



July 14, 2023

MEMORANDUM

TO: Ania Wieczorek
Dean, CTAHR

FROM: Michael Bruno *Michael Bruno*
Provost

Laura E. Lyons *Laura E. Lyons*
Interim Vice Provost for Academic Excellence

SUBJECT: Response to CTAHR Program Review

Thank you for your thoughtful response to the CTAHR Program Review. Although the site visit took place in October 2022, the final report was not received until January 2023. Program reviews require an enormous amount of time and resources at all levels, and we appreciate the patience and candor with which your College engaged in this effort. The review team's report provided a comprehensive assessment of areas where the College is to be commended, as well as those where there are opportunities to grow. We believe the review was successful and surfaced some important areas of focus for the college and the university.

The College's 2022-2027 Strategic Positioning and Visioning document was identified as an area of commendation by the review team. Establishing a shared mission and vision for the college is essential for both internal goal setting and assessment as well as external messaging and communications. There were several areas of concern in the review team's report that you intend to address as part of your positioning and visioning work, and we look forward to learning more about this work as it progresses. In addition to complementing the strategic positioning process, the team lauded the College's commitment to the land grant mission, the increase in research funding and student enrollments, the multifaceted nature of the connections to the community, hands-on undergraduate learning opportunities, cutting edge programs, and strong placements of graduates, among others. You are to be congratulated for these achievements.

In addition to the areas you have highlighted in your response to the report, there are a couple areas of concern we would like you to focus on between now and your one-year progress report. The review team shared concerns expressed by many students that the department/program climate was not inclusive and supportive of differences. In your response, you seemed to focus more on efforts to help students feel included in terms of fostering a general sense of community, however our interpretation of the review team's comment is in regards to initiatives within the college to foster diversity, equity and inclusion. We recommend that you work with campus resources to assess the DEI needs within your programs and create initiatives to address any issues raised. The team also raised concern around advising issues, which are in part

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understandable given the adverse effects of the pandemic and the reduction in advising personnel capacity. It will certainly help that you were able to replace the third advisor in Fall 2022, but we would encourage you to assess the advising needs of your college as a whole against those standards and best practices set forth by the National Academic Advising Association (NACADA) to ensure that the student-to-advisor ratio is appropriate and sufficient to serve student needs. We would like to learn more about your efforts to help students feel better connected to their programs and available resources. The campus has recently announced the hire of a centrally located Director of Advising, who can help act as a guide and resource to college-level advising units. We encourage your team to engage with her to see what guidance and support she can provide.

We look forward to learning more about your progress in these areas and the others you have discussed in your one-year progress report due on July 15, 2024.

C: April Nozomi Quinn, Director of Program Development and Review