

<i>Link to Strategic Plan</i>	<i>Outcome</i>	<i>Assessment/ Measures and Target Performance Levels</i>	<i>Strategies to Achieve Target Performance Level</i>	<i>Result: Data results</i>	<i>Analysis</i>
A. Goal 1.1 Advance faculty excellence in teaching, scholarship, and service	Recruit, mentor and retain outstanding faculty who are diverse.	CAS will conduct four searches. The interview pool will be required to be racially and ethnically diverse.	4 (four) searches are currently underway.	One search (in Math) had to be cancelled. <u>Three new hires out of four. Target nearly met.</u>	Need to start search process much earlier, i.e., by September 1. Math search failed because all qualified finalists had accepted positions elsewhere (by April).
B. Goal 1.1 Advance faculty excellence in teaching, scholarship, and service	Enhance support for scholarship.	Increase the level of released time opportunities from CAS dean's office for faculty research, especially for junior faculty.	15 credits were awarded in CAS for research to junior faculty in Fall 2016 out of a total of 24; 18 credits were awarded in CAS for research to junior faculty in Spring 2017 out of a total of 24. <u>There was a total of 21 credits awarded in CAS in 2015-16 so this year's target has been met.</u>	<p>The process has been streamlined, enhanced, and improved through the development of specific criteria and the application of equitable, transparent, and measurable rubrics to review and evaluate all requests for released time for research.</p> <p>Regular and ongoing academic and administrative program assessment is a continuing process in the College of Arts & Sciences (CAS). This practice is designed to monitor and improve all aspects of our operation. In addition, the application of clear and coherent criteria and rubrics to review and evaluate all</p>	<p>Continue to apply criteria for applicants so that outcomes are equitable, transparent, and measurable, and the results are showcased in a public forum.</p> <p>All faculty awarded released time for research will have to comply with the following:</p> <p><u>Criteria:</u> Any faculty member in the College of Arts & Sciences, whether junior (untentured) or senior (tenured), requesting released time for research or scholarly purposes will need to submit the following materials in order to be considered:</p> <p><u>Before completion of the project</u></p>

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				<p>competitive processes in CAS adds a much-needed level of transparency and uniformity to these processes. It also enables us to assess these activities objectively and evenhandedly over time, detecting trends, making the required adjustments, and taking the appropriate corrective measures needed to keep these processes meaningful, viable, and precise.</p> <p>In addition to having clear expectations, we apply a specific rubric — a standard set of qualitative and quantitative evaluation criteria — to the present review and evaluation process. The rubric we have developed to review and evaluate applications for released time for research helps us make explicit, objective, and consistent the criteria for performance, which otherwise would be implicit, subjective, and inconsistent if only isolated opinions were used as</p>	<ol style="list-style-type: none"> 1. A detailed description of the research project, outlining clearly why the faculty member should be granted the released time requested. 2. A detailed description of the outcomes / deliverables, along with a timeline & work plan, outlining clearly the benefits the proposed research project will bring to the faculty member, to his/her department, and to the students at NJCU. If applicable, the faculty member should provide a detailed budget as well, outlining a reason or rationale for each budget item and explaining in detail how these items are essential for completion of the project. <p><u>After completion of the project</u></p> <ol style="list-style-type: none"> 3. A detailed report, after the research project has been completed, outlining clearly how the

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				an indicator of quality. This rubric delineates as objectively as possible what content, knowledge, skills, and behaviors are indicative of various levels of mastery and excellence in response to the criteria informing and guiding the process. By using this model, we believe the end product will be a more efficient, accurate, and equitable method to review and evaluate released time applications for research.	outcomes/deliverables described in #2 were completed and accomplished.
A. Goal 1.2 Develop and offer academic programs of the highest quality	Overhaul, restructure and streamline the following programs in the College of Arts & Sciences with the goal of making them more efficient, better enrolled, and more responsive to student and societal needs: 1) Modern Languages; 2) Media Arts; 3) Computer Science; 4) Latin-American Studies; and 5) African-American Studies. With these proposed changes, we will eventually be able to grow these programs to the point where	Modern Languages: 1) offer heritage language course in Spring 2018 in Arabic and Spanish; 2) offer Spanish for Nursing (Spanish for Business is already being offered) in Spring 2018; 3) two new Gen Ed courses to be offered in Fall 2017. Media Arts: We have begun discussions on how to increase and maintain enrollment in Media Arts, especially in the graduate MFA program.	Modern Languages: Two new Gen Ed courses are being written and will be submitted for temporary course approval on 16 February 2017, in time to be offered for Fall 2017. Media Arts: We are pursuing the possibility of offering teaching assistantships to graduate students. This would entail free tuition, in exchange for graduate students each teaching two courses per year.	Modern Languages will be offering two new Gen Ed courses, with three sections. They are fully enrolled. <u>Target met.</u> Teaching assistantships have not yet been offered at NJCU; the Media Arts MFA Program has one year to show an increase in their enrollment from the current 8 to the target of 20. <u>Target not met.</u>	Modern Languages will need to develop and offer heritage language courses in Arabic and Spanish for Spring 2018, as well as Spanish for Nursing and other Spanish for specific purposes. Media Arts will need to consider offering a major/specialization in digital design in response to market demand, which could be a joint position in the Art Department.

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	they are more marketable, more viable, and self-sustained in terms of enrollment and margins.	<p>Computer Science: We have begun discussions on how to diversify offerings in Computer Science and be more responsive to cutting edge technological demands, such as computational sciences.</p> <p>Latin-American Studies: In order to increase enrollment, we have begun discussions on how to better market LATI courses to programs that could benefit from their students acquiring multicultural skills. We are also looking into ways of adding Gen Ed LATI courses in order to attract a larger segment of NJCU students, in addition to regular majors and minors.</p> <p>African-American Studies: In order to increase enrollment, we have begun discussions on how to better market AAS courses to programs that could benefit from their students acquiring multicultural skills. We are also looking into ways of adding Gen Ed AAS courses in order to attract a larger segment of NJCU</p>	<p>Computer Sciences: We are in discussions as to how we can add computational Biology, Chemistry, and Physics to the current Computer Science offerings. Our resident computational chemist has begun preparing two computational Chemistry courses to be offered in conjunction with regular Computer Science courses.</p> <p>Latin-American Studies: Under the guidance of the CAS dean, the two LATI faculty have begun a sustained marketing program of visiting departments and programs in CAS, Education, and Business to better inform NJCU faculty and students about the added value that LATI courses could represent to their majors and students.</p> <p>African-American Studies: Under the guidance of the CAS dean, the two AAS faculty have begun to restructure the AAS curriculum, and have preparing to submit Gen Ed courses so as</p>	<p>We are not yet in a position to offer computational biology, chemistry, or physics due to the loss of a new hire in computational chemistry. A search for a new faculty member in this area will be undertaken in the upcoming academic year. <u>Target not met.</u></p> <p>Latin American Studies has made substantial progress in expanding its course offerings and running classes at near capacity. <u>Target met.</u></p> <p>African-American Studies has begun to restructure its curriculum and will be offering five new Gen Ed courses in AY 17-18.</p>	<p>A new hire in Computer Science will be tasked with updating the offerings in the department.</p> <p>In general, new hires in CAS need to be able to be able to work across departments to create interdisciplinary courses and connections.</p>

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		students, in addition to regular majors and minors.	to make AAS offerings more appealing to a broader segment of the NJCU student body.	<u>Target met.</u>	
B. Goal 1.2 Develop and offer academic programs of the highest quality	Increase number of new programs.	Increase number of new programs approved to two per year.	<p>Biology: BS with Concentration in Environmental and Organismal Biology (approved 12/2/16 at the Senate Planning, Development, and Budget Committee).</p> <p>Biology: BS with Concentration in Molecular and Cellular Biology (approved 12/2/16 at the Senate Planning, Development, and Budget Committee).</p> <p>Philosophy: Minor in Ethics (approved 12/2/16 at the Senate Planning, Development, and Budget Committee).</p> <p><u>Target met</u></p>	NJCU is behind compared to its sister institutions in new program development. The process is perceived as difficult and time-consuming.	Make the process of writing new programs easier and the approval time shorter. Holding workshops on the process will be very helpful.
C. Goal 1.2 Develop and offer academic programs of the highest quality	Bringing together the policies and information from the <i>NJCU Faculty Handbook</i> , the <i>New Jersey Academic Code</i> , “NJCU Academic Affairs Decision-Making Criteria,” the	Provide transparent and equitable administrative guidance to the 21 department and programs in the College of Arts & Sciences, as we aim to	Thus far, 6 (six) major clarifications have been produced and many more are currently being prepared. In addition, 3 (three) rubrics have also been prepared and are	The 6 (six) clarifications and the 3 (three) rubrics referenced here will be put to use shortly as we review and evaluate these requests for resources, credit hours, and released time.	These clarifications, criteria, and rubrics, are a work in progress, and should be able to improve with feedback from faculty and fellow administrators.

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	AFT Agreement, and “AFT Locally Negotiated Agreements,” the dean’s office has produced and continues to produce “Clarifications of CAS Procedures” in order to provide clear and uniform administrative guidance to the 21 departments and programs in CAS.	<p>develop and offer academic programs of the highest quality.</p> <p>In addition to providing clear and uniform administrative guidance to the 21 departments and programs in CAS through our “Clarifications of CAS Procedures,” we also engage in regular and ongoing academic and administrative program assessment. This is a continuing process in the College of Arts & Sciences (CAS) and is a practice designed to monitor and improve all aspects of our operation. In addition, the application of clear and coherent criteria and rubrics to review and evaluate all competitive processes in CAS adds a much-needed level of transparency and uniformity to these processes. It also enables us to assess these activities objectively and evenhandedly over time, detecting trends, making the required adjustments, and taking the appropriate corrective measures needed to</p>	<p>currently being used to review and evaluate some important aspects of our operation: 1) Requests for Released Time for Research; 2) Requests for Released Time for Administrative Purposes; and 3) Requests permission to carry a semester total above the normal workload of 12 credit hours.</p> <p><u>Target met</u></p>		

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		keep these processes meaningful, viable, and precise.			
D. Goal 1.2 Develop and offer academic programs of the highest quality	Following closely the policies and information from the <i>NJCU Faculty Handbook</i> , the <i>New Jersey Academic Code</i> , “NJCU Academic Affairs Decision-Making Criteria,” the <i>AFT Agreement</i> , and “AFT Locally Negotiated Agreements,” with the objective of providing clear and uniform administrative guidance to the 21 departments and programs in CAS, the dean’s office produced a rubric to review and evaluate information for promotion and reappointment of full-time faculty.	Provide transparent and equitable administrative guidance to the 21 department and programs in the College of Arts & Sciences insofar as our review and evaluation of full-time faculty reappointment and promotion materials are concerned, as we aim to develop and offer academic programs of the highest quality.	The CAS dean’s office has produced a rubric to review and evaluate information for promotion and reappointment of full-time faculty. <u>Target met</u>	This rubric to review and evaluate information for promotion and reappointment of full-time faculty has already been put to use and proven very effective.	Because this rubric follows closely current NJCU policy, and has proven very effective, Central Administration has decided to use it in all other schools and colleges as a uniform administrative tool to review and evaluate information for promotion and reappointment of full-time faculty.