National Association of Teachers of Singing). She is the New England Regional Governor for NATS.
- **Amanda Whitworth** and **Lenore Sousa** represented the dance division at the Sankofa Dance Project held at UMASS Amherst where they studied, performed and collaborated with UMASS faculty on the topic and technique of African dance influence in the contemporary dance scene.
- **Dan Perkins** was named in New Hampshire Magazine "Best of" issue for Best Musical History Program: A concert performed by the New Hampshire Master Chorale. The chorale, directed by Dan Perkins with music composed by **Jonathan Santore** and text from New Hampshire historians provided a unique blend of Granite State history, music and art.

Social Work

- **Stephen Gorin** co-authored "Health Care Reform in the 2008 Presidential Primaries" published in *Health & Social Work* (May 2008). He attended regular meetings of the State Committee on Aging (SCOA) over the summer and met as part of a group with Commissioner Nick Toumpas to discuss the state's long-term care needs. He was appointed to Sen. Obama's National Retirement Security and Health Policy Committees. In Aug, he participated in NASW's 2008 Delegate Assembly; the Region I Delegation (New England) met in Boston.
- **Scott Meyer** attended the National Children Youth and Families at Risk conference San Antonio, TX in May and facilitated a breakout session at the Belknap County Community Council on Children and Families "Service Integration and Systems Change for Children in Child Welfare and Juvenile Justice

Systems" Symposium, Gilford, NH in June. In July, he presented "A Case Study of Effective Strategies to Promote Sustainability of Programs Serving At Risk Youth and Families" at the 1st National Research Conference on Child and Family Programs and Policy at Bridgewater State College, Bridgewater, MA, and delivered a training session on "Strategies for building A Successful Agency Team During Times of Organizational Change" for Pemi Baker Home Health and Hospice in Plymouth, NH. In August, he co-presented with Paula Gregory and Dan Reidy of UNH Cooperative Extension on "Effective Strategies to Promote Project Sustainability" at the Dept. of Education's 21st Century Community Learning Center's Regional Conference in Meredith, NH. He was also re-elected to NH NASW Board of Directors.

- **Cynthia Moniz** was appointed as an Alternate from Region I for the National Nominations & Leadership Identification Committee, National Association of Social Workers (NASW). She also served as an Alternate Delegate from Region I for NASW's Delegate Assembly (NASW's policy-making body) held Aug. 8-9. She participated in planning meetings of the Council on Leadership Development, CSWE in preparation for an upcoming session at the national annual conference in Oct. and attended regular meetings of EngAGING NH.

Update on 2003 NEASC recommendations

Sept 2008

The 5th year interim report to NEASC was submitted in August. The taskforce spent a yearlong process reviewing the progress that we have made on the recommendations from the 2003 site-visit team. We have, indeed made good progress in several areas. For example, we have fully implemented the new General Education program and are in the process of implementing the assessment plan to ensure the goals of the program are met. We will have multiple forms of evidence to assess the program including a built-in process of assessment created by the "sunset rule" which ensures that all courses are evaluated on a regular basis and departments provide evidence that the goals of the particular course and general education requirements are being met. This year we will pilot a standardized test to assess critical thinking and some components of writing, and Elliot Gruner, our Composition Coordinator, is working to develop a comprehensive process for assessment of writing.

In response to the team's recommendation about governance, a Governance Taskforce and Governance Implementation Taskforce have worked for three years making significant improvements in faculty governance. There are other examples as well.

However, two main areas still require our attention: assessment and curriculum. Below are excerpts from the final report of the 2003 NEASC site visit that we will begin to address this year.

Assessment

Areas of Concern

- *The faculty has generally embraced its developing role in assessment and has been using the results of early assessment to make program and curriculum changes. In 2002, the Assessment Advisory Group (AAG) was established to provide support to academic departments, and administrative responsibility for coordinating the assessment effort was assigned to the associate vice president of undergraduate studies. Departments were asked to develop goals and objectives for majors/ programs by spring 2003, with implementation in fall 2003. The AAG reviewed and gave feedback to departments on all outcomes; it will do the same for department assessment plans. Fifteen of sixteen departments have completed outcomes, and one-third to one-half have completed plans, according to information posted on the assessment web site.*

- *Although the Assessment Advisory Group reviews plans and makes suggestions, it does not have direct authority to move the assessment process along in the departments, to create an effective assessment process, and to develop a University-wide assessment plan.*

Suggestions

- *Formulate and implement an institution-wide plan for the assessment of student learning outcomes in majors and the general education curriculum that is linked to planning and resource allocation, and provide meaningful support and direct coordination of the plan.*
- *The University is encouraged to coordinate assessment efforts directed at learning outcomes systematically.*
- *Support faculty assessment of learning outcomes in the majors and the revised General Education program.*

Curriculum

Areas of Concern

- *The institution has a commodious offering of majors (and options), some of which have low enrollments and have had few degrees awarded during the past decade.*
- *The present dynamic at PSU is to overreach by expanding programs and services, while putting less emphasis on assessing the effectiveness of programs and services that would lead to program adjustment and elimination. It appears that in trying to be all things to all people, everything becomes equally valid and valued.*
- *Despite the obvious scarcity of resources, PSU does not demonstrate that program development and elimination are guided by a clear set of priorities central to achieving the institution's mission and purposes.*

Suggestions

- *Simplify the undergraduate curriculum to feature programs central to the mission of the institution, paying particular attention to programs with excessive credit requirements. Eliminate under-enrolled programs, where appropriate, so as to fund new programs and initiatives.*
- *The University is encouraged to coordinate assessment efforts directed at learning outcomes systematically.*
- *Graduate programs should be an integral part of institutional planning and resource allocation processes.*
- *Develop a University-wide academic plan to guide program and curriculum development.*

In the "**Faculty**" section of the report, the following concerns were named and suggestions made.

Areas of Concern

- *Individual faculty concerns that there is insufficient time to reflect upon pedagogy, pursue research, or improve syllabi because of four-course loads each semester, extensive committee work, and heavy advising.*

Suggestions

- *Investigate and take appropriate action regarding workload issues, e.g., four-course preparations and heavy committee work by individual faculty members.*
- *Engage in discussions and take appropriate action regarding institution-wide criteria and procedures for faculty renewal, tenure and promotion.*

Assessment

You will recall, in 2002, every academic department and many offices developed program goals and an assessment plan. Many of you have implemented your assessment plans, have gathered data, and have made thoughtful programmatic changes based on your findings. Other departments are in various stages of implementation. Daniel Moore, the Vice Provost, has as one of his many duties to bring back the Assessment Advisory Group and to begin working with Academic Departments to assist you in the revision or implementation of your assessment plans. This process will tie in to the next item, curriculum and curricular revision.

Curriculum and Workload

We have begun to look at the curriculum with a critical eye for improvement, providing programs that maximize student success, and make efficient use of resources. Departments will be examining programs this year with the following goals:

- Provide quality programs that promote student success, retention, and completion in four years
- Build program based on student outcomes
- Reduce programs to 120 credits (without reducing electives)
- Use resources wisely to reduce faculty teaching load
- Reduce reliance on low enrolled courses
- Remove unnecessary pre-requisites and other barriers
- Maintain or reduce the size of the major providing more free electives

Promotion and Tenure

And finally, the Promotion and Tenure taskforce will provide their findings to the faculty with immediate recommendations and plans for continued work in some areas.