

Institutional Effectiveness Plan

University of Florida

Academic Affairs

Academic Colleges

College of Liberal Arts & Sciences

CLAS Mission

The College of Liberal Arts and Sciences constitutes the intellectual core of the university. Its principal mission is to lead the academic quest to understand our place in the universe, and to help shape our society and environment. The College pledges to ensure equitable access for all of its constituencies present, drawing strength from our rich heritage of racial, ethnic and gender diversity. Through teaching, research and service, the College continually expands our knowledge and practice in the most fundamental questions in the arts, humanities, social sciences, and natural and mathematical sciences. At the undergraduate level, students acquire an intellectual foundation based on a well-rounded and comprehensive education designed for an increasingly technological and rapidly changing society. At the graduate level, students master a specialized body of knowledge and pursue original research under the guidance of outstanding faculty. As a public institution, the College serves society through its research programs to advance our knowledge and capabilities, through its teaching to prepare tomorrow's leaders, and through its outreach programs to ensure dissemination of the state of the art in areas ranging from languages and literatures, to social behaviors, to the fundamental laws of nature. The College captures the brightest ideals of intellectual inquiry and human values mirrored in society, and remains ever conscious that it must represent and reflect all segments of society to remain the intellectual core of the university. The CLAS mission aligns with that of the university.

Start: 7/1/2016

End: 6/30/2017

Progress: Ongoing

Unit/College: College of Liberal Arts & Sciences

Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Goal 1: Research

Create an environment that supports and encourages faculty research

Start: 7/1/2016

End: 6/30/2017

Progress: On Schedule

Division/College: College of Liberal Arts & Sciences

Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Action Items

1. Strategically hire, develop, and retain the best faculty
2. Improve research facilities
3. Provide grant support

Measures of Action Items

Action 1

Identify disciplines and number of preeminence hires

Number of successful retentions

Identify faculty receiving national and international awards or recognition

Identify faculty receiving UFRF status

Action 2

Renovate, construct or expand research lab space

Action 3

Create a Grant office for CLAS

Strategically fund cost share proposals

Time Period of Action Items

July 1, 2016 - June 30, 2017

Resources of Action Items

Action #1: CLAS Department Chairs and Directors
CLAS Associate Deans

Action #2: CLAS Dean
CLAS Administrative teams

Action #3: CLAS Dean
CLAS Associate Deans

Goal 2: Teaching

Improve teaching effectiveness

Start: 7/1/2016

End: 6/30/2017

Progress: On Schedule

Division/College: College of Liberal Arts & Sciences

Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Action Items

1. Facilitate development of new learning initiatives
2. Encourage new designs for the learning environment
3. Enhance curriculum to include QEP implementation
4. Identify and support excellent teaching

Measures of Action Items

Action 1

Number of new courses developed for traditional classroom and online

Number of new online majors

Number of courses modified and enhanced to improve teaching effectiveness

Action 2

Number of classrooms and teaching labs renovated for new learning environment e.g. flipped classroom, experiential learning classroom, modular teaching labs

Technological upgrades by CLAS IT

Action 3

Curriculum changes through UCC that include aspects of the QEP

Action 4

Number of faculty recommended for teaching awards

Number of faculty who are rated by students above 4.50 overall rating

Time Period of Action Items

July 1, 2016 - June 30, 2017

Resources of Action Items

Action #1: CLAS Dean
CLAS Associate Deans
CLAS Department Chairs and Directors

Action #2: CLAS Faculty
CLAS Administration
UF Administration

Action #3: CLAS Faculty
CLAS Associate Deans

Action #4: CLAS Dean
CLAS Associate Deans
CLAS Students

Goal 3: Service and Outreach

Engage in external activities and service to the UF community

Start: 7/1/2016

End: 6/30/2017

Progress: On Schedule

Division/College: College of Liberal Arts & Sciences

Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Action Items

1. Encourage and support civic engagement
2. Embrace international opportunities
3. Support interdisciplinary activities on campus

Measures of Action Items

Action 1

Number of public forums hosted by programs, centers, and departments in CLAS.

Action 2

Number of faculty participating in international conferences and programs

Number of international faculty and/or institutions invited by departments, programs, and centers in CLAS to engage in activities at UF

Action 3

Identify the variety and number of interdisciplinary activities sponsored and supported by departments, programs, and centers in CLAS

Number of international visiting scholars

Time Period of Action Items

July 1, 2016 - June 30, 2017

Resources of Action Items

Action #1: CLAS Dean and Associate Deans
CLAS Department Chairs and Directors
CLAS Budget (designated funding)

Action #2: CLAS Faculty

Action #3: CLAS Department Chairs and Directors
CLAS Faculty

Goal 4: Brand CLAS

Create a recognizable presence for CLAS on the UF campus to create a stronger connection to students and the mission of the college

Start: 7/1/2016

End: 6/30/2017

Progress: On Schedule

Division/College: College of Liberal Arts & Sciences

Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Action Items

1. Recommend signage that needs upgrade 2. Identify new signage needs 3. Foster relationship with physical plant and facilities to improve the physical environment surrounding CLAS buildings

Measures of Action Items

Action 1

Document exterior signage changes throughout buildings occupied by CLAS departments, programs, and centers

Number of upgrades

Action 2

Number of new signs created

Action 3

Number of projects completed that changed the physical appearance around or near CLAS buildings.

Time Period of Action Items

July 1, 2016 - June 30, 2017

Resources of Action Items

Action #1: CLAS Dean
CLAS Associate Dean

Action #2: CLAS Dean
CLAS Associate Dean
CLAS Communications

Action #3: CLAS Dean and CLAS Budget (designated funding)
UF PPD
UF Facilities, Planning and Design

CLAS IE Detail

Start: 7/1/2016

End: 6/30/2017

Progress:

Providing Department: College of Liberal Arts & Sciences

Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Administrative Support Services

Administrative support is critical to the implementation of the mission and strategic plans of the programs. Evaluation of the viability, quality, and productivity of the individual units is necessary to meet the goals of the particular programs. As with other processes, administrative support is reviewed annually through integrated processes: self-evaluation of each individual, formal evaluation of the individual, and formal evaluation of the effort and results through the Academic

Program Review presented by the program's leadership and reviewed by the dean and associate deans. Direct measures of performance are available through a variety of data reports provided by support units of the university. Indirect measures provide qualitative support that, in general, parallels quantitative data collected. Evaluating qualitative and quantitative data collected from a variety of resources provides a full view of overall effectiveness.

Services provided within the College of Liberal Arts and Sciences have been modified in response to the evaluative process. A Shared Services Center (SSC) was opened in August 2012 which directly supports 22 partner units thereby providing more time for the units to focus on their mission. Services are routinely reviewed and modified to create the most efficient method possible for delivering service to the programs. The SSC routinely monitors services provided through direct observation, responsiveness of the programs and other support units on campus, and data collected.

Academic and Student Support Services

The College of Liberal Arts and Sciences houses the UF Academic Advising Center, headed by the Associate Dean for Student Affairs, with the dual task of advising all CLAS majors, all undeclared majors at UF, and all pre-health and pre-law students at UF, regardless of major college. The AAC's mission is to "assist students with the enhancement of their undergraduate experience and personal development. Through individual academic advising and innovative education programs, we want to foster a culture of proactive behavior, intentional decision-making, and responsibility among our students."

The AAC constantly tracks indicators of its success, including wait times for walk-in advising appointments, numbers of students seen through various programs, number of appeals, number of students off-track for graduation, and graduation rates. Data collected is used to modify procedures, curricula, staffing patterns, etc. For example, monitoring of wait times at the AAC is used to allocate staff assignments, attendance at specialized advising sessions is used to identify student needs and interests and develop new programs, and data on completion rates is fed back to departments to shape curriculum and course offerings.

The AAC monitors students who are on academic probation. Based on an evaluation of student success on probation, the AAC implemented a more focused supervision, which requires students not only to meet with an advisor, but also to workshops to develop their academic skills, and to visit campus resources to assist them in improving their performance. Under the new system, 76% of students who complete all of the exercises have continued in the college, compared to 62% of students who complete some of the exercises continued; and less than 5% of the students who completed none.

Research

CLAS facilitates faculty research by hiring world-class investigators and providing them with the necessary infrastructure to accomplish their research goals. This includes laboratory modifications, equipment purchases, computing support, processor time, and statistical consulting. Expenditures such as these account for the bulk of our state and IDC budget. In the humanities, we fund workshops, travel, and time for research and writing. We support the pursuit of external funding through grant workshops (targeted by discipline area) and the provision of matching funds where needed. Largely using data provided by the Division of Sponsored Research, we track the numbers of applications and awards as well as grant expenditures. A particular emphasis in recent years has been to increase the number of applications in the humanities. Data on success (and on near-misses) is used to better target support funding to increase our success rate in grant applications.

Community and Public Service

CLAS is home to the Bob Graham Center for Public Service. The Graham Center's explicit mission is to serve the public directly and to promote public service among UF students. Among its most important activities is a program to increase civic engagement among students, supported by the Knight Foundation. The Center also offers internship programs and has an extracurricular program for students on campus. The Graham center tracks data on participation in its various activities, and in its civic engagement project has detailed evaluation plan in place to study the effects of it use of new media to engage students.

The Center for European Studies, Center for African Studies, Samuel Proctor Oral History Project, and Bureau for Business and Economic Research all have community outreach programs as part of the their basic missions. The first two, as US National Resource Centers, have federally mandated evaluation programs on which we rely. The Oral History Project and BEBR use standard metrics for performance such as numbers of attendees at events and readers of publications. BEBR's level of contract support is another meaningful indicator used to inform investment and programming decisions.

Effectiveness Oversight

The chairs and directors of the college's departments and programs report directly to the dean. The Dean is supported by an academic leadership team of six associate deans, a budget director, and an HR coordinator. While ultimate responsibility rests with the dean, this team plays an extensive role in day-to-day oversight of the effectiveness process. Four of the Associate Deans are tasked with coordinating work with specific areas of the college (Humanities, Social Sciences, Natural Sciences; Student Affairs) and with cross-college portfolios (graduate studies, research, undergraduate affairs). Management of the budget relies primarily on the CLAS budget officer, but additional oversight is provided by the Associate Deans, the University Chief Financial Officer, and the Dean. Essentially, then the reporting structure is a fairly flat one, with department chairs and program directors responsible directly to the dean, and the dean relying on support from the leadership team in the dean's office.

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Dave Richardson	Dean	der@ufl.edu	352-392-0780
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Ata Sarajedini	Associate Dean (NMI Sciences)	ata@astro.ufl.edu	352-294-1963
Joe Spillane	Associate Dean (Academic Advising)	spillane@ufl.edu	352-392-1521
Peter Waylen	Interim Associate Dean	prwaylen@ufl.edu	352-392-0780

Institutional Effectiveness Report Complete:

African American Studies (BA)

2014-15 SG: Goal

The African American Studies major is interdisciplinary and allows students to explore the experiences of people of African origin in the United States and the African American Diaspora. It educates students about the cultural practices, social processes and institutions that affect Black life in contemporary society.

Start: 7/1/2016

End: 6/30/2017

Progress:

Division/College: African American Studies (BA)

Responsible Roles:

Action Items

Measures of Action Items

Time Period of Action Items

Resources of Action Items

Physics

Physics (BS)

The Department of Physics Undergraduate Program

The mission of the undergraduate physics program is coherent with the mission of the College of Liberal Arts, in that “Students acquire an intellectual foundation based on a well-rounded and comprehensive education designed for an increasingly technological and rapidly changing society (<http://www.clas.ufl.edu/about/index.html>).” The program mission is also directly aligned with the mission of the University of Florida to provide an educational process that “... explores physical and biological universes and nurtures generations of young people from diverse backgrounds to address the needs of the world’s societies (<https://catalog.ufl.edu/ugrad/current/uf-mission/Pages/home.aspx>).”

Start: 7/1/2016

End: 6/30/2017

Progress: Ongoing

Unit/College: Physics (BS)

Responsible Roles:

2013-14 SG 1: Knowledge of physics

Provide broad-based knowledge of physics and associated problem solving skills based on logical and critical thinking.

Start: 7/1/2016

End: 6/30/2017

Progress:

Division/College: Physics (BS)

Responsible Roles:

Action Items

The undergraduate coordinator will keep in touch with graduates through non-expiring email addresses and/or professional networks such as linkedin. Keeping track of graduates has been one of the main problems in quantifying the results of various efforts.

Measures of Action Items

Time Period of Action Items

Resources of Action Items

Enrollment data for the four core courses are collected each semester by the Undergraduate Coordinator. The Undergraduate Coordinator emails exit survey to graduating seniors each Spring.

2013-14 SG 2: Class size

Keep upper level class sizes small.

Start: 7/1/2016

End: 6/30/2017

Progress:

Division/College: Physics (BS)

Responsible Roles:

Action Items

Collect enrollment statistics for the last few years. Offer certain 3000 and 4000 level courses during both Fall and Spring semesters.

Measures of Action Items

Time Period of Action Items

Resources of Action Items

The size of several of our 3000 and 4000 level major classes were getting too large (close to 50).

2013-14 SG 3: Introductory physics classes

Improve quality and standardize introductory physics classes.

Start: 7/1/2016

End: 6/30/2017

Progress:

Division/College: Physics (BS)

Responsible Roles:

Action Items

A task force consisting of faculty members has been set up.

Measures of Action Items

Time Period of Action Items

Resources of Action Items

Although the overall instruction in the large introductory Physics classes is good, there are variations in course policy and difficulty level. In addition new technology such as student response remotes in class and on-line homework take substantial time to master and administer.

2013-14 SG 4: Student advising

Further improvement of the student advising facilities in the department to ensure that all majors have access to good advising.

Start: 7/1/2016

End: 6/30/2017

Progress:

Division/College: Physics (BS)

Responsible Roles:

Action Items

A dedicated group of faculty advisers (5 members including undergraduate coordinator) carry out the advising efforts in the department. In addition, the student run undergraduate society (Society of Physics Students) is advised by another faculty member.

Measures of Action Items

Time Period of Action Items

Resources of Action Items

Feedback from the students, teachers, and advisers

2013-14 SG 5: Improve Electives

Enhance elective options for our majors.

Start: 7/1/2016

End: 6/30/2017

Progress:

Division/College: Physics (BS)

Responsible Roles:

Action Items

The goal is to offer a wider variety of electives and possibly offer some of the popular electives in both semesters to accommodate students' schedules.

Measures of Action Items

Time Period of Action Items

Resources of Action Items

We now offer Biophysics, Solid State, Particle Physics, Optics and Quantum Mechanics 2 as regular offerings.

2013-14 SG 6: Broaden the audience for Physics

We plan to offer Physics courses which appeal to a wide audience of students including off-campus.

Start: 7/1/2016

End: 6/30/2017

Progress:

Division/College: Physics (BS)

Responsible Roles:

Action Items

Review of other programs around the state and elsewhere.

Measures of Action Items

Time Period of Action Items

Resources of Action Items

We are now able to offer PHY2020 as a web-based option, Fall and Spring, as well as in Summer B and C.