

TO: Faculty Senate

FROM: Joseph H. Dreisbach, Ph.D.  
Interim Provost and Senior Vice President for Academic Affairs

DATE: December 5, 2017

RE: Academic Affairs Report for December 2017

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**1. A Note of Appreciation and Best Wishes for a Wonderful Christmas Holiday:**

Thank you all for your commitment to the University and especially our students, graduate and undergraduate. As we end the fall 2017 semester, I wish you the very best for a Wonderful Christmas with your loved ones. Please be safe as you travel and celebrate.

Following are some notations on various rankings which the University gathered over the past few months. They are pleasant reminders of the recognition of our work, and additional reasons to celebrate.

*U.S. News & World Report* ranked Scranton No. 6 among the “Best Regional Universities in the North” and No. 18 as a “Best Value Regional University” in its category. In national rankings, *U.S. News* placed Scranton’s programs in accounting No. 17, finance No. 17 and entrepreneurship No. 22 in the country, and its business school No. 183 in the *U.S. MONEY* magazine ranked Scranton No. 206 among the 711 included in its “Best Colleges For Your Money,” a national list of schools determined to deliver the “best value” and *Forbes* ranked Scranton at No. 249 in their list of “America’s Best Value Colleges” in the nation.

In addition, The Princeton Review listed Scranton in its 2018 edition of “The Best 381 Colleges,” ranking Scranton among the nation’s “Best Science Labs” (No. 9), “Best Campus Food” (No. 15), “Everyone Plays Intramural Sports” (No. 18) and “Most Religious Students” (No. 20).”

The University of Scranton ranked among nation’s best for ‘social mobility, research and service’ of graduates by Washington Monthly in 2017 guidebook

The University of Scranton ranked No. 69 among the 632 master’s universities in the nation included in a 2017 listing that seeks to rate colleges based on their contribution to “social mobility, research and service” published in the September/October issue of *Washington Monthly* and online.

Scranton ranked even higher in the “research” index, at No. 38 the “Master’s University” category. The research score is based on each school’s research expenditure and the number of alumni earning Ph.D.’s, relative to the size of the school.

*Washington Monthly*’s weighted equally the colleges’ research score along with its social mobility and service scores to calculate the overall ranking. The social mobility score is based on actual and predicted graduation rates; student loan repayment rates; actual verses predicted median earnings of graduates 10 years after enrollment; and the percentage of students receiving Pell Grants and the percentage of first generation college students, among other factors. The service score, also adjusted for the size of the school, is based on the size of the ROTC program; the number of alumni

serving in the Peace Corps; and the percentage of federal work study grant money spent on community service projects.

In addition, Scranton ranked No. 152 among just 385 colleges in its category in the “Best Bang for the Buck” listing, also published by the magazine, that focused on the “social mobility” data used for the overall ranking.

The University of Scranton placed at No. 73 among some of the most elite colleges in the nation in a new ranking that combines an average score from national “best college” guidebooks with an average score based on student reviews posted online. The 2017-18 ranking, published online by College Consensus, a college ranking and review aggregator, also listed the top 10 schools in each state. Scranton ranked No. 7 in Pennsylvania.

## **2. Updates from the Board of Trustees and the Cabinet:**

The BOT was made aware of the critically important contributions of faculty and staff during the fall Open House recruiting events. Dean Mensah provided a brief on the functions of the KSOM. Dr. Beal and Ms. Schumacher-Cohen described the status of the MSCHE Self-Study. Dr. Meyer presented on the 3-3 UofS-Villanova program.

Dr. McShea noted the large increase in Amnesty/Good Samaritan cases in fall 2017; that student participation in international and domestic service trips increase 3.5% among students and 57% among faculty. In the Enrollment Management Committee, there was substantial discussion about Strategic Enrollment Planning and how such a program can be established at the UofS.

## **3. Elements for a Strategic Enrollment Planning Structure:**

In spring 2017 I described to the Senate my thoughts on developing the foundations for an active Strategic Enrollment Planning Structure. Such a structure would be designed to foster broader discussion on matters critical to recruiting and retaining students, both at the undergraduate and graduate level. Although the final form for this SEP system will be determined by President-Elect Pilarz and the new provost, I believed that it is important these elements be established in 17-18 so to have an impact as soon as possible. Below is a list of groups that are and will be functioning. (Information in parentheses provides a timetable for the implementation).

### New Committees/Working Groups

Retention Committee/Working Group (October 2017)

(Chairpersons: Ms. Ferguson, Dr. Ahuja)

Novel Program/Revenue Generation Working Group

(Chairperson: Mr. Steinmetz)

Transfer Student, Students with Advanced Standing Committee/Working Group (February 2018)

(Chairperson: Dr. Ahuja)

Working Group on Co-Curricular, Extracurricular, and Athletic Programming (Spring 2018)

(Chairperson: TBD, being organized by Dr. McShea)

### Existing Committees

Committee on University Image and Promotion

Admissions/Financial Aid/Residence Life

## Processes

New Program Development Process (presented to the Senate in spring 2017)

Program Discontinuation Policy (Senate 2008)

### **4. Rank & Tenure:**

The Board on Rank and Tenure will have formal meetings on January 5, 6, and 12 to review applications of 17 candidates.

### **5. Faculty Searches:**

One search has been completed. Many departments continue to search and bring candidates to campus for interviews.

### **6. Intersession Grants 2018:**

The Faculty Development Board has awarded Intersession grant to eight faculty.

Dr. Danielle Arigo

*Time-Sensitive Analysis of Relations between Women's Social Perceptions and Physical Activity: Findings from Studies of College and Midlife Women*

Dr. Hyuk Jun Cheong

*Spiral of silence and web 2.0? Revisiting a theory in the context of user generated content*

Dr. Brigid Frein

*Speaking of God: An Investigation into Jesus' Teaching about God in the Gospel of Luke*

Dr. William Miller

*MHA Population Health Specialization*

Dr. Krzysztof Plotkin

*Groups and Vector Spaces within the class of functions with infinite preimage of points*

Dr. Anne Royer

*Pollinators as engines of speciation: testing for genomic asymmetry*

Dr. Ileana Szymanski

*Medicinal Plants and Spices in Plato and Aristotle (Invited Book Chapter)*

Dr. Jennifer Vasquez

*Is Fibonacci entangling?*

### **7. Office of Planning and Institutional Effectiveness:**

The Office of Planning and Institutional Effectiveness is preparing the second progress report for the *Engaged, Integrated, Global* strategic plan. The report includes presentation of institutional outcomes, student outcomes, and strategic metrics for the 2016-2017 academic year. Metrics include quantitative key performance indicators identified by the University's Metrics Team, co-chaired by Dr. Michael Mensah and Ms. Yerkes. The progress report will be posted to the [www.scranton.edu/strategicplan](http://www.scranton.edu/strategicplan) web site in early December. We encourage you to visit the site to submit news or information related to how they experience the implementation of the *Engaged, Integrated, Global* goals via the "Share A Story" link.

Other strategic plan reporting initiatives include gathering information to monitor progress toward the integration of our Strategic Planning Principles across those planning areas identified in the

University's planning model, and work in tandem with the Offices of Educational Assessment and Institutional Research in tracking student participation in high impact educational practices.

**8. Faculty Handbook Committee:**

The Faculty Handbook Committee continues to discuss:

- Course evaluations and student comments included in faculty files and how it is interpreted by the Board on Rank and Tenure;
- Online office hours;
- Service language;
- Scheduling of Courses;
- Joint Hires.

Subcommittees on joint hires and the scheduling of courses have been created.

Dr. Dreisbach will present the language approved by the Faculty Handbook Committee the FPC and faculty to the Board of Trustees at their March meeting.

- Appendix VI: Annual Reappointment;
- Non-Reappointment of Non-Tenured Track Faculty;
- 25.2 Appeals in Terminal Year and 25.1 Personal Appeals.

**9. University Planning Committee:**

Last spring, the University Planning Committee coordinated the process for the review of proposal and allocation of Strategic Initiatives Funding, intended to identify and support innovative projects that will advance the goals of the University's Strategic Plan. Fourteen proposals were funded totaling an investment of over \$250,000. These projects are well underway, and recipients will submit a progress & assessment report to the Office of Planning & IE early in the spring semester. The full list of funded proposals is available on the [www.scranton.edu/strategicplan](http://www.scranton.edu/strategicplan) web site.

**10. The Office of Planning and IE:**

The Office of Planning & IE has been working since the summer to prepare an inventory of university policies. The goal of this exercise is to help identify policy gaps which may exist, and create an important opportunity for the updating of policies in various areas. This activity serves as a means of assessment related to policy and governance for our MSCHE self-study, including the compliance reporting component of that process, and should guide other policy improvement activities in the years to come.

**11. Middle States Self-Study Committee:**

In Fall 2017, the University Middle States Self-study entered the research phase of its work. The Working Groups have been collecting and analyzing key University documents and interviewing resource persons across campus as they study how the University meets requirements pertaining to the Seven Standards for Accreditation and the Requirements of Affiliation. As a part of this effort, and supported by the Jesuit Center, the Steering Committee conducted three campus-wide Town Halls to gather input from faculty, staff, and students. More than 100 attended across these three sessions and we were able to gather a total of 292 comments revealing 152 "consolations" – areas where the University is excelling – and 140 "desolations" – aspects where there is opportunity for improvement. Draft Working Group reports will be submitted to the Steering Committee Co-chairs by the end of January 2018. These reports will be revised in the spring after broad campus review, and the final report will be completed by fall 2018.

**12. Office of Educational Assessment:**

Since our last report, OEA scored Program Assessment Reports submitted last spring (n = 44) and engaged in discussion about the results in aggregate, which are useful for us in planning faculty development opportunities around assessment. The greatest area of opportunity for growth is in the area of connecting assessment results with resource allocation. Each program will receive its scores in advance of submitting assessment reports next spring.

The Assessment Advisory Committee approved some adjustments to the Comprehensive Plan for Assessment to accommodate pre-existing assessment reporting processes in two of the colleges and, thus, to reduce duplication of effort. In addition, we have asked Dr. Ahuja for feedback and suggestions for improvement on the plan.

The Provost Assessment Scholars oriented a new cohort of students to lead peer focus groups. Currently, seven assessment projects involving peer focus groups are in the planning phase for this academic year. Prof. Nicholas Truncala, Faculty Fellow, and his team submitted an article about the Provost Assessment Scholars by invitation to the newsletter for the National Institute for Learning Outcomes Assessment (NILOA).

We are revisiting a pilot test of an electronic assessment platform among a subset of programs with external accreditation. Some professional accrediting bodies are increasing their requirements for programs to demonstrate formative and summative assessment both in the aggregate and for individual students. These requirements place a significant demand on faculty time and threaten faculty productivity in other areas absent solutions for collecting, archiving, and scoring assessment artifacts. Further it is imperative for us to demonstrate rapid cycle improvement based on assessment results and to spend less time generating those results.

**13. Office of Institutional Research:**

The fall data collection for the federal Department of Education, through its IPEDS system, was completed along with an NCAA financial aid report and PA Department of Education Annual Survey of Educational Programs. Undergraduate retention and graduation rates were updated and the related required disclosures by gender, minority, and Pell Grant status were posted to the University's Consumer Information web page. On campus, the summer and first fall enrollment reports were produced. The Office is also providing data and analysis support to the Planning Metrics Team in preparing the Strategic Plan dashboard(s), the Self Study Working Groups, the Retention Committee, and for the National Study of Instructional Cost & Productivity (also known as the Delaware Cost Study). To-date this fall, we have completed 42 ad hoc requests for data from other offices.

This year is also a particularly full one for survey research. Results from the Alumni Attitudes Survey, National Survey of Student Engagement (2017), HERI Faculty Survey (fall 2016), and the Jesuit Mission and Identity Survey have been shared with various groups on campus to help inform their work. The NEPA College Student Poll on Civic Engagement, the Strategic Planning Survey, and the Student Satisfaction Inventory have also been administered to students, faculty and staff this fall and will help inform discussions about planning and student success later this year. Preparations are underway for the administration of three additional surveys in the spring, another NEPA College Student Poll on senior students' post-graduation plans, the National Survey of Student Engagement, and the Measuring Information Service Outcomes (MISO) survey on library and technology services.

**14. Office of Research and Sponsored Programs:**

A call for proposals went out on October 17<sup>th</sup> for proposals to support new and ongoing faculty-student research projects that focus on the creation of an undergraduate research/scholarship experience for the student resulting in student learning outcomes, such as inquiry and analysis, critical and creative thinking, and foundations and skills for lifelong learning.

The Faculty Research Committee approved the following sabbaticals:

**Fall 2018**

Aram Balagyozyan  
Dona Carpenter  
Hyuk Jun Cheong (pre-tenure)  
Taewan Kim  
Robert Smith

Daniel Mahoney  
David Salerno  
Edward Scahill

**Academic Year 2018-2019**

Ann Feeney  
Maria Poggi Johnson  
Christie Karpiak  
Declan Mulhall  
Gretchen Van Dyke

**Spring 2019**

Michael Friedman  
Renee Hakim

**15. Curriculum:**

**Course Change**

PHED 138: Physical Fitness Training  
PS 210: Research Methods in Politics

**Date Posted**

6/13/17  
6/13/17

**New Course:**

CJ 313: Crime Analysis  
HADM 334: Physician Practice Management  
NURS 496: Healthcare Systems

4/12/17  
6/14/17  
6/14/17

**Program Change:**

HRO Graduate Program  
MHA Global Health  
Entrepreneurship Minor  
Entrepreneurship Major  
Women's Studies  
Exercise Science –Name Change

4/21/17  
4/21/17  
4/21/17  
4/21/17  
7/2/17  
6/14/17

**16. Career Development**

- Statistics for the reporting period (May 13 – September 16): 292% increase in internships posted (n=620 vs 158); 903% increase in jobs posted (n= 2,326 vs 232); 1305% increase in employer registered (n=1,798 vs 128). The increase is primarily due to implementation of Handshake as the new Career Service Management (CSM) platform.

**17. College Updates**

***College of Arts and Sciences:***

- The Communication department and the Society of Professional Journalist presented “Google News Lab Training with Vix Reitano, founder and CEO of CreatiBixMedia, a digital agency based in Manhattan. Google launched News Lab to collaborate with journalists on improving the way news is produced and distributed.

- The Communication Department hosted a discussion about “Trust, Credibility and the News” led by Larry Holeva from the Scranton Times, Dave Bohman from WNEP TV, Dr. Matthew Reavy, Associate Professor at the University, and Steven DePrimo, The Aquinas.
- One of the nation’s leading urban ethnographers and cultural theorists, Elijah Anderson, Ph.D., the William K. Lanman Jr. Professor of Sociology at Yale University and director of the Urban Ethnography Project, presented “White Space and the Iconic Ghetto” on Nov. 16. The lecture was sponsored by the Office of Diversity and Equity, The Jesuit Center and the departments of Theology/Religious Studies and Sociology, Criminal Justice and Criminology.
- Nearly 80 foreign military officers, who are international fellows at the U.S. Army War College in Carlisle, visited The University of Scranton in October for a dinner and presentation by cadets in the ROTC program hosted at the University. The presentation provided information about military education in the United States at the cadet level through the Reserve Officers’ Training Corps (ROTC). The foreign officers are spending a year at the U.S. Army War College to advance their professional qualifications, to study and write on subjects related to the security interests of their own and allied nations, and to establish working relationships with U.S. military officers, as well as to learn about the United States and its institutions.
- Yamile Silva, Ph.D. (Department of Latin American and Women’s Studies LA/W/S and Department of World Languages and Cultures), has been named president of the academic organization International Association of Women’s Studies in Hispanic Literature and Culture. The Association was founded in 1974 for the purpose of advancing the study of women and gender-related topics in Hispanic literature and promoting the work of Hispanic women writers.

***Panuska College of Professional Studies:***

- Four undergraduate students from the Exercise Science program competed at the Mid-Atlantic regional chapter of the American College of Sports Medicine’s annual conference on November 3<sup>rd</sup>. They competed against students from 12 other programs from across the region and finished in second place.
- For the second year in a row our DPT students had 100% acceptance of projects by the various sections in the APTA to be presented at the Combined Sections Meeting in February.
- Dr. Rebecca Dalgin hosted a Transition Job Fair through the office of Vocational Rehabilitation on October 30, 2017. A reporter from WNEP 16 interviewed Liam Mooney, a graduate student from Ireland who is a student in the Rehabilitation Counseling program.
- Jessica Bachman, Ph.D., Dr. Joan Grossman, Ph.D., and Dr. Danielle Arigo, Ph.D. had their study on the effectiveness of high-intensity interval training (HIT) for weight loss and body composition changes in obese postmenopausal women published in *The Journal of the North American Menopause Society*.
- Dr. Julie Cerrito received the PA School Counselor Association “School Counselor Educator of the Year” Award.

***Kania School of Management:***

- The China Shock: Economic and Political Consequences of China’s Rise for the United States” was discussed at The University of Scranton’s 32nd Henry George Lecture on Friday, Nov. 17. The lecture, was presented by David Autor, Ph.D., Ford Professor of Economics and associate department head of MIT’s Department of Economics.
- The University of Scranton’s Kania School of Management named Professors Irene Goll, Ph.D., and Satyajit Ghosh, Ph.D., Alperin Teaching Fellows for 2017-20. The three-year Alperin Teaching Fellow Award was established in 1999 to recognize outstanding teaching in the Kania School of Management.

***Weinberg Memorial Library:***

- McHugh Special Collections had an outside vendor digitize eight volumes of student ledgers running from 1904 through WWII. We also had digitized a collection of WWII student newsletters that record the activities of former students as they served in the military. These volumes are actively used for genealogical research. Finally, the department also digitized twenty-two bound volumes of the *Western Penman* and *American Penman*. These periodicals are part of the Zaner-Bloser Company Penmanship Collection and were published by Zaner-Bloser's rival, Austin Norman Palmer of the well-known Palmer Method.