Institutional Effectiveness Plan

University of Florida

Academic Affairs

Academic Colleges

College of Liberal Arts & Sciences

CLAS Mission
CLAS is committed to enriching the lives of the people of the state of Florida, the nation, and the world through the creation and application of knowledge. Most importantly, our mission is to serve our students from those who start their higher education at UF as first-year undergraduates to those who come to us for graduate degrees or postdoctoral training.

Start: 7/1/2017
End: 6/30/2018
Progress: Ongoing
Unit/College: College of Liberal Arts & Sciences
Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Goal 1: Enhance reputation as preeminent institution
CLAS will enhance its reputation as a preeminent institution with top-tier faculty.

Start: 7/1/2017
End: 6/30/2018
Progress: On Schedule
Division/College: College of Liberal Arts & Sciences
Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Action Items
1. Targeted new hiring
   a) Concentrate tenure-track hiring in areas with potential for future preeminence.
   b) Increase funding of faculty search expenses, enabling departments to recruit and interview more candidates.

2. Increased professional development
   a) Convert adjunct positions into lecturer positions where feasible.

3. Interdisciplinary approaches to national and global problems.
   a) Create and support opportunities for faculty and students to explore cross-disciplinary boundaries to solve global challenges.
   b) Use development funds to create a CLAS named-speaker series for interdisciplinary studies.

Measures of Action Items
Action 1
1. Number of tenure-track hires in areas with potential for future preeminence.
2. Amount of increase in 2017/18 funding for faculty search expenses from 2016/17 levels.

Action 2

1. Number of adjunct positions converted into lecturer positions.

Action 3

1. Number of supported opportunities for faculty and students to explore cross-disciplinary boundaries to solve global challenges.
2. Amount of development funds allocated to create a CLAS named-speaker series for interdisciplinary studies.

Time Period of Action Items
July 1, 2017 - June 30, 2018

Resources of Action Items
#1: CLAS Dean and Associate Deans
#2: CLAS Dean, Associate Deans, and Department Chairs
#3: CLAS Dean, Associate Deans, Department Chairs and faculty

Goal 2: Grants and Fellowships
CLAS will increase the number of external grants and fellowships.

Start: 7/1/2017
End: 6/30/2018
Progress: On Schedule
Division/College: College of Liberal Arts & Sciences
Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Action Items
1. Establish the CLAS Research Office
2. Enhance the recruitment of graduate students

Measures of Action Items
Action 1

1. Hire 3-7 staff to provide administrative support for grant and fellowship awards at a central location.

Action 2

1. Increase stipends, improve facilities, and expand travel opportunities for 2017/18 as compared to 2016/17.
Goal 3: Diversity
Promote a climate that reflects diversity of thought and experience.

Start: 7/1/2017
End: 6/30/2018
Progress: On Schedule
Division/College: College of Liberal Arts & Sciences
Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Action Items
Establish the Diversity and Inclusion Steering Committee/Department Liaison Program to promote equity for students, faculty and staff across social categories such as gender, race/ethnicity, and sexual orientation.

2. Enhance diversity of students.

Measures of Action Items
Action 1

1. Recruit and appoint faculty to Steering Committee effective Fall 2017 term.
2. Increase CLAS representation at university, statewide and national events that address issues of equity, diversity and inclusion to exceed 2016/17 participation.
3. Update website and mobile app to include a statement on the importance of diversity, equity, and inclusion no later than the beginning of Fall 2017 term.

Action 2

1. Increase geographic diversity from 2016/17 by advertising and outreach of academic advising directed at transfer admits.
2. Increase number of students in the student exchange programs with international universities at both the undergraduate and graduate levels above 2016/17 levels.
Goal 4: Enhanced learning
CLAS will provide enhanced learning opportunities for its students inside and outside the classroom.

Start: 7/1/2017
End: 6/30/2018
Progress: On Schedule
Division/College: College of Liberal Arts & Sciences
Responsible Roles: Associate Dean (Fields, Margaret), Dean and Professor (Richardson, Dave)

Action Items
1. Provide auxiliary learning centers and flexible classroom space designed to support innovative instructional techniques by renovating at least three existing classroom spaces.

Measures of Action Items
Action 1

1. Identify at least three spaces that belong to CLAS that can be renovated for flexible learning.
2. Renovate at least one room into a flexible classroom space in Little Hall to support new developments in mathematics instruction and create a design and plan for at least one additional space for mathematics in 2017/18.
3. Renovate at least one space for flexible language learning.

Time Period of Action Items
July 1, 2017 - June 30, 2018

Resources of Action Items
#1: CLAS Dean and Associate Dean in charge of facilities
#2: CLAS Dean, Advancement Office, Associate Deans, Department Chairs and faculty
#3: CLAS Dean, Associate Deans, Department Chairs and faculty

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 its 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 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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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: 7/1/2017
End: 6/30/2018
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: 7/1/2017
End: 6/30/2018
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: 7/1/2017
End: 6/30/2018
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: 7/1/2017
End: 6/30/2018
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).

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**2013-14 SG 3: Introductory physics classes**
Improve quality and standardize introductory physics classes.

**Start:** 7/1/2017  
**End:** 6/30/2018  
**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.

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**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:** 7/1/2017  
**End:** 6/30/2018  
**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:** 7/1/2017  
**End:** 6/30/2018

**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:** 7/1/2017  
**End:** 6/30/2018

**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.