REPORT ON ACHIEVEMENT OF 2008-2009 GOALS
Andrea Chapdelaine, Provost and Vice President for Academic Affairs

1. Fostering Academic Excellence

General:
- Complete restructuring of academic affairs by passing reporting of Director of Career Center and Director of CELAR to Dean of Undergraduate Studies. – Not completed due to vacancies in Academic Learning Center.
- Revise strategic indicators for academic affairs to include goals and more clear connection to strategic plan. Completed.
- Explore potential venues for promotion of signature programs, including the Experience program, ACRE, interdisciplinarity. – Presented on ACRE program at AAC&U national meeting in January 2009.
- Work with Dean Thomas and Registrar Dave Ballaban to revise academic calendar in order to: allow for 4 week interim, meet PDE contact hour requirements, improve utilization of classroom space and create “meeting periods.” – Various models presented to EPC for discussion and recommendation; EPC needs to bring to faculty.
- Established a task force to explore the establishment of a teaching and learning center. Began development of a virtual center via the website, identified some events for the 2009-2010 year, including faculty retreat focused on teaching excellence.
- Participated in meetings regarding new PDE standards for teacher preparation programs, resulted in passage of new concentration in Middle School Education in Liberal Studies.
- Taught course in ADP Psychology (Program Evaluation).
- Continued to meet with my 2007 mentor and my at-risk student who is now academically on track.
- Improved Honors and Awards Banquet (99% of credit to Angela Fonte).
- Held second annual faculty retreat (topic: Advising).
- Continue to develop strong working relationship with chair, co-chair and members of the Academic Affairs Committee of the Board.

2. Increase Opportunities for Experiential Learning
- Work with Director of CELAR and Career Center to successfully secure grant to support experiential learning and physically integrate these functions through the expansion of CELAR. – Grant ready for submission; awaiting call for proposals and master plan.
- Begin to provide training and support for service-learning activities of faculty. – Not completed, emphasis shifted to faulty led abroad trips and study abroad programs. Director of CELAR did become more knowledgeable on service-learning.

3. Improve the Academic Environment
- Participate in science center construction project. – In progress.
• Participate in the process of developing a master plan. Through this process, achieve following in plan - Near completion, all elements below incorporated into plan.
  • Enhanced space for instruction, faculty offices and student gathering areas in academic buildings.
  • Improved ADA compliance on campus.
  • Enhanced library space for study areas, library and educational technology.
  • Creation of a student services center (Financial Aid, Registrar, and Student Accounts).
  • Integration of the Career Center and CELAR.
  • Creation of space for integration of ADP and Graduate Divisions.
• Integrate and enhance CIS and CMS software to enable electronic collection of student work. – Not completed due to transition in ITS, vacancy in assessment. Also awaiting decision regarding new CMS.
• Pursue larger, more visible, more accessible and integrated space for the Academic Learning Center and the Writing Center. – In master plan.
• Improve physical appearance of some faculty offices. – Not completed, all classroom renovation funding went toward classroom improvements.
• Successfully led book group with new faculty.

4. Improve Academic Support
   a) Faculty Resources
   • New tenure-track faculty in Accounting, Biology, Chemistry, Digital Media, Economics and Business, French, Sociology, Spanish – Accounting, Biology, Digital Media, Economics and Business, French, Sociology (2) successfully completed. Also hired two non-tenure track Psychology faculty in ADP, visiting assistant professors in Accounting, Business and Economics, ESL (2), Political Science, Spanish, and shared position in Religious Studies.
   • Provide increased training and support to department chairs. – Encouraged attendance at CIC workshops; internal training on budget and hiring process; provision of more written guidelines. Convened group of chairs to collaborate with me on this project for 2009-2010.
   • Reactivate Dean’s seminars to include teaching and learning, and assessment workshops. Seminars held as follows:

<table>
<thead>
<tr>
<th>Date of Seminar</th>
<th>Topic</th>
<th>Presentor(s)</th>
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<tbody>
<tr>
<td>September 22, 2008</td>
<td>Assessment</td>
<td>Dr. Beth Paul, Associate Vice Provost at the College of NJ</td>
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<tr>
<td>October 20, 2008</td>
<td>Millennials and their Parents</td>
<td>Brian Niles &amp; Jeff Kallay, Target X</td>
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<tr>
<td>November 17, 2008</td>
<td>Meeting the PDE Challenge: Curricular Options</td>
<td>Education Department</td>
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<tr>
<td>February 23, 2009</td>
<td>“What the Heck Do They Do</td>
<td>Dr. Melissa Nicolas,</td>
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<tr>
<td>2009</td>
<td>Over There?! Conversation about Albright’s Writing Center</td>
<td>Director of the Writing Center</td>
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<tr>
<td>March 23, 2009</td>
<td>“Rethinking General Education: Thoughts from a Great Books Curriculum”</td>
<td>Dr. Roger Martin, President Emeritus of Randolph-Macon College,</td>
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- Continue to work to achieve and/or maintain salary parity at all ranks. – As of May 2009, achieved at professor and associate ranks, still below benchmark at assistant and instructor ranks.
- Work with faculty executive committee to assess issues regarding non-tenure track faculty – Committee met regularly throughout year, developed recommendations for further action.
- Continue to work with Professional Council on “faculty friendly” policies (e.g., junior sabbatical, tenure clock stoppage, job sharing). – Completed retirement and family leave policies, job sharing policy ready for faulty review, extended benefits to domestic partners.
- Address faculty load issue with regard to equity of teaching load hours across departments, and especially with regard to compensation for internships, independent studies, honors theses and honors modules, as well as administrative responsibilities. – Submitted Sloan grant includes funding to support this task, met with all faculty who have administrative responsibilities (e.g., Honors, Experience, Undergraduate Research Directors) to review job responsibilities, discuss goals and resource needs.
- Work with faculty to improve faculty evaluation process. – In progress, met with committee several times in spring semester, draft plan anticipated August 2009.

5. Integrate Planning, Budget, and Assessment
- Create structure and identify needed resources to reactivate assessment process campus-wide.
  - Collaboratively created planning, budget and assessment cycle (first cycle initiated in June 2009).
  - Collaboratively set agendas, prepared materials and facilitated strategic planning committee meetings.
  - Reconvened college assessment committee, established mission and responsibilities.
  - Organized full day assessment workshops for campus with outside consultants in each semester (i.e., Dr. Beth Paul in September 2008 and Dr. Herb Childress in April 2009).
  - Hired consultant in April 2009 to assist college in assessment implementation.
• Fully implement new planning, budget and assessment cycle including the annual revision and updating of the strategic plan by the strategic planning committee. — **Completed, first cycle begun June 2009.**
• As part of three year cycle, work with 1/3 of the academic departments to develop an assessment plan of student learning and provide resources and training necessary to execute that plan, ensuring that those plans reflect and impact the continuous revision of the strategic plan and budgeting. — **Changed plan to request assessment plan for single goal from all academic departments.**
• As part of three year cycle, work with 1/3 of the administrative departments to develop an assessment plan for each unit, including an articulation of how that unit supports the College mission, and ensuring that those plans reflect and impact the continuous revision of the plan and budgeting. — **Changed plan to request assessment plan for single goal from all administrative departments.** Also developing an administrative unit review process similar to that in place for academic departments.
• Build technological infrastructure using CIS and CMS software to manage and process assessment data. — **Not completed due to transition in ITS, vacancy in assessment.** Also awaiting decision regarding new CMS.

II. **Strengthening Our Residential Learning Community**

3. **Improve student recruitment and retention**
• Continue to work with the retention committee to improve retention and student support. — **Delegated to Dean Thomas, involved when necessary (e.g., policy issues).**

III. **Enhancing Community Relations**

1. **Embrace Greater Reading**
• Be more public spokesperson for the College, both internally and externally.
  o **Served as speaker at increased number of on-campus events.**
  o **Presented at following national conferences:**
  o **Served as facilitator for CIC 7th Annual Workshops for Department and Division Chairs, Albany, NY, 6/3/09-6/5/09.** Involved 3 hour presentation on conflict resolution.
  o **Served one year term as Chair-elect of Social Science Division of CUR.**
Served as facilitator for CUR Institute on Mentorship, Collaboration and Undergraduate Research in the Social Sciences and Humanities, 7/18/09-7/20/09. Involved two one-hour presentations on relevant topics and serving as mentor to three attending teams (Ithaca, University of Wisconsin Eau Claire, Washington and Lee).

- Attended inauguration of Dr. Tracy Fitzsimmons, President of Shenandoah University.
- Led breakfast discussion at CIC CAO conference and served as mentor to new CAO, November 2008, at CIC 36th Annual Institute for Chief Academic Officers. Seattle, WA.
- Served on 6-person Conference Planning Committee for 2008 Annual Conference of the Middle States Commission on Higher Education.
- Met with Provost and others at Reading Hospital to explore partnership opportunities.
- Conducted tenure review for faculty member at St. Lawrence University.

- Collaboratively created Business Advisory Group to facilitate greater involvement of community leaders to strengthen curriculum in accounting and business. Two meetings held, not much progress to date.
- Work with Frank Falso to promote participation of Albright faculty as members of boards of organizations working to improve quality of life and revitalization of Greater Reading. – Not completed.
- Served as member of Integrated Marketing Group.

3. Build on our Strengths in the Fine and Performing Arts

- Work with the Director of the Center for the Arts to improve programming, especially in terms of coordination, promotion and integration with curriculum. – Completed and ongoing.
- With Director of the Center for the Arts, explore partnerships with Goggle Works and Reading museum. – Completed and ongoing.
- Successfully developed proposal for restructuring the Fine Arts Commission that should improve functioning and community relations.
- Hired Director of the Center for the Arts, and then created best possible scenario for his unexpected departure (telecommuting part-time position).

IV. Achieving Financial Stability

- Continue to assist in coordination of planning, budget and assessment; utilizing the campus information management system to improve accuracy, efficiency and availability and use of data to make decisions; and improvement of daily college functioning. – See above with regard to planning, budget and assessment coordination, little progress on campus information system, although Director of Institutional Research is now becoming proficient on PowerCampus.
• Create procedures for determining costs of academic departments to be used for program review and planning purposes. - Completed as part of academic program review.

2. Increase Revenues
• Work with others to assess value of continuing expansion of ESL program. – Clarified admission and graduation criteria; identifying alternative methods to recruit international students.

3. Improve Operational Efficiency and Capitalization of the College
• Continue to oversee partnership with Hildebrandt Learning Corp. in its management of the Albright Early Learning Center. – Significant improvement in financial stability and quality of care. Secured grant from Rossener foundation for Kindergarten scholarships. Oversaw highly successful change in Director Position.
• In collaboration with W. Wood, conducted review of academic technology at Albright. As a result, took over supervision of ITS in May 2009.
• Began exploration of additional graduate programs. Commissioned marketing research by Hanover, secured agreement from psychology department to develop proposal for masters in health psychology, conducted additional marketing research on current students, sought and secured board and administrative affirmation, presented conceptual plan to PDE (well received), draft of proposal in progress.