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**MEMORANDUM**

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**TO:** Peter Taylor, Graduate Program Director of the Critical and Creative Thinking Program

**FROM:** Philip DiSalvio, Dean College of Advancing and Professional Studies

**SUBJECT:** Dean Comments on Faculty Response to CCT AQUAD Reviewer Report

**DATE:** April 6, 2018

**CC:** Emily McDermott, Interim Provost and Vice Chancellor for Academic Affairs  
Cheryl Nixon, Associate Provost, Bala Sundaram Vice Provost for Research and Strategic Initiatives & Dean of Graduate Studies

I have reviewed the Faculty Response Report to the CCT AQUAD Reviewer documents and present comments in response to the Program Action Plan. I welcome the opportunity to establish a mutually understood set of program actions and goals in line with CAPS and University resources and conditions.

**CCT Faculty Program Action Plan and Dean Queries**

**1. The 50% position that CAPS assigned to SICW and CCT in the period 2011- 15**

**Dean response to program query:** The FY2019 CAPS staffing budget is unchanged from the FY'18 CAPS expense budget. Because the College's staffing allocations remain zero-sum in the foreseeable future, the revival of the 50% position is not probable. However, other means might be explored to accomplish some or all of the administrative functions proposed.

**2. Home for the Program and Online Program Decentralization**

**Dean response to program queries:**

*a. Are degree-granting programs going to be moved out of CAPS, as has been floated during the last 18 months? If not all degree-granting programs, are graduate programs going to be moved?*

There is no indication from the Provost Office that degree-granting programs now residing in CAPS will be moved to other UMB colleges/schools.

*b. Are online offerings going to be decentralized so that income goes through colleges other than CAPS?*

Decentralization of online offerings to departments has not occurred at this time. If at some time in the future decentralization of online administration does occur, programs currently residing in CAPS will remain in CAPS. All revenues generated by online offerings would continue to go directly to the General Operating Fund and not the respective colleges.

### **3. Recruit CEHD “Transformative Education” students**

**Dean response to program query:** The request asking for Dean support for CEHD allowing CCT's proposal for a new Transformative Education track to recruit and serve the kinds of educators who sought out the Learning, Teaching and Educational Transformation track in CEHD deserves consideration. My recommendation is to explore this possibility with the relevant CEHD and CAPS leadership.

### **4. Restore \$3000 annual discretionary budget**

**Dean response to program query:** The restoration of the \$3000 annual discretionary budget funding continues to be problematic given current zero-sum budget constraints. The recruitment of a new Director of Marketing is underway and I plan to direct that individual to work with the Program Director to utilize low financial-impact initiatives to help accomplish the intended uses of the former discretionary budget.

### **5. The reference to a “Provost target of 15 matriculants/year”**

**Dean response to program query:** I believe setting targeted enrollments as a sole benchmark for strategic program contribution imposes arbitrary standards on program tenability, especially given the University’s current period of financial instability and planned review of all academic programs.

### **6. Increase marketing, recruitment, and enrollment efforts**

**Dean response to program query:** Acknowledging that the Program has undertaken marketing, recruiting, and enrollment efforts, the incoming Marketing Director will enhance these efforts by working closely with the CCT Program Director and Assistant Director to assist and support these activities.

### **7. Reduce attrition, especially at the final point of capstone completion**

**Dean response to program query:**

*a. Ask CAPS Dean for affirmation of the cap of 6 for the capstone seminar and 12 for the pre-capstone research- and writing-intensive courses.*

A cap of six for the Capstone Seminar does not meet the university-wide minimum graduate course enrollment standard of eight students. However, particular circumstances could justify an exception on a case-by-case basis.

*b. Will CAPS continue the policy that each year two–three honors student holders of the Chancellor’s Scholarships can have fees waived while taking courses; and extend from LTET students to TCCS students the policy that those with assistantships will have CCT course fees waived?*

If CAPS has typically followed a policy where 2-3 Chancellor’s Scholarships recipients have CCT course fees waived annually, there is no reason to change that policy. Waivers to students with assistantships in the Learning, Teaching, and Educational Transformation M.Ed. Program (CEHD) and the Transnational, Cultural, and Community Studies MS Program (CLA) adheres to the policy where full-time graduate assistants/teaching assistants receive a 50% waiver of the course fee and part-time graduate assistants/teaching assistants receive a 25% waiver of the course fee.

### **10. Draw instructional faculty from other units in the University**

**Dean response to program query:** Advancing the benefit of cross-disciplinary and inter-institutional faculty involvement in the CCT program is important and as Dean, I look to the Program Director for suggestions on how, when and under what circumstances that would best take place.

## **11. Publicity**

### **Dean response to program queries:**

*a. Would the Administration instruct the University CIO and webmasters to restore into search results on the University website the UMB websites and wikis of programs and faculty?*

Katie Brenton, the CAPS designated web and media staff person will be directed to work with the Program Director and Assistant Program Director to explore best solutions to the request. IT has informed the University community that as of January 2019, the WikiSpaces service will be discontinued. IT is currently working to find an alternative solution. Currently being considered is EduBlogs (a blog service). This service will migrate *ALL* the Wikispaces content onto the Blog site. Along with a number of different solution options, EduBlogs would ensure that the vast amount of content created on WikiSpaces would not be lost. IT states that the UMB ‘search’ function does not include content hosted on our blogs.

*b. Would the University webmasters allow there to be an official webpage for the Liberal and Interdisciplinary Studies concentration?*

The development of webpage links for program concentrations is expected to follow university web policies. Efforts can be made to explore an official web page for concentrations.

*c. Would CAPS provide a review of the challenges and problems that arose in the College plan to use Salesforce?*

The Chief Information Officer explains that the Salesforce efforts have encountered some issues. Despite that, IT continues to migrate Salesforce to an enterprise system which would enable multiple (but coordinated) offices/ programs to use the system. IT is currently working on the enterprise proposal using advising enablement as the initial application. Depending on the queue of subsequent applications, CCT may apply for that queue. A request for all CAPS programs to be placed in that queue has been requested.

## **13. UMB understanding of the Program’s mission**

**Dean response to program query:** As Dean, I believe understanding and communicating the mission and strategic priorities of CAPS academic programs to current or future internal and external stakeholders is a fundamental leadership function.