

Report and Recommendations from the Taskforce on Undergraduate Education

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Office of the Executive Vice President and Provost
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Introduction:

When the Office of the Vice President for Instruction was eliminated, the Provost requested that the functions of the office be examined and potentially reorganized. Part of this evaluation included an analysis of support for instruction on campus. A taskforce was established to review what faculty members need to be successful in instruction and assessment.

The taskforce met five times in June and July 2009. The members of the taskforce, agenda topics from these meetings, and the recommendations from the taskforce follow this introduction.

On July 27, 2009, the Executive Vice President and Provost approved the recommendations that follow including the functions, personnel, and space changes recommended in this report.

Members of the Taskforce:

Name	Title
Gail Burd	Chair of the taskforce; Vice Provost for Academic Affairs
Mike Proctor	Senior Associate Vice President, Outreach & Int'l Programs
Michele Norin	CIO & Executive Director, UITS
Jimell' Lawson	Senior Director, Frontline Services, UITS
Sue South	Assistant Director, Learning Technology Center, UITS
Carla Stoffle	Dean, Libraries & Center for Creative Photography
Mike Brewer	Team Leader, Undergraduate Services, Library
Terri Riffe	Director, University Teaching Center
Rick Kroc	Associate Vice Provost, Ofc. Instit. Research Planning Support
Beth Acree	Registrar
Fernando Chavez	Assistant Registrar, Room & Course Scheduling
Wanda Howell	Chair of the Faculty
Elaine Marchello	Interim Assistant Dean, Academic Programs, CALS
Anne Marie Hall	Director, Writing Program
Lisa Elfring	Associate Professor, Molecular & Cellular Biology
Tony Estrada	Department Head, Mexican American & Raza Studies
Regina Deil-Amen	Assistant Professor, Higher Education
Roxie Catts	Director, Advising Resource Center
Chris Nagata	ASUA President
Lauren Myers	Student Rep/Science & Honors
Anne Marie Jones	Program Director, Instructional Support

Agenda Topics from the Taskforce Meetings:

- 1) Discussed what faculty needs to be successful in instruction and assessment.
- 2) Reviewed the 2008 UA Synergy Team Report on Instructional Units.
- 3) Heard reports from units discussed in the Synergy Team Report (University Teaching Center, Learning Technologies Center, Room and Course Scheduling, and Library –ILC programs and activities.
- 4) Heard additional reports on assessment from the Office of Institutional Research and Planning Support and the University Teaching Center and on Teacher Course Evaluations from the Office of Institutional Research and Planning Support.
- 5) Discussed how to reorganize units to provide one office for faculty support of instruction and assessment.
- 6) Obtained agreement from unit heads for changing reporting structure of UTC and LTC and for some individuals involved in assessment and in the Teacher Course Evaluations.
- 7) Identified space for the Office of Instruction and Assessment and new space for advisors in the Center for Exploratory Students and new space for the Diversity Office (see below).
- 8) Defined the goals for the Office of Instruction and Assessment and the expertise and skill set for the unit head.

Proposal for the Office of Instruction and Assessment (OIA)

Over the past decade, instructional support on the UA campus has become fragmented and has, at times, resulted in faculty not receiving (or even being aware of) the support available to them around pedagogy, technology, and assessment. This new office will bring these critical support functions together under a single administrative umbrella and in a central campus location. It is expected that forming this office will allow the university to reduce duplicative efforts, serve more of our teaching faculty, and more holistically support instruction both on campus, through hybrid models, and online.

Furthermore, it is expected that this new office will be a focus for the scholarship of instruction and assessment. The professionals in the unit will write grants for and peer-reviewed papers on instruction and assessment and will collaborate with faculty on campus to assist with grant development in support of instruction and assessment.

Specifically, the Office of Instruction and Assessment will assist with:

- 1) Course and curriculum design,
- 2) Pedagogy and different forms of delivery of course content,
- 3) Online and hybrid course development,
- 4) Online course management systems (for example, D2L)
- 5) Assessment techniques within courses and for overall student learning outcomes,
- 6) Program assessment and evaluation,
- 7) Teacher Course Evaluations, and
- 8) Video and podcasting of lectures for instructional support and for online delivery of courses.

Units and Individuals that will form the Office of Instruction and Assessment:

- 1) University Teaching Center – 4 professionals in instructional support, one business manager, and one administrative assistant
 - 2) Learning Technology Center – 19 professionals with expertise in pedagogy and instructional support for development of hybrid and online courses, webpage development, online course management systems, video and multimedia instruction and support, and evaluation methods, and one program coordinator
 - 3) Director of Assessment – from Office of Institutional Research and Planning Support
 - 4) Transfer Curriculum and Articulation – one professional and one administrative assistant
 - 5) Head of this unit – replacing VPI
 - 6) Administrative support – from office of VPI
 - 7) Faculty fellows – 2 new faculty fellows – one to support pedagogy and online delivery of content and one to support assessment
- Total ~ 32 people

Unit head for Office of Instruction and Assessment will report to the Vice Provost for Academic Affairs

Office of Instruction and Assessment will work closely with:

- 1) CIO (Michele Norin) and Limell Lawson and others in UITs for programming, system, and desktop support and for Centennial Hall instruction,
- 2) Dean of the Library (Carla Stoffle) and others in the library for support of instruction and use of the multimedia facility,
- 3) Sr. Associate Vice President for Outreach and International Affairs (Mike Proctor) and others in Outreach College to make online courses developed by our faculty available at distant sites and other campuses,

- 4) Associate Vice Provost (Rick Kroc) and others in OIRPS for data analysis, program assessment, and teacher evaluations,
- 5) Vice President for Student Affairs (Melissa Vito) and others for tutoring support and Centennial Hall instruction,
- 6) Registrar (Beth Acree) and Room and Course Scheduling (Fernando Chavez),
- 7) Curriculum Office (Patti King and Celeste Pardee),
- 8) University Wide General Education Committee, and
- 9) Associate Deans and Faculty across campus.

Space:

- 1) Office of Instruction and Assessment, including all the component parts and individuals outlined above, will be housed in the ILC and will support state-of-the-art instructional technology in the ILC classrooms, in Centennial Hall, and throughout campus.
- 2) University Teaching Center professionals for instructional support will move from UTC bldg. to ILC.
- 3) Learning Technology Center professionals will move from UITS to ILC.
- 4) Director for Assessment will move from 3rd floor of MLK bldg. to ILC.
- 5) Office of Instruction and Assessment had space on the 4th floor Administration Building but will move to the ILC.
- 6) Advisors in the Center for Exploratory Students will move from ILC to 3rd floor of MLK bldg. (includes space of the Diversity Office and other vacated offices); space includes private offices for each advisor, a kitchen and a small conference room).
- 7) Diversity Office will move from the 3rd floor of the MLK bldg. to the 4th floor of the Admin Bldg, joining the Special Assistant for Native American Affairs and offering more visibility for the diversity office.
- 8) Student Services will get most of the University Teaching Center Bldg to use for support of Veterans.

Funding for Office of Instruction and Assessment:

- 1) Lines and salary support move from current reporting structures to the new office.
- 2) Current operating budgets from units moved to this new office come with the units/professionals.
- 3) Partial support for online course development will be provided once the new technology fee is approved by ABOR.
- 4) New grants that will be submitted by unit professionals.

Other Taskforce Recommendations:

- 1) Head of the Office of Instruction and Assessment will oversee and manage a large, new unit of diverse professionals and should have high visibility and accountability – Thus, the unit head is recommended by the taskforce to have the title of Assistant Vice Provost for Instruction and Assessment.
- 2) Change the reporting structure of the Course Approval Process from the Registrar's office to the Curriculum Office. Currently one person – Sandra Gonzales, administers the course approval process. This function and person used to report to the curriculum office, but now reports to Room and Course Scheduling. The rationale for the move is that the course approval process is an academic function and should move back to the curriculum office.
- 3) The campus needs more personnel to support assessment.
- 4) The process for faculty/departmental selection of classroom space and instructional technology and software needed for instruction should be reviewed by a small taskforce.

Time line for Implementation:

- July 27 – submit plan to Provost for approval
- July 31 – submit job description for Assistant Vice Provost to Human Resources; internal candidates only
- August 24 - search committee begins to review applicants
- September 1 – begin interviews of applicants
- September 7 – make offer and negotiate start date; start ASAP
- September – Assistant Vice Provost and assistant move to ILC
- September – December – remodeling of space and facilities
- December – moves take place for those who have not yet moved into the new space