

*Actions Taken in Response to  
Academic Program Review Recommendations  
2004-2007*

*Jennifer Turpin, Dean  
College of Arts and Sciences*

## 1. THEOLOGY AND RELIGIOUS STUDIES

*Campus Visit:* April 14-16, 2004.

*Program(s) Reviewed:* B.A. in Theology; B.A. in Religious Studies; M.A. in Theology.

*External Reviewers:*

- Susan Ackerman, Professor, Department of Religion, Dartmouth College.
- Francis X. Clooney, S.J., Professor, Department of Theology, Boston College.
- Yvonne P Chireau, Professor and Chair, Department of Religion, Swarthmore College.
- Gerald P. Fogarty, S.J., William R. Kennan Professor, Department of Religious Studies, University of Virginia.

*Next Review:* 2010-1011

### Key Action Items

*Recommendation:* Merge separate undergraduate degree programs in T&RS into one.

*Status:* Completed.

*Action:* The department created a new combined major with three emphases.

*Recommendation:* Work to bridge the divide between Theology and Religious Studies.

*Status:* Completed

*Action:* The departure of some faculty and the hiring of new tenure-track faculty has considerably improved personal relationships and working conditions in the department.

*Recommendation:* Revise and shorten student-learning goals/outcomes.

*Status:* Completed.

*Action:* The department revised its learning goals. It now has three learning goals that address 1) the human dimensions of religion, theology and spirituality; 2) religious diversity; and 3) social justice.

*Recommendation:* More long term planning around curriculum.

*Status:* On-going

*Action:* There has been some improvement here, but the department stills needs to offer more (and more interesting) ethics and theology courses for the core.

*Recommendation:* More dynamic courses, especially in the core.

*Status:* Completed

*Action:* The department has added new lower division courses including "The Christian Village", "Mystery of God/Mystery of the Human Person", "Christian Feminist Theology", "Catholic Social Thought", "Sexuality and Scripture" and "Migrant and Diaspora Religions". These satisfy the core requirement.

*Recommendation:* Review of the graduate program.

*Status:* Completed

*Action:* The graduate program in was Phoenix closed but the San Francisco program is continuing.

**Recommendation:** Greater mentorship of junior faculty.

**Status:** Completed

**Action:** This has improved. James Bretzke S.J., has mentored Vincent Pizzuto and we have given Jorge Aquino two mentors. Lois Lorentzen mentors Lillian Dube and Aaron Hahn Tapper.

**Recommendation:** Co-chairs and department sub-committees.

**Status:** Completed

**Action:** The co-chair model worked successfully for a year, then James Bretzke S.J. took over as chair. Lois Lorentzen has just been elected department chair beginning in Fall 2007. The subcommittees worked well with the curriculum revision.

## 2. PHYSICS

**Campus Visit:** February 9-11, 2004.

**Program(s) Reviewed:** B.S. in Physics.

**External Reviewers:**

- David Griffiths, Howard Vollum Professor of Science, Department of Physics, Reed College.
- Henri Jensen, Professor and Chair, Department of Physics, Oregon State University.
- Douglas Osheroff, Professor, Department of Physics, Stanford University.

**Next Review:** 2010-2011

### Key Action Items

**Recommendation:** Improve physical facilities.

**Status:** Underway.

**Action:** Fundraising and planning for the new Science building is well underway.

**Recommendation:** Target students in General Physics for the major.

**Status:** On-going

**Action:** To date, there have been a slight increase in the number of majors.

**Recommendation:** Develop astronomy program and increase sense of physics community.

**Status:** On-going.

**Action:** In Fall 2006, the department hired Dr. Aparna Venkatesan (University of Chicago) as an Assistant Professor in the area of Astrophysics. The minor program in Astronomy has not yet been proposed.

**Recommendation:** Service milling machine and install it away from the optics lab.

**Status:** Under consideration.

**Action:**

**Recommendation:** More lab staff (technician, machinist and electronics specialist).

**Status:** No action.

**Action:** There have been no changes in this area.

**Recommendation:** Reduce teaching load of new faculty.

**Status:** No action.

**Action:** Nothing has changed with regard to teaching loads of new faculty.

**Recommendation:** Streamline class scheduling and utilize different time slots.

**Status:** Underway.

**Action:**

### 3. PSYCHOLOGY

*Campus Visit:* March 24-26, 2004.

*Program(s) Reviewed:* B.A. in Psychology.

*External Reviewers:*

- Richard Gonzalez, Professor and Chair, Department of Psychology, University of Michigan.
- Richard S. Lewis, Associate Professor of Psychology and Neuroscience, Pomona College.
- Deborah Phillips, Professor and Chair, Department of Psychology, Georgetown University.

*Next Review:* 2010-2011

#### Key Action Items

*Recommendation:* Consider introducing a Neuroscience minor rather than a major.

*Status:* Completed

*Action:* Neuroscience minor has been in place since Fall 2005.

*Recommendation:* Build on existing strengths in lifespan development, aging/gerontology, family systems, and child and family policy.

*Status:* Completed

*Action:* New hire being made in the area of development scheduled to begin in Fall 2008.

*Recommendation:* Assign adjunct faculty to teach General Psychology thus freeing up full-time faculty to offer students more options in specialty areas. More undergraduate opportunities should be provided.

*Status:* Ongoing

*Action:* Full-time faculty are offering more courses in their research areas and have more students collaborating with them..

*Recommendation:* Department needs to hire more full-time faculty.

*Status:* Completed

*Action:* The department hired a new tenure track faculty member last year (2006) and will advertise this year for a position beginning in Fall 2008.

*Recommendation:* Department needs more state-of-the-art space.

*Status:* On-going

*Action:* The department is scheduled to move into the new Kalmanovitz Hall in Summer 2008.

*Recommendation:* Special resources need to be given to the department for advising.

*Status:* On-going

*Action:* The department continues to work with the Dean's Office to address this issue.

*Recommendation:* Department needs more honest discussion concerning the equity of course assignments and it also needs to develop departmental by-laws.

*Status:* On-going

*Action:* The department continues to work on this issue and is engaged in on-going discussions to address governance concerns.

*Recommendation:* More incentives need to be provided to obtain research grants.

*Status:* No action

*Action:* There are no university incentives for research grant activity.

*Recommendation:* Given the department's size, its budget needs to be increased.

*Status:* On-going

*Action:* The department continues to work with the Dean's Office to address this issue.

#### 4. MATHEMATICS

*Campus Visit:* April 28-30, 2004.

*Program(s) Reviewed:* B.S. in Mathematics.

*External Reviewers:*

- Priscilla S. Bremser, Professor, Department of Mathematics, Middlebury College.
- Erica Flapan, Professor and Chair, Department of Mathematics, Pomona College.
- William G. McCallum, Professor, Department of Mathematics, University of Arizona.

*Next Review:* 2010-2011

##### Key Action Items

*Recommendation:* Improve physical facilities, especially faculty offices.

*Status:* Completed.

*Action:* Fundraising and planning for the new Science building is well advanced and renovations to Harney Science Center will also be made. Upgrades to faculty offices have been completed and three new window offices were given to the department.

*Recommendation:* Enhance faculty and space to improve enrollments.

*Status:* Ongoing.

*Action:*

*Recommendation:* Provide adequate space for department functions.

*Status:* Completed.

*Action:* Department now has space for social activities, especially its weekly "teas". With the arrival of Department of Exercise and Sports Science into the Harney Science Center, the compromise with Mathematics was that an area in the Dean's Office would be made available.

*Recommendation:* Address the problem of instructor-to-instructor variation in teaching quality.

*Status:* Ongoing.

*Action:*

*Recommendation:* Allocate two new tenure-track positions to the department.

*Status:* Completed.

*Action:* Dr. Stephen Yeung, an applied mathematician with interdisciplinary research, will join the department in 2007-2008. The department is also conducting a search this year with a view to hiring someone beginning in Fall 2008.

#### 5. EXERCISE AND SPORTS SCIENCE

*Campus Visit:* April 27-29, 2005.

*Program(s) Reviewed:* B.A. in Exercise and Sport Science; B.S. in Exercise and Sport Science.

*External Reviewers:*

- Jeffrey A. McCubbin, Professor and Associate Dean, College of Health and Human Sciences, Oregon State University
- Janet C. Harris, Professor and Director of the School of Kinesiology and Nutritional Science, California State University, Los Angeles
- Arlette Perry, Professor and Chair, Department of Exercise & Sport Sciences, University of Miami

*Next Review:* 2011-2012

### **Key Action Items**

***Recommendation:*** Better lab and office space.

***Status:*** Completed.

***Action:*** Entire department moved in Fall 2006 from under Memorial Gymnasium to the second floor of the Harney Science Building. The department now has new faculty offices and dedicated lab space for Exercise Physiology and Motor Learning.

***Recommendation:*** Grants to procure equipment and inclusion in science instructional equipment funds.

***Status:*** On-going.

***Action:*** Faculty are working on grants and the department has been included in science instructional equipment funds. The department has benefited from Department of Education multi-department grants and has also won funding from the city.

***Recommendation:*** Move offices closer to Sports Management program.

***Status:*** Underway.

***Action:*** Sports Management program is scheduled to move from Lone Mountain to Kalmanovitz Hall in Summer 2008 thus improving proximity to Exercise and Sports Science.

***Recommendation:*** Retreat to discuss goals.

***Status:*** Completed.

***Action:***

***Recommendation:*** Hire sports psychologist.

***Status:*** Completed.

***Action:*** Hired Dr. Diana Lattimore.

***Recommendation:*** Increase gender and racial/ethnic diversity.

***Status:*** Underway.

***Action:*** The last two hires have been women but department is looking to improve racial/ethnic diversity with future hires.

***Recommendation:*** Prioritize health promotion.

***Status:*** Completed.

***Action:*** Department now emphasizes health promotion in its mission and all aspects of its operations (teaching, research and service). The orientation of the department has dramatically shifted towards issues of health promotion and wellness.

***Recommendation:*** Reduce number of upper division electives.

***Status:*** Completed.

***Action:***

***Recommendation:*** Encourage community outreach.

***Status:*** Completed.

***Action:*** Faculty now involved in extensive and on-going community projects. Department recently won the College of Arts and Sciences Collective Service Award in part for its efforts in this area.

***Recommendation:*** Increase collaboration with other departments and programs.

***Status:*** Completed.

***Action:*** Faculty now working with other departments and programs – for example, they have a very strong presence in the new Gerontology, Neuroscience, and Child and Youth Studies minors.

## 6. CHEMISTRY

*Campus Visit:* March 30 – April 1, 2005.

*Program(s) Reviewed:* B.S. in Chemistry; M.S. in Chemistry.

*External Reviewers:*

- Adele Wolfson, Professor of Chemistry and Associate Dean of the College, Wellesley College.
- Bert Holmes, Philip G. Carson Distinguished Chair of Science and Professor of Chemistry, University of North Carolina, Asheville.
- Thomas Poon, Associate Professor of Chemistry, Claremont-McKenna College.

*Next Review:* 2011-2012

### Key Action Items

*Recommendation:* Improve physical facilities.

*Status:* Underway

*Action:* Fundraising and planning for the new Science building is well advanced.

*Recommendation:* Hire two full time support staff.

*Status:* Completed.

*Action:* One half-time Chemistry technician is in place and the stockroom manager position has been converted to full-time.

*Recommendation:* Formulate more detailed strategic plan that includes curricular assessment and future vision.

*Status:* Ongoing.

*Action:*

*Recommendation:* More variety in teaching strategy and curricular variety.

*Status:* Ongoing.

*Action:* One faculty member has been sent to a conference on pedagogy and curriculum and has visited two other institutions for ideas.

*Recommendation:* More student involvement in undergraduate research.

*Status:* Ongoing.

*Action:* Recently students co-authored a major study published in the Journal of the American Chemical Society.

*Recommendation:* Agreement on future of graduate program.

*Status:* Graduate Program continues.

*Action:* Program has sharpened its focus and its marketing to reflect an emphasis on applied chemistry.

*Recommendation:* Next hire in organic or bioorganic chemistry with interdisciplinary character.

*Status:* Completed.

*Action:* The department hired Dr. Hyunshun Shin whose area is bioorganic chemistry with a specialization in drug design work. They will also be hiring an interdisciplinary chemist to begin in the 2008-2009 academic year.

*Recommendation:* More support for grant writing activity.

*Status:* On-going.

*Action:*

## 7. HISTORY

*Campus Visit:* April 6 – 8, 2005.

*Program(s) Reviewed:* B.A. in History.

*External Reviewers:*

- Craig Steven Wilder, Professor, Department of History, Dartmouth College.
- Leslie S. Offutt, Associate Professor, Department of History, Vassar College.
- Richard Lim, Associate Professor, Department of History, Smith College.

*Next Review:* 2011-2012

### Key Action Items

*Recommendation:* Hire specialist in Middle Eastern and/or Islamic history.

*Status:* Completed.

*Action:* Dr. Taymiya Zaman (University of Michigan) joined the department as an Assistant Professor in Fall 2007 teaching courses on the Islamic World.

*Recommendation:* Focused discussion to address some curricular, instructional and managerial issues.

*Status:* Ongoing.

*Action:* The department has moved to a rotation system to select the chair and has changed its internal modes of operation. Curricular and instructional issues are still under consideration.

*Recommendation:* More debate on the issue of diversity.

*Status:* Ongoing.

*Action:* Dr. Katrina Olds (Princeton University) joined the department as an Assistant Professor in Fall 2007 teaching courses in Late Medieval/Early Modern European History. In addition, Dr. Taymiya Zaman (University of Michigan) joined the department as an Assistant Professor in Fall 2007 teaching courses on the Islamic World.

The department will also begin a search in Fall 2007 for a tenure track faculty member in US History with a specialization in African American history. Discussions continue on diversity with regard to the curriculum, process, etc.

*Recommendation:* More administrative support for the program.

*Status:* Completed.

*Action:* Ms. Cheryl Czekala (Program Assistant) now works solely for the Department of History.

*Recommendation:* Discussion of reliance on and role of adjunct faculty.

*Status:* Ongoing.

*Action:* The number of adjunct faculty has declined as more full-time faculty have been hired.

*Recommendation:* Faculty workloads should be examined and revised.

*Status:* No action.

*Action:*

*Recommendation:* More courses to address cross-cultural contact and encounters as central historical questions.

*Status:* Completed.

*Action:* Course offerings improving in this regard with the addition of new faculty and existing faculty broadening their course offerings.

*Recommendation:* Examine new ways to re-invigorate intellectual life of the department.

*Status:* Underway.

*Action:* Discussions are on-going with regard to this issue.

## 8. PHILOSOPHY

*Campus Visit:* April 5-7, 2005.

*Program(s) Reviewed:* B.A. in Philosophy.

*External Reviewers:*

- Karen J. Warren, Professor, Department of Philosophy, Macalester College
- Mark Murphy, Professor, Department of Philosophy, Georgetown University
- Margaret Walker, Professor, Department of Philosophy, Arizona State University

*Next Review:* 2012-2013

### Key Action Items

**Recommendation:** Efforts need to be made to reduce the department's workload with regard to teaching ethics in the Core Curriculum.

**Status:** Under consideration/no action

**Action:** Not much has happened here, though the Dean's Office is ensuring that the department teaches core courses. We hired a term faculty member to help with this. We also notified the department that they must limit the number of upper division courses with low enrollments.

**Recommendation:** The department needs to address its increasing use of adjunct faculty and the quality of instruction they deliver.

**Status:** On-going.

**Action:** The department has appointed an Adjunct Faculty co-coordinator to advise the adjunct faculty. This faculty member works in conjunction with the Associate Dean of Academic Program Review, Assessment and Adjunct Faculty on matters of adjunct teaching quality. The two Associate Deans met with the chair and ethics coordinator to go over teaching evaluations for PT faculty.

**Recommendation:** The department should hire one more tenure track faculty member and that attention be given to the gender diversity of the department.

**Status:** On-going

**Action:** Marjolein Oele hired in fall 2007.

**Recommendation:** Examine new ways to re-invigorate intellectual life of the department.

**Status:** On-going

**Action:** Based on the recommendations of the Dean's office, the department is going to revisit the use of the Fleishhaker fund.

## 9. POLITICS

*Campus Visit:* March 8-10, 2006.

*Program(s) Reviewed:* B.A. in Politics.

*External Reviewers:*

- Lorn Foster, Professor, Department of Politics, Pomona College.
- Katherine Moon, Associate Professor, Department of Politics, Wellesley College.
- Peter Steinberger, Professor of Politics and Dean of the Faculty, Reed College.

*Next Review:* 2012-2013

### **Key Action Items**

**Recommendation:** Focus on developing concentrations within the major rather than developing more minors.

**Status:** No action.

**Action:** In the department's view, there are actually a number of concerns here, some pedagogical in nature and others that seem to be more an issue of staffing.

Many of the minors that Politics students pursue are primarily within the department and thus they actually serve the very purpose the reviewers were hoping to achieve through concentrations by allowing students to focus their studies on particular subfields of politics.

**Recommendation:** Streamline the curriculum to eliminate overlap and enforce requirements within the major.

**Status:** No action.

**Action:** The department feels that many of the reviewers concerns regarding overlap are dealt with in the advising process where students are given guidance as to what classes to take. It is also important to note that the department maintains advising holds on all of its students, and thus Politics majors are required to meet with an advisor every semester to discuss their selection of courses.

The reviewers also suggested that the department eliminate the Public Administration subfield. However, both the department and the Dean's Office concluded that this should be retained due to the fact that it is particularly close to the University's mission, that it has been invaluable to students who have gone on to careers in public service, and that it has become an increasingly important field of study in emerging democracies.

**Recommendation:** The department should offer a methods course.

**Status:** Under consideration

**Action:**

**Recommendation:** Examine new ways to re-invigorate intellectual life of the department.

**Status:** In progress

**Action:** The department will continue to hold monthly brown bag lunches where faculty members present their research to colleagues.

**Recommendation:** Hire another political theorist.

**Status:** Completed

**Action:** Dr. Keally McBride joined the department in Fall 2007.

**Recommendation:** Re-evaluate departmental advising practices.

**Status:** On-going

**Action:** The department has instituted "group advising sessions" one of which all Politics students are directed to attend. Once the session is concluded, faculty are available meet with students individually.

**Recommendation:** Clarify expectations with regard to teaching, research and service.

**Status:** No action

**Action:** The reviewers may not have adequately understood how the tenure and promotion process works at USF, with the complexities entailed with collective bargaining along with the academic career prospectus ("ACP") process. Newer faculty reported that the "ACP" process was helpful in clarifying expectations, and that the workshops offered by the USF Faculty Association also clarified tenure and promotion requirements. Finally, new Politics faculty are assigned mentors who help to clarify what is needed to succeed at USF.

**Recommendation:** Institutionalize ways of meeting and interacting socially.

**Status:** On-going

**Action:** For last two years, the department has held full-day off-campus retreats that were productive and surprisingly enjoyable, and they plan to continue that practice. They have, in addition, instituted monthly “brown bag” research talks that have been well attended and helpful. Finally, the department is hopeful that the new space in Kalmanovitz Hall will provide greater opportunities for community building.

**Recommendation:** Improve the department’s physical facilities.

**Status:** On-going

**Action:** Department will be moving into Kalmanovitz Hall upon its completion.

**Recommendation:** Develop ways of tracking and contacting alumni.

**Status:** On-going

**Action:** At their end-of-the-year event, the department collected graduating students’ contact information, and they are looking for funding to hire a student worker to track recent alumni. They intend to take up this issue at the fall departmental retreat (including discussing creating a departmental newsletter).

## 11. SOCIOLOGY

**Campus Visit:** April 26-28, 2006.

**Program(s) Reviewed:** B.A. in Sociology.

**External Reviewers:**

- Miguel Centeno, Professor, Department of Sociology, Princeton University.
- Jill Grigsby, Professor and Chair, Department of Sociology, Pomona College.
- Karin Martin, Associate Professor, Department of Sociology, University of Michigan.

**Next Review:** 2012-2013

### Key Action Items

**Recommendation:** Use new faculty lines to broaden course offerings to include other subfields in the discipline.

**Status:** Completed

**Action:** The department hired two faculty members, Dr. Hwa-Ji Shin and Dr. Anne Bartlett, both of whom teach in new areas or fill previously staffed areas. In addition to political sociology, the new hires cover urban sociology, comparative-historical sociology, social psychology and globalization.

**Recommendation:** Exercise caution with regard to participation in and initiation of new minors.

**Status:** On-going

**Action:**

**Recommendation:** Introduce more quantitative reasoning throughout the curriculum.

**Status:** Under consideration

**Action:** The department will take up this issue at its next retreat on September 15, 2007.

**Recommendation:** Ensure that students satisfy theoretical and methodological requirements by the end of the junior year.

**Status:** In progress

**Action:** The department has already begun to more rigorously advise students on these matters

**Recommendation:** Introduce a capstone experience for all Sociology majors.

**Status:** In progress

**Action:** The department has already conceptualized a required Capstone course that will be required of majors.

**Recommendation:** Encourage faculty to teach more lower-division courses rather than relying on adjunct faculty.

**Status:** No action

**Action:** This would require additional hiring.

**Recommendation:** Clarify expectations with regard to teaching, research and service.

**Status:** On-going

**Action:** Dean has discussed expectations at ACP meetings with faculty.

**Recommendation:** Reduce faculty workload, particularly the three-course semester and the chair's advising load.

**Status:** On-going

**Action:** The dean cannot at this time contemplate eliminating the third course. We have discussed alternative approaches to advising that reduce the burden on the chair.

**Recommendation:** Improve the department's physical facilities.

**Status:** On-going.

**Action:** The Sociology Department scheduled to move into new offices in Kalmanovitz Hall in Summer 2008.

**Recommendation:** Existing leave and course planning be scheduled in longer three to five year cycles.

**Status:** In progress

**Action:** The department has compiled a tentative 3-year plan for existing leave and course planning purposes and this will be approved at the retreat on September 15, 2007.

**Recommendation:** Work at maintaining and improving the department's high level of collegiality.

**Status:** In progress

**Action:** The department is having a retreat on September 15, 2007. It is also planning to revamp the popular colloquium series and will be adding smaller events aimed at encouraging faculty to share their work among one another.

## 12. ENVIRONMENTAL SCIENCE

**Campus Visit:** April 19-22, 2006.

**Program(s) Reviewed:** B.S. in Environmental Science; M.S. in Environmental Management.

**External Reviewers:**

- Joanne Fox-Przeworski, Director of the Bard Center for Environmental Policy, Bard College.
- Kenneth Reckhow, Professor of Water Resources and Chair of Environmental Sciences and Policy, Duke University.
- Anne Sturz, Professor and Chair of Marine Sciences and Environmental Studies, University of San Diego.
- Jose D. Fuentes, Associate Professor of Environmental Science and Director, Virginia Forest Research Facility, University of Virginia.

**Next Review:** 2012-2013

### **Key Action Items**

**Recommendation:** More faculty hires to address gaps in Geology and Atmospheric Science and the emerging field of Environmental Medicine.

**Status:** Under consideration

**Action:**

**Recommendation:** More full-time faculty teaching in the graduate program.

**Status:** Completed

**Action:** More full-time are now teaching graduate courses.

**Recommendation:** Teach more graduate courses in the evening and allow select undergraduates to enroll.

**Status:** Ongoing

**Action:** Undergraduate enrollment in graduate classes is now more common but closely monitored.

**Recommendation:** Take new initiatives to increase undergraduate enrollments.

**Status:** On going

**Action:**

**Recommendation:** Establish an alumni network for undergraduate and graduate students.

**Status:** On-going

**Action:** A detailed alumni list has been forwarded to the department to begin work on this issue.

**Recommendation:** Give the department a new computational laboratory and a new teaching laboratory as well as a reconstructed greenhouse and interaction spaces for students.

**Status:** Underway

**Action:** Planning for new space is underway.

**Recommendation:** Provide the department with two full-time program assistants for graduate and undergraduates.

**Status:** No action

**Action:**

**Recommendation:** Greater emphasis on long-range curricular cooperation and planning between science departments.

**Status:** On-going

**Action:** Planning for the new Science building is providing a forum for discussing new modes of cooperation in the sciences.

**Recommendation:** Greater discussion within the sciences of course offerings, scheduling and other issues of common interest.

**Status:** In progress.

**Action:**

**Recommendation:** Full credit is given for team teaching courses.

**Status:** Under consideration.

**Action:**

**Recommendation:** Attempts be made to reduce the rigidities between the sciences that are not conducive to cross-disciplinary study and the integration of scientific knowledge.

**Status:** In progress

**Action:** This repeats three other recommendations from reviewers and the departments are working on this issue.