

Reports: Teaching and Research; University Teaching Center

Draft Report: Teaching and Research

Discussion group: Teaching and Research

Chair: Ernest Ackermann

Charge: Understanding that excellence in teaching will remain one of UMW's core strengths, recommend goals, objectives, and some possible benchmarks that will enable UMW to promote and sustain excellence in teaching, advance student learning, and continue to develop innovative pedagogy and curriculum. In conjunction with this, consider how faculty and student helping define and advance UMW over the next five to eight years:

Teaching, research, and artistic activity are central to the University of Mary Washington's vision and mission, and over the next five to eight years, we must continue to foster excellence in those areas.

UMW must reward innovations in pedagogy, including those that arise through team-teaching and emerging academic technologies, with the recognition that the best student learning experiences come when students take responsibility for their own learning. UMW must also design curricula that will help enhance the University's diversity and will engage students and faculty to create rich intellectual connections.

As a University comprised of integrated colleges (beginning with Colleges of Arts and Sciences, Business, and Education), we must continue to create high quality graduate programs that emerge out of our existing strengths to serve the needs of the region and the commonwealth.

The University must promote and reward research and creativity that engages the broader academic community. The University will actively cultivate its faculty as scholars and artists and will recognize such activity as important to professional development and achievement. The

pace and volume of such scholarly/creative activity will be appropriate to a liberal arts university, with high expectations in terms of quality.

Teaching, research, and artistic activity at the University will both create and enhance connections with our partners in the region, commonwealth, and across the globe. The University will promote and reward teaching, research, and creative activities that serve our communities, support the careers of the faculty and staff, and engage student learning.

To ensure excellence in undergraduate and graduate education, the University will address faculty teaching load among the balance of teaching, professional activity, and service. A combination of curriculum revision and additional resources is necessary to redefine workloads to enable faculty to develop graduate programs, to promote undergraduate and graduate research, to pursue high quality scholarly and artistic careers, to enhance our partnerships with our communities, and to support pedagogic innovations.

List a set of broad-based goals in your area that support the larger vision/goals of the strategic plan [URL to Vision/goals]:

1. Faculty Workload. The faculty and administration of UMW must work together to redefine faculty workload. The current understanding of faculty workload must more accurately reflect faculty interactions with students. Faculty workloads should be reduced to reflect professional and pedagogical goals and achievements.
2. Enhanced support of faculty and students seeking external funding through grants and contracts. Such funding should support both innovative research and artistic activity and efforts at creating interdisciplinary and international programs.
3. Faculty support and evaluation will reflect UMW's commitment to scholarship, interdisciplinary education, improving pedagogy, the development of regional, commonwealth, and international partnerships, and the development of research and creative opportunities for graduate and undergraduate students.
4. Faculty and staff salaries are determining factors in recruitment and retention. These salaries should be increased to be indexed to the cost of living in the Northern Virginia area and to exceed the 60th percentile of our peer institutions.

5. UMW will continue to support graduate programs in education and business and will establish new masters-level programs in the Arts and Sciences.

6. UMW will create and make available the physical and virtual spaces necessary to support interdisciplinary programs, pedagogic innovation, faculty and student research and creativity, and community partnerships. Formal and informal spaces must be easily accessible to students, faculty, and UMW's broader communities.

7. Provide access to high quality educational programs and courses to students whose work or life schedules prevent routine classroom attendance in the areas of business, management, information systems, education, and other areas for which there is a demonstrated need.

8. Additional funding, with steady annual increases to counteract inflation, of Simpson and CGPS Libraries' budgets to support both students and faculty. The two budgets have remained stagnant for many years, despite greater numbers of students, courses, and majors at both campuses, as well as spiraling costs of books, journals, magazines, newspapers, and various online databases and other non-print resources.

9. UMW will seek funding to increase the number of sabbaticals awarded and to establish two-year research professorship awards for senior faculty (those not eligible for Jepson awards). Recipients will be chosen through a competitive process. Awards will be renewable once, after which a person could not apply for a period of two years.

Suggest a set of specific objectives for meeting those goals with recommended benchmarks, timetables, or measures and identify the office(s) and/ or position(s), and/or constituents responsible for meeting those objectives:

1. Working with the appropriate faculty governance bodies and the Deans, the Provost will establish a committee to create a plan for redefining faculty workload in the Fall of 2009 for presentation to the Board of Visitors by February 2010.

2. Creation and staffing of a Grants Office by 2010. This office must be able to: help faculty, graduate students, and undergraduates identify funding opportunities; ensure that grants include the overhead to support administration/faculty/staff time and the use of facilities; and work with the University's regional, commonwealth, and international partners to ensure that this funding improves UMW's diverse communities.

3. Working with the legislature, Board of Visitors, and University Foundation, the President will develop a plan and secure funding to increase faculty and staff salaries beginning with the fiscal year 2009-2010.
4. Beginning in Spring 2010, the college and university tenure and promotion committees and the faculty affairs committee will review and revise the procedures and criteria for both annual faculty evaluation and tenure and promotion. These criteria will: encourage and reward faculty efforts to create new programs; foster faculty, graduate and undergraduate research; develop regional, commonwealth, and international partnerships; and emphasize the University's commitment to scholarship and artistic achievement.
5. Working with appropriate faculty governance bodies, the Provost and Deans will establish funds to support the development of interdisciplinary, international, and graduate programs. Such support includes money for hire-behinds to reduce the load of faculty involved in such projects.
6. Secure funding for the Convergence Center and ensure the UMW's goals in the area of teaching and learning are always central to the construction and renovation of all buildings.
7. Creation and staffing of a University Teaching Center by Fall 2009, including hiring a director, support staff, and forming an advisory board consisting of faculty and staff members. This Teaching Center and its director will provide leadership to foster excellence in teaching and learning. The Teaching Center will also offer continued support and collaboration with the Writing Program and Writing Centers, Speaking Program and Speaking Center, Division of Teaching and Learning Technologies, University Libraries, Multicultural Center, and Distance and Blended Learning programs.
8. Secure additional funding for the Libraries so they can continue to fulfill their mission to "enhance, extend, and challenge the classroom instruction provided within the academic program of the University."
9. Develop a plan by Spring 2010 for distributed and blended learning which incorporates established quality standards and meets the academic rigor, faculty-student contact, and collegial tradition of the University of Mary Washington. Develop a set of policies and procedures for online courses to include ownership of intellectual properties, compensation, academic approval and quality review, technological and administrative support, identity management, and

articulation. Develop an evaluation system for courses and programs to be delivered via distributed and blended learning.

Offer a very brief summary of where UMW is vis-a-vis your area and/or a summary of the major issues/challenges/opportunities associated with your area:

We have tried to give the opinion of the challenges and opportunities in the items above.

You may attach any other information you think the Steering Committee might find helpful including data, recommendations for going forward, areas of proposed further study, etc.

UNIVERSITY TEACHING CENTER

Strategic Plan: Teaching and Learning Center at the University of Mary Washington
Teaching and Learning Center with director, board
Discussion group: Committee on the UMW Center for the Advancement of Teaching and Learning
Chair: Ernest Ackermann

Charge: Understanding that excellence in teaching will remain one of UMW's core strengths, recommend goals, objectives, and some possible benchmarks that will enable UMW to develop a university-wide Center for the Advancement of Teaching and Learning, whose objective is to promote excellence in teaching, advance student learning, and continue to develop innovative pedagogy and curriculum.

Provide a brief rationale as to the importance and value of your area in helping define and advance UMW over the next five to eight years:

Excellence in teaching is the single most critical element of UMW's institutional mission. Over the next five to eight years, UMW must take advantage of its reputation as an innovative teaching institution by developing a Center for the Advancement of Teaching and Learning (CATL). Utilizing and collaborating with the existing and future resources of the university, including a state-of-the-art Convergence Center for Teaching and Learning, the Division of Teaching and Learning Technologies, university librarians and media collections, the office of Distance and Blended Learning, the UMW Speaking and Writing Centers, a panel or board of faculty advisors, and a rotating or long-term administrative director with teaching responsibilities, CATL will:

- (1.) provide development opportunities for faculty to take advantage of innovative pedagogical approaches and effective, cutting-edge teaching and learning technologies;
- (2.) function as a resource for faculty to access and contribute to the scholarship on teaching and

learning;

(3.) provide internal and external leadership in the areas of assessment, academic technologies, distance and blended learning environments, collaborative and interdisciplinary teaching, and curricular enhancement.

List a set of broad-based goals in your area that support the larger vision/goals of the strategic plan:

1. Hire an administrative director of CATL with some (but minimal) teaching responsibilities, who will utilize existing resources of the university, collaborate with faculty and staff, manage the center's budget, and provide leadership for the center.
2. Provide appropriate support staff for the director of CATL, who will assist the director in coordinating with other divisions, with developing a common electronic portal through which the digital commons of the University and of external resources may be accessed, and with providing administrative support for the center's programs.
3. Fully utilize the state-of-the-art teaching and learning resources which current plans for the Convergence Center offer, and establish an appropriate office for the director of CATL and CATL support staff within it.
4. Establish a rotating advisory board of faculty and appropriate staff who are elected or appointed appropriately through the vehicle of the university faculty governance structure. The advisory board will provide input, guidance, and oversight on: the center's vision and mission; on the quality and nature of CATL and its programs; on budgetary matters; on ways to coordinate use of existing institutional resources; and on ways to improve faculty participation and external visibility.
5. Strategically involve key staff and faculty from divisions which have teaching and learning resources, such as the library, the university media centers, the Division of Teaching and Learning Technologies, the Writing Centers and the Speaking Centers.
6. Develop a digital commons of electronic resources for internal and external use. This digital commons might include, for example, a library of published scholarship on pedagogy by UMW faculty, links to digital media that can be used in the classroom and in other learning environments, and updates from UMW Blogs.
7. Develop, support, and/or implement on-going and innovative programs and activities for the benefit of faculty and staff, and which highlight best practices or innovative pilot projects. Such programs and activities might include mentoring and collaborative teaching programs, seminars, Faculty Academy, and teaching fellows. Provide developmental support for faculty to travel to conferences, purchase relevant media, attend workshops, and host visiting speakers.
8. Help faculty to develop and implement targeted and appropriate learning outcomes assessment tools.