

UNIVERSITY OF MASSACHUSETTS BOSTON

College of Liberal Arts

Annual Report
2005-2006



The College of Liberal Arts generated just over \$2m in external funding.

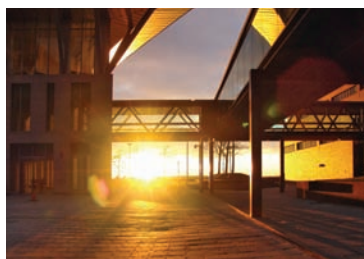


PHOTO BY PETER SHMIRO

The Master of Fine Arts in Creative Writing gained full approval.

Annual Report Overview

FY 06 has been a very successful year for the College of Liberal Arts. The first few sections of this report illustrate major advances in supporting the University's need to improve research and graduate education, the need to improve student teaching and learning, and the need to increase enrollment. We also discuss additional accomplishments, financial management and future goals. Finally, we look to the opportunities and challenges of the future. Appendix 1 provides a tracking of our progress over two years against the CLA 2008 Strategic Plan. Appendix 2 details financial information.

The College of Liberal Arts continues to play a leading role at the University in the creation of knowledge and in the successful teaching of our students both undergraduate and graduate. CLA faculty published 21 scholarly books, 2 textbooks, 1 novel, 1 CD and 1 scholarly edition of a newly discovered musical score, plus a total of 180 articles or book chapters, in addition to short stories, poems, performances as actors or musicians, work as conductors or directors, and solo and group shows.¹ The College generated just over \$2M in external funding.² It remains the largest generator of CTF net of costs in the University.

The diversity of our programs notwithstanding, as a College we share a commitment to high levels of scholarly/creative productivity, providing excellent instruction for our students, contributing to the urban mission, and being good University citizens. Despite the challenges we face in rebuilding the faculty, putting the College's budget on a sound footing, and in recruiting and retaining sufficient numbers of students, the College of Liberal Arts moves forward, reshaping current programs to reflect changes in the disciplines and interdisciplinary trends, and creating new programs as warranted by our mission as a premier urban research university.

Research and graduate education

The most important success of FY 06 was the full approval of the Master of Fine Arts in Creative Writing. During the course of the year we obtained commitment for the necessary funding from the Provost, had a successful site visit, gained Board of Trustees approval and, in April, Board of Higher Education approval. The program will admit its first students in FY 08, and a new tenure-track creative writer will be hired effective FY 08. This program promises to increase the institution's profile both locally and nationally, and will increase graduate enrollment.

A second major achievement was the creation of the Research Center for Urban Cultural History (RCUCH). During FY 06 it received the necessary administrative and governance approvals, and a successful search was conducted for the first director, Professor Elizabeth Fay of the English Department. Although still in its earliest stages, the Center sponsored several activities including a Faculty Seminar and Faculty Symposium, and initiated several new events that are part of the long term vision for the Center. One of these was the first stage of the "Mapping Boston" project in collaboration with the GIS facility. Results were on display at the second floor entrance to the Campus Center during inauguration week. A graduate assistantship has been assigned to the RCUCH to provide support. It will be available competitively to all the master's programs in CLA, allowing the recruitment of a particularly strong graduate student. A two-year RCUCH graduate assistant, selected after a competition, will begin this fall. The Center's web site is also up.

¹ Based on 04-05 AFRs. The timing of these reports means the reporting always lags one year behind.

² FY 05. This reporting also lags a year behind.

We advanced a plan to create a research cluster in neuropsychology and developmental psychology.



ARCHAEOLOGY STUDENTS DIG AT THE AFRICAN MEETING HOUSE PHOTO BY HARRY BRETT

Through a generous gift from Alumna Patricia Flaherty, the RCUCH will sponsor the annual Betty and Matt Flaherty Lecture each fall beginning in September 2006. An ambitious schedule of events is planned for the coming year.

The Psychology Department advanced its plan to create a research cluster in neuropsychology and developmental psychology by completing its first hire, Dr. Javid Sadr, and moving toward collaborative projects. We plan a second and perhaps a third hire for the coming year. We look ahead in the long term to creating a second PhD in this area. It is a field that will offer us important opportunities to collaborate internally and externally. Internally, we foresee increased collaboration with Biology, Chemistry and Computer Science, as well as perhaps the Venture Development Center. Collaboration has begun between faculty in Psychology and Computer Science on grant applications to NIH and NSF and on the development of an undergraduate Program in Cognitive Science. Externally, there is already collaboration with local hospitals and mental health agencies, and we expect this collaboration to expand as well.

This past January marked the arrival of a third research scientist, John Steinberg, in the Fiske Center for Historical Archaeology. The Fiske Center is an important generator of funds, and contributor to the urban mission. This year the Center undertook a joint project with the African Meeting House to do archaeology on their site. Steinberg is actively collaborating with Allen Gonz in EEOS on a remote sensing project.

An additional important step in supporting graduate education and research was the allocation of six additional graduate stipends to the College of Liberal Arts. They were distributed as follows: Psychology, 2; American Studies, 1; Applied Linguistics, 1; Historical Archeology, 1; Research Center for Urban Cultural History, 1.

During FY 06 I implemented and improved several programs to support faculty research and creative activity. The Dean's Fund now has three parts: the Travel Fund, to support faculty travel to give papers at scholarly meetings, which continued at the same level as in FY 05; the Research Fund, which was significantly revised for FY 06; and the new Discretionary Fund implemented for the first time in FY 06.

The Travel Fund supported 53 faculty giving papers at scholarly meetings. As was the case the year before, demand outstripped funds available and faculty were given partial funding.³ The Research Fund, in its revised form increased the maximum award amount from \$2000 to \$5000, and allowed faculty to request course releases in conjunction with their awards. Because the overall amount of money for this fund did not increase the possible number of awards decreased. The fund was fully subscribed, and a total of 16 faculty received a total of \$50,000. Of these 11 also requested and received course releases. Two additional faculty requested course releases alone and these were also awarded. It is very clear that for many faculty the most precious kind of research support comes in the form of time, and for the coming year I am going to consider increasing the number of releases available on a competitive basis. Finally the Discretionary Fund, with a \$350 maximum and a rolling deadline funded 21 requests, for speakers, symposia, illustration costs for books, indexers and the like.

The College was successful in recruiting 8.5 FTE tenure track faculty and 1 FTE tenured faculty member all but two of whom will be in departments with graduate programs. (See the next section for details on rebuilding the faculty.) These new fac-

³ This year we had approximately \$60,000 in requests and \$30,000 in funding.

We rely too heavily on non-track faculty, and the majority of the tenured faculty is over 55.



PHOTO BY HARRY BRETT

We conducted 14 successful searches with a FY 06 impact and 9.5 searches with an FY 07 impact.

ulty will increase the research profile of the university, as will the two faculty added to undergraduate only programs. As was the case last year, the College was successful in negotiating the necessary start up packages in cooperation with the departments and notably with Vice Provost for Research, Richard Antonak.

One of our hires was a new chair for the History Department. She plans to work with the department to revise their graduate program, which has seen increasing enrollments, and to revive the Archives track in the graduate program, which will attract additional students and be an important service to the city and state.

Finally, it should be noted that I serve, with Dean Adenrele Awotona, as one of two PIs on a Kellogg grant whose aim is to create a Native American Institute here at UMass Boston. This institute should have a positive impact on research.

Student teaching and learning

The College of Liberal Arts is home to a strong and proud teaching culture, and our faculty make every effort to see that our students, undergraduate and graduate, have excellent academic experiences. Rebuilding the faculty is key to assuring high quality student teaching and learning. CLA faculty serve not only our own students but those in other units by teaching the preponderant majority of General Education courses, Honors courses, and running the Center for the Improvement of Teaching. We rely too heavily on non track faculty, and the majority of the tenured faculty is over 55. Here is a brief overview of our situation:

- In Fall 05, the College of Liberal Arts taught 49.3% of its undergraduate courses with non track faculty. An additional 2% were taught by graduate teaching assistants.
- In Fall 05, 42% of the tenured and tenure track faculty⁴ were 55 or older, and of these 23% were 60 or older.
- Between Fall 95 and Fall 05 the TTT share of the faculty has decreased 13.76%.
- For Fall 05, our ratio of full-time faculty to majors is 1: 22.6; our ratio of TTT faculty to majors is 1: 26.5.
- For Fall 05, our ratio of full-time faculty to IFTE students is 1: 16.1; our ratio of TTT faculty to IFTE students is 1: 23.0.
- If we compare Fall 95 and Fall 05 the ratio of majors to TTT faculty increases from 24.7 to 26.5, and the ratio of IFTE students to TTT faculty increases from 19.8 to 23.0.

Research shows that at institutions like ours, graduation rates drop in proportion to the drop in the percentage of instruction from TTT faculty.⁵ Insufficient TTT faculty mean less mentoring of our students and fewer research opportunities for them. Our goal is to provide 65 to 70% of all instruction by tenured and tenure-track faculty.

The College conducted 14 successful searches with a FY 06 impact and 9.5 searches with an FY 07 impact. Planning for the FY 08 line requests is now underway. Our current requests include a total of 16 lines plus two lines held over from failed searches from this past year. In order to return to an 80% composition of TTT faculty, the College of Liberal Arts would need to replace all future retirements and

4 Referred to hereinafter as TTT faculty.

5 Roland G. Ehrenberg and Liang Zhang, "Do Tenured and Tenure-Track Faculty Matter?" National Bureau of Economic Research, Working Paper 10690, <http://www.nber.org/papers/w10695>.

We have initiated a process, to be completed next year, of updating the basic standards for the structure of majors and minors.



PHOTO BY PETER SHMIRO

Better event planning, location and visuals led to a significantly more effective presence at this year's Spring Welcome day.

resignations, and add 24 new TTT lines over and above these replacements.⁶ The hires made this year are an important step in this direction, but more needs to be done.

The first-year seminar program is one of the most important ways in which we introduce new students to the University, usually in their all-important first year in college which is strongly predictive of future success. One of my goals has been to increase the number of sections of the first year seminars taught by TTT faculty. In Fall 04, 15% of the first year seminars were taught by TTT faculty. In the first year of my program that number increased to 30%, and in Fall 06 the proportion will rise to 42%.⁷

Effective and timely advising is key to retention, learning achievement, and planning for life after UMB. CLA is responsible for advising its declared majors. During FY 06, all department chairs and program directors shared best advising practices, and made a series of suggestions for improving advising in the majors. The College adopted a basic set of criteria for advising in the majors, to which all departments and programs will adhere. In addition, I communicated the broader concerns raised by my chairs and program directors to the appropriate people in the University.

We have initiated a process, which will be completed next year, of updating the basic standards for the structure of majors and minors. This project has two goals. On the one hand, we want to assure good academic standards, making certain for example that all majors include a minimum number of advanced courses, and on the other we want to make the curriculum and its possibilities more transparent for students, eliminating the confusing and overlapping categories of minors, programs of study and certificates.

The College developed and approved a new major in Asian Studies, an interdisciplinary field that allows students to learn about the economics, history, culture, politics and languages of an increasingly important part of the world. That proposal is now in the Provost's office awaiting approval.

Enrollment

The challenge before CLA is complex because our enrollments are dependent in part on the enrollments in the other undergraduate units, because we have the largest population of truly undecided students and because much of the advising of our students is not done by the College.

CLA does not have formal advising responsibilities for the one third of its students who have not declared majors. I continue to consider this a significant problem for retention, and continue to press for appropriate reorganization and staffing to address this issue. In the interim, in FY 06 we experimented with sponsoring an event for undeclared students interested in the social sciences. We did this work in collaboration with the Advising Center and Career Services. The event, held in the spring semester, was successful, and provided students with an overview of the social sciences, information on the specific majors we offer and the kinds of careers to which these majors can lead. We are now planning a series of similar events for the coming academic year, covering all the disciplinary sectors in Liberal Arts. We are also looking at the possibility of creating some web resources for our undeclared students.

⁶ This estimate assumes that our IFTE student total remains constant and does not increase. Any increase would mandate additional TTT positions.

⁷ Assuming we do not add any sections over the summer for increased enrollment.

The average enrollment in all CLA undergraduate sections was 27 students.



CLA SYMPOSIUM PANELISTS
PHOTO BY HARRY BRETT

At the beginning of May 2006 we added a new Assistant Dean, Janel Kiley, whose responsibilities lie in four areas: admissions, development, public relations and events. We have already begun an active collaboration with the new MFA in Creative Writing to publicize the program and help recruit the first class. We have also taken the first steps in improving our admissions materials. Better event planning, location and visuals (with the help of the new Assistant Dean) led to a significantly more effective presence at this year's Spring Welcome day. We plan to step up our collaboration with Admissions in these areas, and met with them in early July to take a more comprehensive look at how we can work effectively together. We remain concerned about recruiting and retaining good numbers of students. It is also important to note that I continue my careful monitoring of course enrollments. In a unit of the size and complexity of CLA, this effort requires the balancing of a number of priorities. We continue to work cooperatively with the first and second year seminar programs, and it is important to note that CLA offers virtually all the sections of these courses. Managing enrollments is all the more complex, since I must also respond to the exigencies of these programs. Since our offerings range from one-on-one music lessons to large introductory sections of psychology to senior seminars and capstones, I consider it a success that in both semesters of FY 06, the average enrollment in all CLA undergraduate sections was 27 students.

Additional Accomplishments

The College accomplished several things during FY 06 which impact the areas above, or contribute to supporting them. Bringing to a close a process that was vexed with multiple delays, the College was successful in phase one of its web page revision. This work was essential in making up-to-date information available to current students, potential students, and current and prospective employees as well as the general public. While the information is now accurate, the pages themselves need additional work, and in phase two, we will make the College's web presence easier to use, more attractive and more complete.

For many years the Office of Institutional Advancement approached fund-raising in the College of Liberal Arts, and in its predecessor, the College of Arts and Sciences on a department by department basis, an approach which helps individual departments, but undermines the ability of the College to do fund raising. During FY 06, as noted above, a new assistant dean (whose responsibilities include development) was hired at the beginning of March and in late May, Institutional Advancement hired a major gift officer with responsibility for CLA [shared with CSM]. We have thus just barely begun the long-term effort that will be required to reconnect with our more than 21,000 alumni/ae and to have a full-fledged development operation. We are on the right road however, and are optimistic about future prospects.

In addition to the many talks, readings, performances and conferences sponsored by CLA departments and programs, the College was the sponsor of two events with University-wide impact this year. When Chancellor Michael Collins arrived on campus last July, he asked CLA to be the first college responsible for inviting a convocation speaker. With only six weeks to arrange the event, we were extremely fortunate to be able to host Lani Guinier as the convocation speaker and ensured the largest audience, by a considerable margin, for any UMB convocation. For the spring inauguration of Chancellor Collins, CLA sponsored a program featuring four successful alums, from the fields of economic journalism, film production, psychology and hospital administration, and law. The program was a wonderful and entertaining demonstration to an assemblage of several hundred students, faculty and guests, of the value of a liberal arts education.

We have done an analysis of funding by department and created a plan for remedying inequities.

For the second year a Task Force on Tenure Track Faculty chaired by Jean Humez and comprised of tenured faculty worked on how to improve mentoring and conditions of our increased numbers of faculty on the tenure track. At the end of last year the Task Force had met with junior faculty, conducted a survey of their opinions, made policy recommendations and published *On Track*, a mentoring document that clarified the faculty review process and offers advice about how to prepare for it. This year the Task Force has summarized Department practices regarding various aspects of the tenure process and is about to publish *On Track II*, a document that seeks to advise Departments on how to mentor junior faculty and prepare them for the tenure process. It suggests that Departments draft documents that clarify standards, within particular fields, for research and publishing. Next year I anticipate that the Task Force will follow through on these documents by meeting with various departments.

Financial Management

Managing the finances of CLA continues to be a challenge. During FY 06, however, we have begun to put the College on a sounder footing, and begun to institute more rational budget practices. For the previous three to four years, the Provost's office had to bail out the College of Liberal Arts in mid-year each year with \pm \$80,000 in CTF funds, not because of mismanagement, but because the College's post budget-cut, post-CAS split allocation was insufficient. This \$80,000 was added to our budget for FY 06, creating a somewhat more stable situation. We have done an analysis of operations funding by department, and have created a plan for remedying inequities. We have begun to untangle the historical accretion and multiple and sometimes overlapping uses for various accounts. I have instituted a policy where departments will be held responsible for budget overruns, and will retain any reasonable roll-over. For FY 05, 06 and 07 we were and are able to fund research support, travel and initiatives out of one-time funds received as part of my hiring agreement. These funds will run out at the end of 07, making the need to provide a reasonable and stable base budget for the College all the more pressing.

Summary of Major CLA Expenses in FY 06

CTF and RTF:

The Dean's Office operates primarily from monies held in the Curriculum Trust and Research Trust Funds.⁸ In FY 06 the office received \$700,058 in Curriculum Trust Funds (CTF) including \$443,196 in allocations, \$118,449 in monies carried forward from last year, and \$100,000 in one-time money as the second year of a three year hiring commitment from the Provost to the Dean. We anticipate a carry forward of about \$65,000 this year. The office also holds about \$35,000 in a CTF reserve account which is used to pay for start-up costs over three years old and to provide a cushion for unexpected expenses.

The Research Trust Fund (RTF) consists of two accounts, one to support faculty research and travel and the other to support new faculty start-up costs. The RTF accounts received \$27,000 in new start-up funds and \$57,908 in overhead from the \$1.8 million in department grants (the majority of which was passed through to the departments). The accounts carried forward from last year \$35,475 and \$61,536 respectively.

(continued)

⁸ Appendix 2 contains tables showing detailed information on the Dean's Office accounts.



PHOTO BY PETER SHMIRO

Departmental Operating Expenses:

- \$406,422 from the CTF fund was allocated to CLA departments and programs for their operating expenses.

Dean's Office Operating Expenses:

- \$40,000 from the CTF fund was used to support the operating expenses of the Dean's Office and \$50,000 was used to pay salaries and various additional compensation (e.g. program directors, language lab assistants, and tech support).

Searches:

- \$29,164 from the CTF fund was used to pay the costs of faculty searches.

Research:

- \$83,172 was used to support faculty research and travel. \$43,775 of this amount was from the Research Trust Fund and the rest, \$45,464, was from the CTF reserve fund.
- \$38,116 was allocated to the Departments for research from the RTF fund from grant overhead and administration.
- \$9,807 from the CTF fund was used to pay our portion of the HEFA bond.
- \$5,000 from the CTF fund was provided as an operating budget to the Research Center for Urban Cultural History.

Start-up:

\$41,000 from the RTF Start-up Account was committed to the FY 06 start-up awards, \$10,000 was transferred to Anthropology for start-up expenses and \$37,000 was held for previous year's start-up awards. \$6,000 from the CTF Reserve Account was also used to fund start-up expenses. (In the past start-up funds allocated to CLA were occasionally placed in the CTF reserve account instead of the RTF account.)

PMYR:

\$45,604 from the CTF PMYR account is committed for this year's PMYR awards. The balance of the money in the account is being held for future PMYR commitments. (The amount allocated for PMYR awards changes from year to year as does the number of faculty undergoing PMYR review, although the amounts and the numbers of faculty are not coordinated. Because there are several large cohorts of faculty scheduled to go through this review in the next several years we are holding funds in the account in anticipation of the need to supplement the PMYR allocation.)

Development:

The Dean's Office holds money from the yearly annual fund allocation for a number of small CLA departments which do not have their own development account. The Dean's Office has about \$28,000 of the allocation available for its use, while \$22,077 of the monies in the fund is held for departments to use. (The larger departments receive their allocations directly.) This year \$2,073 was allocated to Hispanic Studies from this account. The fund also paid for \$7,010 in other expenses.

The **ESS** and **OSF** accounts are not active accounts in the Dean's office. The ESS account supported our Sodexo PO for \$10,000 and various other event-related expenses. The OSF account was used for various inauguration-related expenses.

Future Goals

- Research and graduate education

We expect a great deal of our faculty, and they respond to the challenges we place before them admirably.

- MFA for Creative Writing admits highly competitive class for Fall 07.
- Research Center for Urban Cultural History submits its first outside grant applications, and sponsors year-long series of events and projects.
- Second and perhaps third hire in developmental/neuropsychology. By FY 08, we expect to see additional external funding generated.
- Fiske Center shows additional externally funded projects
- CLA is allocated additional graduate stipends to meet increasing enrollment demands in selected programs.
- Funding for the Dean's Funds supporting research and scholarly travel is partially stabilized through FY 07 budget request. Allocation of more CLR's for research.
- Departmental Research Associate allocated to College results in increased grant applications in FY 07 and increased funding in FY 08.
- Student Teaching and Learning
 - Revision of standards for majors and minors is completed.
 - Ongoing program about available majors for undeclared students is implemented.
 - Percentage of first-year seminars taught by TTT faculty continues to increase.
- Enrollment
 - Improved admissions materials for CLA
 - Advising policy results in improvements in advising in majors.
 - Progress in addressing the issues raised by CLA about the current organization of advising at the University.
- Rebuilding the Faculty
 - All the goals listed above are dependent on CLA's ability to rebuild its faculty. Having enough TTT faculty is crucial to graduate education and research, student teaching and learning and enrollment, by increasing our ability to retain students.

Challenges

The College of Liberal Arts faces significant challenges in the coming year and the years ahead. Our primary necessity is to rebuild the faculty in order to provide a better educational experience for our students both undergraduate and graduate, and to better fulfill the University's research mission. As I noted in my budget request for FY 07, assuming stable and not increasing numbers of students, for CLA to return to a composition of 78 to 80% TTT faculty would require that the College henceforth replace every retirement or resignation and add approximately 24 faculty above those replacements. In Fall 05, 42% of the tenured and tenure track faculty were 55 or older, and of these 23% were 60 or older. Thus the College will face a major challenge in replacing retirees in the years to come.⁹ The rate at which we are currently hiring is not keeping pace with our losses. We also face a significant leadership gap since the first group of new junior faculty will not be tenured and post-sabbatical until FY 09.

We expect a great deal of our faculty, and they respond to the challenges we place before them admirably. We cannot however, expect to increase our sponsored research, and recruit and retain productive junior faculty if we do not address the issue of teaching and service loads. Senior faculty, who are relatively few in number,

⁹ Data source: OIRP

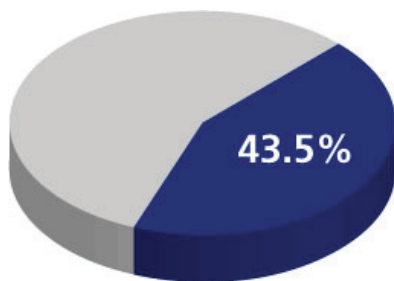
Credit for
CLA's achievement
goes to the high-
achieving faculty
and the hard and
devoted work of
our staff.

face an increasing service burden as their colleagues retire. This means they have less time for research and students. Some of our most promising junior faculty have left us for institutions where the teaching load is 2+2. In general, the junior faculty feel the impact of increased research demands with no diminution of teaching or service demands. As demonstrated in earlier parts of this report, we cannot with impunity provide ever increasing percentages of non-TTT instruction in order to provide research releases for TTT faculty. We must find University-wide solutions to this challenge in particular, since CLA is not the only unit affected, and since the current maldistribution of teaching requirements is significantly unfair.

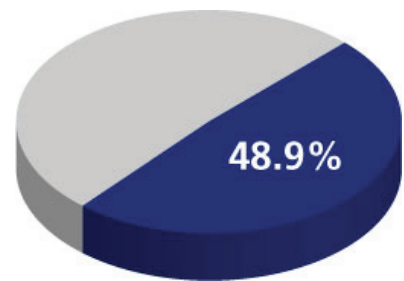
We also lack adequate space. We do not have sufficient offices for our faculty, we lack sufficient laboratory space, and have inadequate facilities and space for our fine and performing arts. Some of our departments are split over more than one building, and in one extreme case over four. Having adequate and coherent space has an impact on faculty research and research collaboration, and on student teaching and learning both undergraduate and graduate.

While the University has taken a significant step forward with the tech upgrading of a large number of classrooms, adequate classroom space is still a significant issue for CLA, especially in its graduate programs, some of which are growing, and lack available teaching space. We are approaching the point where we will be unable to further expand graduate programs because of a lack of classroom space. We have critical needs for laboratory space for Psychology and suitable studio space for the arts.

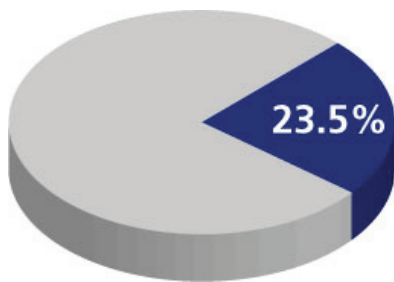
Finally, we face challenges in the areas of support staff and operating funds. Our shares of faculty and students taught are much greater than the numbers of support staff we have or the amount of operating dollars we receive. The four pie charts below illustrate the issues:



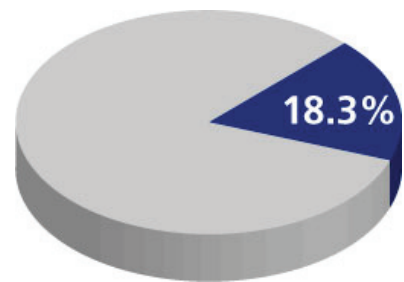
PERCENT OF CLA FTE FACULTY



PERCENT OF CLA IFTE STUDENTS TAUGHT



PERCENT OF CLA STAFF AMONG COLLEGES



PERCENT OF CTF ALLOCATION

We need to provide a reasonable minimum level of financial support for faculty, so that they may engage in their teaching and research responsibilities appropriately. We currently fall far short of that goal. Finally, we need to provide support staff who are indispensable not only to faculty work, but who are a crucial link for students, and CLA is significantly understaffed.

Conclusion

Despite the challenges we face, this has been a very successful year for the College of Liberal Arts. Credit for this level of achievement goes to the courageous and high-achieving faculty of the College and to the hard and devoted work of our staff. We are proud of our contributions in research and graduate education, student teaching and learning and in teaching numbers of students which generate the largest share of CTF net profit for the University. We look forward to another excellent year in FY 07, and to finding solutions to the challenges that face us.

College of Liberal Arts Strategic Plan 2008

2004-05 accomplishments 2005-06 accomplishments

The College of Liberal Arts brings together programs in the humanities, social sciences, fine and performing arts, and is home to a number of interdisciplinary and inter-college programs. The College is committed to providing high-quality liberal arts majors to its students, and to producing both pure and applied research and creative activity across the span of its disciplines. The CLA is the largest of the colleges at the university and plays a major role in the general education curriculum, providing virtually all of the first and second-year seminars and the majority of distribution courses. It is not an exaggeration to say that with very few exceptions, every undergraduate student at UMass Boston takes some course work in the College of Liberal Arts. Just as the College of Liberal Arts must balance the demands of providing quality general education to a broad audience with offering high quality academic programs to its majors, so it balances its support for a select array of graduate programs with its commitment to undergraduate programs.

The College contributes to the University's urban mission because a significant proportion of its research, teaching, service and outreach that is relevant to the city, region and state. In the most fundamental sense, we respond to the urban mission by offering the students who come to us with a first-rate education. In addition, our programs and faculty have relationships with the schools, social service agencies, cultural organizations, community organizations, government agencies and political organizations. A concern with cultural pluralism and diversity is a prominent feature of much research and teaching in the College. As the College replenishes its faculty, we will continue to hire faculty whose research and teaching focuses on the University's urban mission.

The College is committed to the University's goals of Research, Retention and Reputation and what follows uses these three categories to organize its strategic goals for the coming four years. Under the "fourth R, Renewal" I will group a number of administrative and strategic initiatives that are essential to the success of the College but do not fall easily under the first three categories. The goals listed below are those I plan to accomplish by 2008. Because almost all of them require the cooperation of multiple partners, projects will evolve at different rates.

Research

- In cooperation with the Provost, engage in multi-year hiring effort to replenish the faculty. By hiring active researchers at beginning or in mid-career, we will increase the research productivity of the faculty. New faculty recruitment will continue to emphasize bringing diverse faculty to the university.
2004-05: 14 tenure track faculty hired effective FY 06.
2005-06: 9.5 tenure track and one tenured faculty hired effective FY 07.
- Support junior faculty development through possibility of teaching-free semester during probationary period, set-aside research funding for junior faculty.
2004-05: Put into effect for new hires coming on board as of Fall 05 and onwards.
2005-06: Program continues.
- Work with central administration to provide sufficient laboratory space, startup funding and equipment for new faculty.
2004-05: Successful collaborative efforts on startup funds for FY 06 faculty.
2005-06: Successful collaborative efforts on startup in History, Sociology (2), and Psychology for FY 07 faculty.
- Work with CLA Senate, junior faculty and department chairs/program directors to develop additional means of mentoring junior faculty.
2004-05: Task force on junior faculty appointed, reporting in Spring 05. Products include documents for both junior faculty and department chairs/program directors. Junior faculty will now receive a course release upon successful completion of fourth-year review.
2005-06: Work of FY 05 Task Force complete and results distributed to junior faculty, chairs and Provost. Successor task force reporting in June 06 focused on mentoring and requirements for fourth year review, and tenure review. Results will be distributed to chairs, and Provost. Pilot program on written standards for fourth year review and tenure will be undertaken during FY 07.
- Support existing CLA graduate programs. Increase focus on collaborative faculty-student research. Seek increased funding for graduate students to provide competitive stipends. Evaluate current allocation of as-

sistantships to maximize their effective use. Examine the feasibility of additional graduate programs.

2004-05: Worked with Psychology to create multi-year plan to strengthen research in areas of biobehavioral, cognitive and developmental psychology. Appropriate lab space has been requested. Participated in dean's group on allocation of graduate stipends. No results from this latter process yet. Beyond the MFA in creative writing, examination of feasibility of additional graduate programs has not yet begun.

2005-06: MFA in Creative Writing approved by BHE April 06, and will begin operation in Fall 07. First hire in Psychology plan completed. Additional graduate assistantships assigned to Psychology, Applied Linguistics, Historical Archeology, and American Studies.

- Work cooperatively with other deans on present and potential shared graduate programs, especially the dean of the McCormack School.

2004-05: Work will begin with arrival of McCormack dean.

2005-06: Dean appointed, collaboration to begin.

- Increase internal funding for research/creative activity through CLA funds and increased cooperation with the Vice Provost for Research.

2004-05: Research fund created for CLA faculty. Travel funds increased by 50%. Both efforts were successful. Based on feedback however, the research funding procedures will be revised for 2005-2006.

2005-06: Program significantly revised with grant maximum increased and course releases associated with grants. Program fully and successfully subscribed. Additional improvements will be implemented in FY 07, including better management, availability of course releases for research. Dean's Discretionary Fund created in FY06. This fund has been very successful in responding to small needs, including speakers, symposia, illustration costs for books, indexers and the like.

- Create mechanism for allocating course releases for research projects/creative activity.

2004-05: Course releases will now be granted to faculty who successfully complete 4th year review. Course releases will now be associated with the internal research grants in the College. Course releases are also awarded to successful Healey Grant applicants.

2005-06: Implemented.

- Increase extramural funding.

2004-05: In cooperation with Richard Antonak, I am using course releases to support faculty who are successful in obtaining extramural funding, as we are working to provide adequate salary support to faculty obtaining one-year fellowships for research or creative activity.

2005-06: Ongoing.

- Foster cutting-edge interdisciplinary research and teaching across the span of the liberal arts disciplines through the creation of a Center for Urban Cultural History. Seek outside funding [e.g. FIPSE, NEH, philanthropy] to support Center and eventually create an endowment to put on a sustainable basis.

2004-05: Ad-Hoc Committee appointed with report in May 2005. Plan for center formation will go to CLA Senate and CLA chairs and directors group in September. Center will be formed in late fall, with initial activities in 2005-2006, and fundraising for 2006-2007 and beyond.

2005-06: Center approved by governance and created. First permanent director appointed effective Fall 06. One graduate fellowship assigned to Center. Endowed lectureship reassigned to Center. Ambitious plan of activities in place for FY 07. Grant opportunities have been located, and application process will take place in FY07. Temporary space allocated to Center. Web site up.

- Gain approval for MFA in Creative Writing. Fundraise for speaker series and eventually for scholarships.

2004-05: Progress has been slow here. Proposal was revised. We visited Amherst to discover their views of our proposed program. Proposal budget is undergoing final revision, so that it may go through governance in Fall 05.

2005-06: BHE approval received, necessary funds committed by Provost. Program will begin admitting students for Fall 07.

Retention

- Further enhance advising in the majors. Increase mentoring, research and internship opportunities for undergraduates.

2004-05: Improved communication with Advising Center has been achieved through departmental liaison system. Advising of majors has been discussed in chair/program director meetings and some improvements have been made at the department/program level. Much work remains to be done in this domain however, especially as we rebuild the faculty.

2005-06: College-wide policy on the advising of majors has been adopted and implemented.

- Work with department chairs and program directors to engage in periodic reviews of the structure and offerings in their majors to make certain that the programs of study keep pace with developments in the disciplines and serve the needs of our students.

2004-05: Discussions are underway about the amount of upper level work that should be required in the major. Departments have been encouraged to rationalize the numbering of their courses so that the levels of the cur-

riculum are better articulated and a number of departments have modified their offerings in this way.

2005-06: Reform in the regulations governing majors and minors is now being reviewed before being presented to governance in Fall 06. The goals of the revisions are 1) insure uniform and high standards for majors and minors and 2) make the curriculum more transparent for students by streamlining the typology of academic programs.

- Shift teaching in first-year seminars to majority tenured and tenure-track faculty in combination with long-term non-track faculty.

2004-05: Retention tax instituted requiring each hiring department to provide a first year seminar taught by a tenure stream faculty member. Result for fall 05 is that the number of such courses increased from four to ten. Program is ongoing.

2005-06: In Fall 06 42% of the first year seminar sections will be taught by tenured and tenure-track faculty.

- Work in cooperation with the Vice Provost for Academic Support Services to create a seamless advising web for students, improve career information and support for liberal arts students and to better coordinate and publicize internship opportunities.

2004-05: See above for liaison system.

2005-06: In Spring 06 an event was jointly sponsored by CLA, the Advising Center and Career Services for undeclared students interested in the Social Sciences. Based on the results of this first event, planning is now underway for a series of such events in FY 07.

- In conjunction with Center for Urban Cultural History, add capstone course options to the curriculum that are interdisciplinary and help graduating students bring together the skills they will need in graduate school or the world of work.

- Increase percentage of instruction offered by tenured and tenure-track faculty.

2004-05: The 14 successful hires are the first step in this direction.

2005-06: Our additional new hires will help, and as noted above, there is an improvement in the first-year seminar area. However, increased numbers of students without increased numbers of hires will erode any progress in this area.

- Foster the development of excellent pedagogical practices, including the judicious use of technology in teaching—focus especially on junior faculty.
- Continue to provide the vast majority of faculty for the Honors Program, distribution courses, general education, the Writing Proficiency Requirement.

2005-06: Our contributions here continue.

- Work cooperatively with the other deans to make certain that students in cross-college programs are well-served.

Reputation

- Completely renovate College's web presence to provide substantive information that is appealing and user-friendly. Include material on faculty and student research, as well as course offerings and programs of study.

2004-05: After multiple delays beyond the College's control, the project is underway and much progress should be made in summer 05. Phase one of the new web site is up and the information on it is current.

2005-06: Phase 2 begins in Summer 06 with improvements to the look and functionality of the site.

- Use web site and other public venues to highlight and display faculty research achievements.

2004-05: See above. Bulletin board in heavily traveled hallway outside of office now used to display faculty research and creative activity.

2005-06: See above. Bulletin boards and bookcases in entry area used to display faculty work.

- Through the Urban Missions Committee and other public venues highlight the multiple ways in which the CLA contributes to the University's urban mission.

2004-05: High CLA participation in fall event and moderate participation in spring event. Large amount of information on urban mission related research, teaching and service submitted for data base. Dean continues to serve on Urban Missions Committee.

2005-06: Dean continues on Urban Missions Committee, and faculty, staff and students continue to make multiple and diverse contributions to the urban mission.

- Devise ways to highlight student achievement, especially to the general public.

2005-06: First alumni/ae newsletter will be published in Fall 06, with plans to provide regular features on students.

- Work with Admissions to generate materials for potential students that will highlight the college's strengths.

2004-05: Brochure and fact sheets created.

2005-06: With hiring of new Assistant Dean for College and Public Relations, we have begun a systematic program of improvement to our admissions materials. Phase one includes a revised and improved booklet of program profiles and new brochures, as well as an improved presence at the spring welcome day.

- Work with Development to begin cultivating a donor

base. In these initial phases, spreading the good news about the college and building support will be the focus, since this is the basis on which fundraising can take place.

2005-06: In addition to the hiring of the new Assistant Dean [see previous bullet] who will also work with development, Advancement has just hired a major gift officer for CLA, and we are now beginning to work together systematically to build a donor base.

- Use high-profile programs and departments such as the PhD program in Clinical Psychology, the Applied Linguistics Program, and the nascent Center for Urban Cultural History and MFA in Creative Writing to put the college on the map in academic circles beyond the immediately surrounding area.

Renewal

- Inventory support staffing patterns for college and in cooperation with Provost and Vice Chancellor for Administration and Finance, devise plan for rationalizing and improving staffing.

2004-05: Global five-year staffing plan developed for College. First installment requested in FY 06 budget. Detailed analysis at the level of the department/program remains to be done.

2005-06: Only part of the requested funding was allocated for FY 06. Additional requests are part of the FY07 budget request.

- Institute enrollment management plan in the College to make sure that course planning is rational and that capacity utilization remains at a reasonable level. Work with chairs to devise and implement plan.

2004-05: Enrollment management implemented as of Spring 05. Approximately 50 low-enrollment sections were eliminated. Chairs were given target numbers of sections for Fall 05 and Spring 06. Enrollment is carefully monitored.

2005-06: Careful monitoring of enrollments continues. In both Fall 05 and Spring 06 the average enrollment across all undergraduate sections in CLA was 27 students.

- Work with the CLA Senate to increase the size of the College Personnel Committee in order to process the significantly increasing number of fourth-year review and tenure cases. Work with department chairs/program directors to streamline processes as much as possible, given their increased responsibilities for personnel actions.

2004-05: Idea of increased size has been accepted. This will need to be implemented in Fall 07. Worked with chairs to arrive at a common understanding about a number of procedures in personnel actions. That work is largely complete, and supported by the chairs.

2005-06: New procedure guidelines distributed to chairs

with personnel actions in FY07. New CPC will be appointed in Fall 06 in size commensurate with number of actions and good functioning.

- Improve collaboration with Development both on project-based fundraising and on cultivation for the long term.

2005-06: Successful dinner for CLA alums in fall with Chancellor; successful inauguration event featuring alums in April 06. Pace of development work will pick up with hiring of major gift officer and new assistant dean [see above].

- Work with Provost to rationalize and improve compensation of chairs and program directors.

2004-05: Spear-headed effort that reached agreement of dean's group on new university-wide plan. That plan is due to be implemented in Fall 05.

2005-06: New system implemented.

- Engage in the new space planning effort to address College needs for additional space for laboratories, offices and instruction.

2004-05: Space requests submitted.

2005-06: Space received for 1 art classroom, 1 Anthropology lab and 4 offices. Requests for 10 offices, 2800sq ft for Psychology labs, the return of 6 music practice rooms have been pending for one and one half years without response. Plans to separate the CSM and CLA dean's offices have been put on hold. Both Colleges are unable to add needed personnel because of cramped conditions in the shared suite.

- Advocate for improvement in centralized infrastructure support needed by CLA and the other units as well [e.g. more smart classrooms, statistical support, infrastructure for teaching film, video, computer tech support, improved career counseling for students].

2005-06: Important improvement in classrooms made by University. Although this is not a CLA accomplishment, it is an important milestone.

- Improve Admissions efforts in cooperation with Admissions.

2004-05: Active participation of College faculty in all Admissions initiatives.

2005-06: New Assistant Dean will work with admissions to improve our presence and participation.

- Work collaboratively with new CLA Senate to provide a model of successful and responsive faculty governance.

2004-05: Improved communication with the senate by reporting to them at every meeting. The Senate has agreed to look at its organization and committees next year, with particular emphasis on the curricular approval process.

2005-06: Draft constitution has been completed and awaits informal feedback from Provost's office before being submitted to vote of faculty.

- Work in cooperation with Provost's office to institute standard class schedule and to maximize use of space.
2004-05: Done.

- **2004-05: Additional item not in plan: Create plan for increasing operations dollars for the College's departments and programs. Five year plan created globally for the college and first installment requested in FY06 budget. With the allocation of additional funds, a detailed analysis of departmental budgets will need to be undertaken. 2005-06: Analysis completed and phase one of the plan submitted as part of FY 07 budget request.**

APPENDIX 2

College of Liberal Arts Financial Information FY 06

RTF: COLLEGE OF LIBERAL ARTS		
Date	Received	Source
8/26/2006	\$35,475	Carryover
10/3/2006	\$27,000	start-up moved to RTF start-up account
12/20/2006	\$57,908	overhead \$38,116 moved to departments
Total Received	\$120,383	
Date	Paid/Commitments	
11/1/2006	\$27,000	to start-up accounts
	\$38,116	overhead to departments
	\$43,775	Dean's Research and Travel Grants
Committed	\$108,891	
Balance 6/22/06	\$28,486	
Balance after Commitments	\$11,492	

RTF START-UP: COLLEGE OF LIBERAL ARTS		
Date	Received	Source
8/26/2006	\$61,536	Carryover
11/1/2006	\$27,000	FY 06 Start-up allocation
Total Received	\$88,536	
Date	Paid/Commitments	
4/11/2006	\$10,000	to Anthro for Steinberg's Start-up
Fall	\$41,000	for FY 06 commitment includes \$27,000 from Provost and \$14,000 from CLA
Previous years	\$37,535	
Committed	\$88,535	
Balance 6/22/06	\$45,432	
Balance after Commitments	0	

DEVELOPMENT: COLLEGE OF LIBERAL ARTS		
Date	Received	Source
8/8/2005	\$52,585	carry forward
3/29/2006	\$7,432	FY 06 Annual fund allocation
6/7/2006	\$92	FY04 Annual fund allocation
Total Received	\$60,109	
Date	Paid/Commitments	
various	\$7,010	expenses
	\$24,150	held for departments (in FY 06 \$2,073 was allocated to Hispanic Studies from this amount)
Committed	\$31,160	
Balance 6/22/06	\$55,619	
Balance after Commitments	\$28,949	

CTF: COLLEGE OF LIBERAL ARTS		
Date	Received	Source
7/5/2005	\$363,196	allocation
7/28/2005	\$29,635	open encumbrance allocation
8/5/2005	\$118,449	carry forward
10/24/2006	\$73,394	base budget increase
3/24/2006	\$45,871	for Dean's Initiatives from hiring agreement
5/9/2006	\$50,000	for Dean's Initiatives from hiring agreement
3/24/2006	\$16,513	for Faculty Searches
3/30/2006	\$3,000	for Inauguration Symposium
Total Received	\$700,058	
Date	Paid/Commitments	Notes
fall/spring	\$406,422	Dean's allocation to Depts.
11/9/2006	\$32,700	miscellaneous commitments
3/21/2006	\$30,163	to CIT PMYR account (Correction)
fall/spring	\$6,074	to Depts. and Faculty from Dean's Fund (Discretionary)
Spring	\$29,164	reimbursement for Faculty Searches
Spring	\$5,000	to Research Center for Urban Culture History
4/11/2006	\$9,807	HEFA bond payment
	\$20,000	miscellaneous research support
	\$40,000	Dean's office operating expenses
	\$50,000	salaries and add comp
Committed	\$629,330	
Balance	\$69,630	
Balance after Commitments	\$70,728	

CTF RESERVE: COLLEGE OF LIBERAL ARTS		
Date	Received	Source
8/5/2006	\$62,180	carry forward
Total Received	\$62,180	
	Paid/Commitments	
6/1/2006	\$19,390	Dean's Spring research awards
	\$6,013	old start-up expenses
Balance	\$37,785	
Balance after Commitments	\$36,777	

PMYR: COLLEGE OF LIBERAL ARTS		
Date	Received	Source
7/28/2006	\$1,999	FY 05 budget
8/5/2006	\$55,420	Carryover
11/9/2006	\$38,000	FY06 allocation
Total	\$95,419	
	Paid/Commitments	
Fall 06	\$6,322	FY05 PMYR expenses
AY06-07	\$45,604	FY06 PMYR expenses
Committed	\$51,926	
Balance 6/22/06	\$89,088	
Balance after commitments	\$37,162	held for prior and future year's PMYR

ESS: COLLEGE OF LIBERAL ARTS		
Date	Received	Source
7/1/2005	\$33,568	carry forward
3/6/2006	\$3,800	expenses
Total Received		
	\$37,368	
Date	Paid/Commitments	
blanket PO	\$10,000	sodexho
various expenses	\$7,073	
Committed		
	\$17,073	
Balance 6/22/06		
	\$24,388	
Balance after Commitments		
	\$20,295	

OSF: COLLEGE OF LIBERAL ARTS		
Date	Received	Source
9/13/2005	\$8,400	Carry forward
Total Received		
	\$8,400	
Date	Paid/Commitments	
various	\$1,763	various inauguration expenses
Committed		
	\$1,763	
Balance 6/22/06		
	\$6,545	
Balance after Commitments		
	\$6,637	