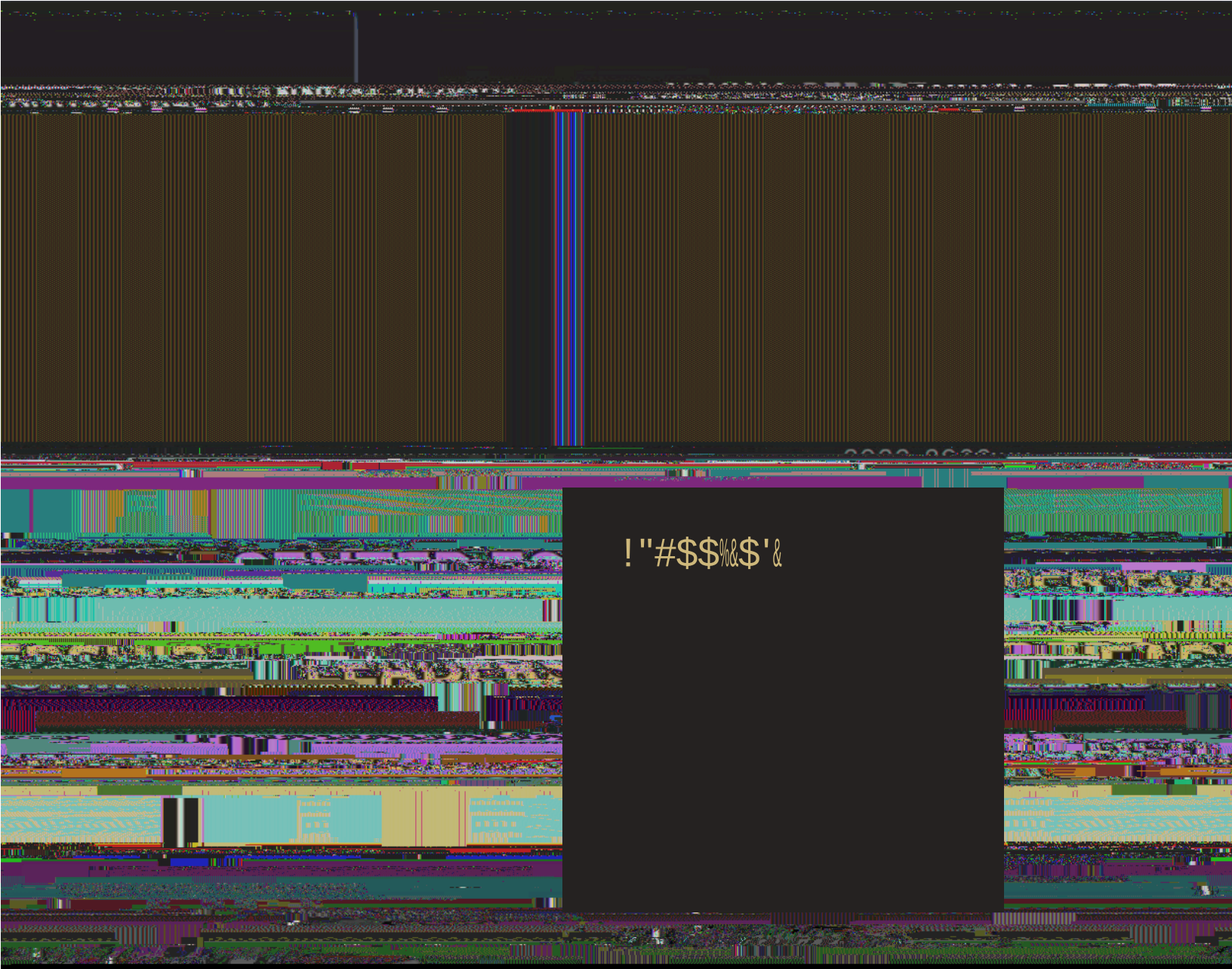


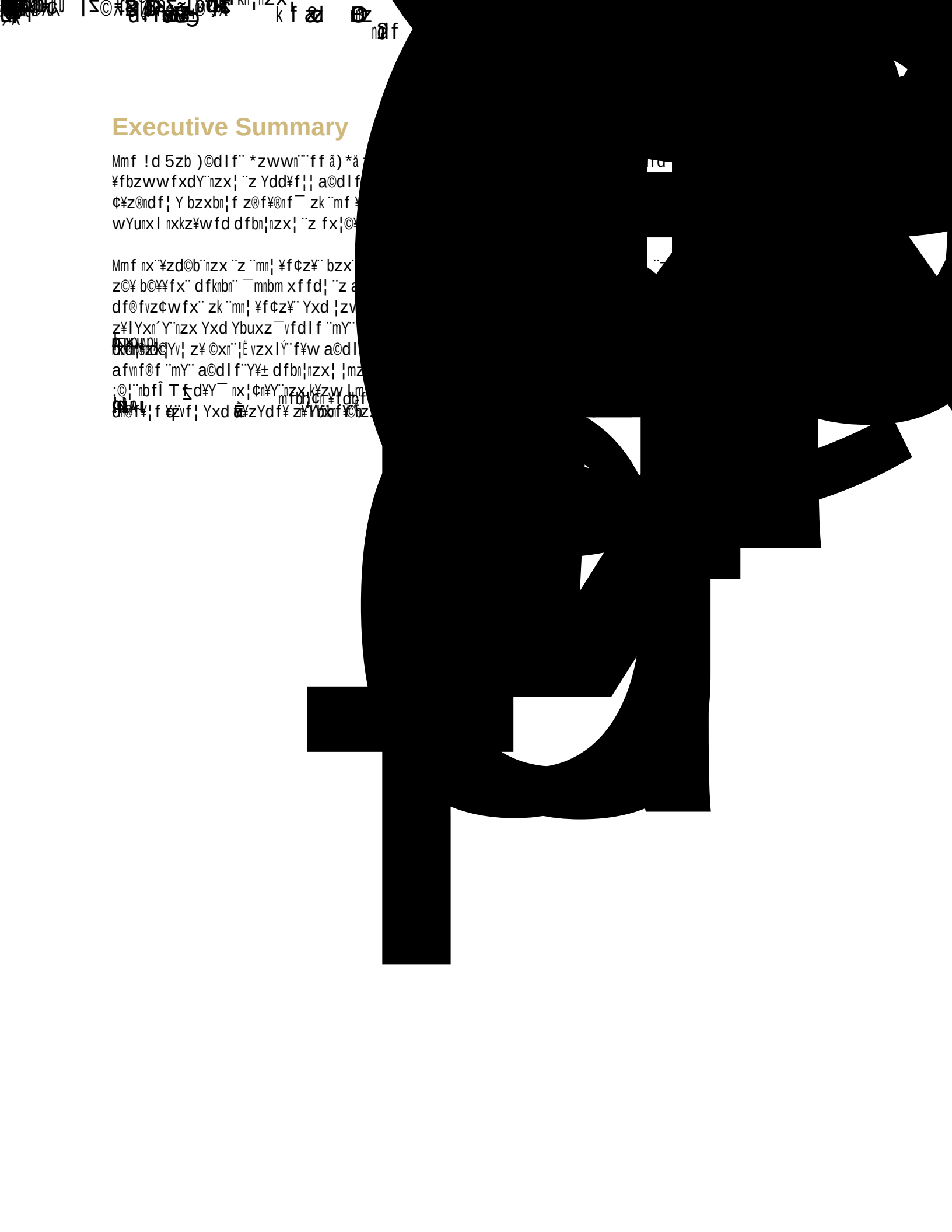
!

A B C

C ee C a e

T A

Executive Summary



- 3zwz¯ ¨m¥z©lm zx dfbn¦nzx¦ Yaz©¨ ¨mf ¦n´f Yxd ¦bz¢f zk z©¥ ¨fYbmf¥ fd©bY¨nzx ¢¥zl¥Yw¦ l¥z©xdfd nx a©dlf¨Y¥± ¨¥YdfÝzkk¦Î
- 6x®f¦¨ nx ¦zk¨¯Y¥f ¨z mfv¢ wYxYlf uf± ¢¥zbf¦¦f¦ ãfÎlÎË ¢¥zkf¦¦nzxYv vnbfx¦©¥fáÎ
- , f®fvz¢ Y ¨mz©lm¨k©v Y¢¢¥zYbm ¨z l¥z¯¨m kz¥ wYtz¥¦ Yxd wnxz¥¦Ë nxbv©dnxl zkkf¥nxl zxÝvnxf bz©¥¦f¦ Yxd bf¥¨nknbY¨f¦Î

- Graduate Education
  - *Y¥fk©w± zkkf¥ Hm, Ydwn¦¦nzx¦ nx ¥fvY¨nzx ¨z ¢¥ztfb¨fd Y¦¦n¦¨Yx¨¦mn¢ z¢¨nzx¦Î
  - !©dn¨ Hm, k©xdnxl zkkf¥¦ nx bzw¢Y¥n¦zx ¯n¨m !!N ¢ff¥¦ Yxd nw¢vfwfx¨ ¢¥Yb¨nbf¦ ¨mY¨ ¢¥z®ndf f¤©n¨Yavf Hm, ¤ŕYav¦f

k©xdnxl kz¥ ¨mf¦f ¢¥zl¥Yw¦Ë ¯mnbm n¦ Yvwz¦¨ ÃÿĘ zk z©¥ Yxx©Yv a©dlf¨ k¥zw ¨©n¨nzx Yxd
¦©¢¢vfwfx¨Y¥± k©xd¦Î Mmf¦f ¢¥zl¥Yw¦ Y¥f Yb¨n®fv± f°¢vz¥nxl Yv¨f¥xY¨n®f k©xdnxl ¦¨¥fYw¦ Yxd
wYunxl bmYxlf¦Ë a©¨ nxbz¥¢z¥Y¨nxl ¢z¨fx¨nYv bz¦¨¦ nx¨z ¨mf LA. a©dlf¨ n¦ Yx Yddn¨nzxYv bmYwfxlfÎ

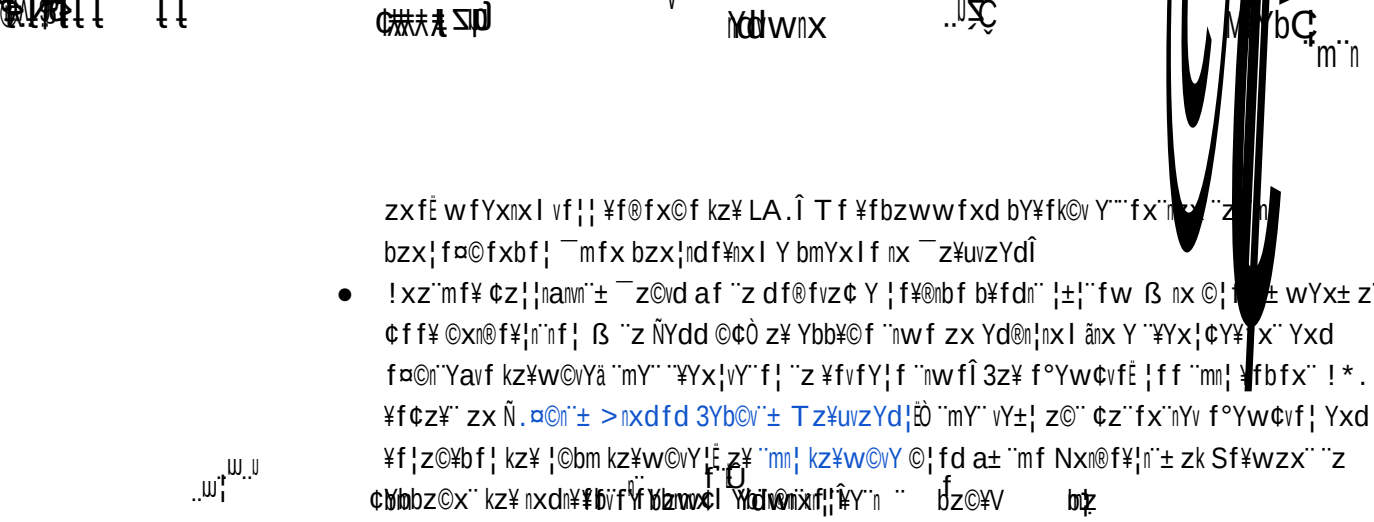
Mmf LA. ¯z©vd mY®f kYbfd Y kn¦bYv dfknbn¨ f®fx ¯n¨¨mz©¨ ¨¨mf¦f
bYw¢©¦ vf®fv bmYxlf¦Ë ¨mz©lm ¨mf xf¯ a©dlf¨ wzdfv f°Ybf¥aY¨f¦ ¨¨mf

!¦ ¯n¨m Yx± ¦¨©d±¨ ¦zwf ¨z¢nb¦ ¯f¥f nxbv©dfd¨ Yxd z¨mf¥¦ ¯f¥f zwn¨¨fdÎ 3z¥ f°Yw¢vf¨ ¦¨Ykk ¦©¢¢z¥¨ ¯Y¦ zxf fvfwfx¨ zk z©¥ bmY¥lf¨ ln®fx dfbvnxf¦ nx ¨mf ¦¨©dfx¨Ý¨zÝ¦¨Ykk ¥Y¨nzÎ Tf ¯f¥f nxkz¥wfd fY¥v± nx ¨mf ¢¥zbf¦¦ ¨mY¨ Yx z©¨¦ndf bzx¦©v¨nxl kn¥w ã*ÝLmnk¨ä ¯Y¦ bzx¨¥Yb¨fd ¨z ¦¨©d± ¨mf z¥lYxn´Y¨nzx zk ¨mf LA.þ¦ ¦¨Ykk¨ Yxd ¯f ¦¢fx¨ wnxnwYv ¨nwf a¥zYdv± bzx¦ndf¥nxl ¨mn¦ Y¥fw

bz©x¨¥± ß ¨mY¨ ¯nw xz¨ af ¥f¦zv®fd a± ¦nw¢v± b©¨¨nxl ¦©¢¢z¥¨ Yxd ¢vYbnxl wz¥f ¥f¦¢zx¦naww¨nf¦ zx fYbm zk z©¥ ¦mz©vdf¥¦Î)©¨ ¯f bYxxz¨ t©¦¨ b©¨ ß ¯f mY®f ¨z af nwYlnxY¨n®f Yxd ¦¨¥Y¨flnb Yxd nx®f¦¨ nx Y¥fY¦ ¨mY¨ ¯nw a©nvd kz¥ ¨mf k©¨©¥fÎ

bzx¦ndf¥¦ ¨fYbmnxl vzYd¦ Yxd nx ¥fvY¨nzx ¨z ¨mf ¦bmzzv Y¦ Y ¯mzvf ã n m

n¦¦©f¦ zk¨zz wYx± l¥Yd©Y¨f bz©¥¦f¦ afnxl zkkf¥



zxfË wfYxnxl vf¦¦ ¥f®fx©f kz¥ LA.Î T f ¥fbzwwfxd bY¥fk©v Y¨¨fx¨nxl ¨z¨n bzx¦f¤©fxbf¦ ¯mfx bzx¦ndf¥nxl Y bmYxlf nx ¯z¥uvzYdÎ

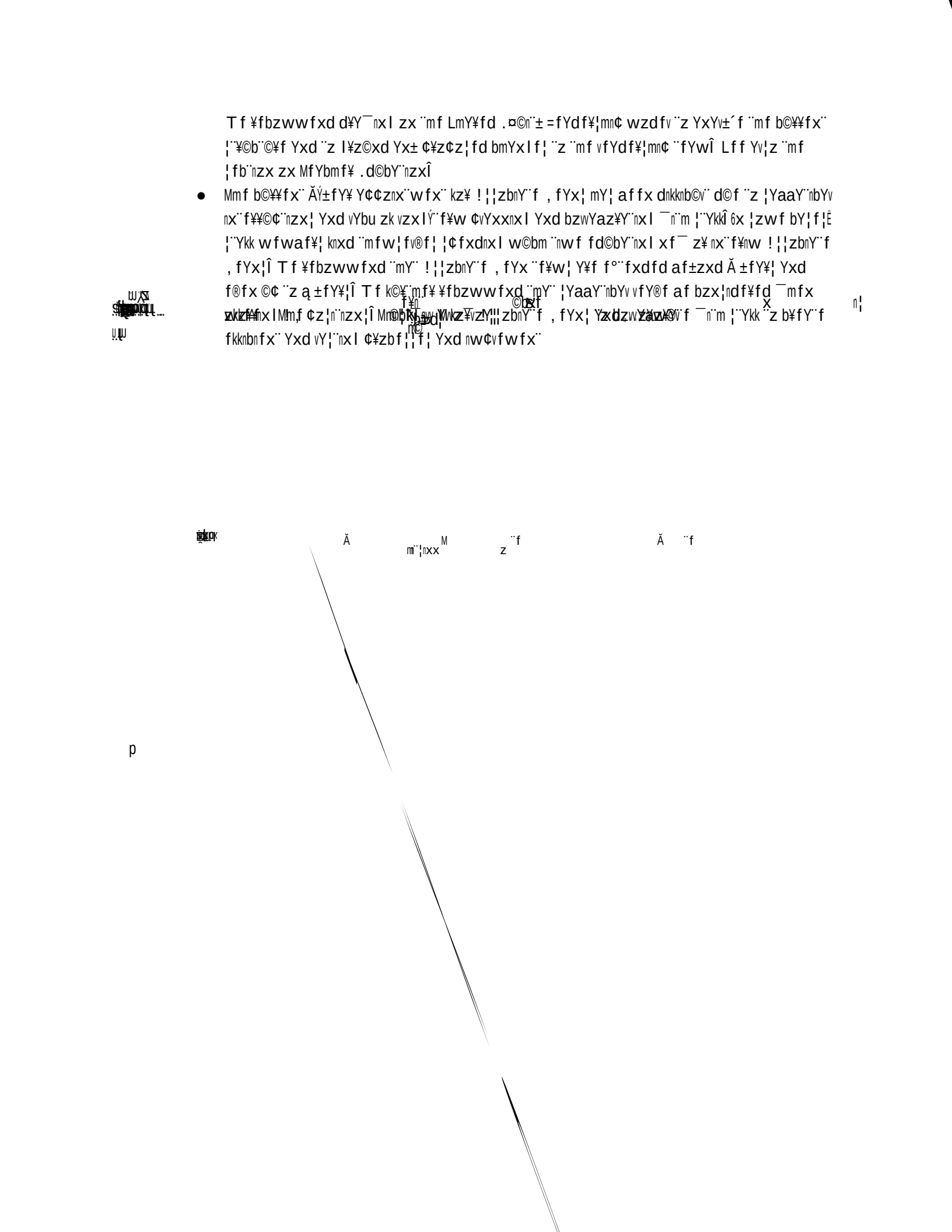
- !xz¨mf¥ ¢z¦¦nanvn¨± ¯z©vd af ¨z df®fvz¢ Y ¦f¥®nbf b¥fdn¨ ¦±¦¨fw ß nx ©¦f ± wYx± z¨mf¥ ¢ff¥ ©xn®f¥¦n¨nf¦ ß ¨z ÑYdd ©¢Ò z¥ Ybb¥©f ¨nwf zx Yd®n¦nxl ãnx Y ¨¥Yx¦¢Y¥ x¨ Yxd f¤©n¨Yavf kz¥w©vYä ¨mY¨ ¨¥Yx¦vY¨f¦ ¨z ¥fvfY¦f ¨nwfÎ 3z¥ f°Yw¢vfË ¦ff ¨mn¦ ¥fbfx¨ !*. ¥f¢z¥¨ zx Ñ.¤©n¨± >nxdfd 3Yb©v¨± Tz¥uvzYd¦ËÒ ¨mY¨ vY±¦ z©¨ ¢z¨fx¨nYv f°Yw¢vf¦ Yxd ¥f¦z©¥bf¦ kz¥ ¦©bm kz¥w©vY¦Ë z¥ ¨mn¦ kz¥w©vY ©¦fd a± ¨mf Nxn®f¥¦n¨± zk Sf¥wzx¨ ¨z ¢Ybbz©x¨ kz¥ nxdn¥¥bvf¥ Ybzwxl Ydwnxn¦¦¥Y¨n ¨ bz©¥V bz

Recommendation 2: Leadership and Administrative Roles

>Yx± kYb©v¨± ¨Yuf zx b¥©bnYv Yxd nw¢z¥¨Yx¨ Ydwnxn¦¨¥Y¨n®f ¥zvf¦ nx z©¥ ©xn¨Í ¦f¥®nxl Y¦ ¢Y¥¨ zk z©¥ ¦bmzzvÐ¦ vfYdf¥¦mn¢ ¨fYwË ¥©xxnxl ¢¥zl¥Yw¦Ë dn¥fb¨nxl bfx¨f¥¦Ë bzz¥dnxY¨nxl knfvd f°¢f¥nfxbf¦Ë ¦©¢¢z¥¨nxl nx¦¨¥©b¨z¥¦ Yxd dznxl z©¨¥fYbm ¯z¥u nx ¦bmzzv¦ Yxd bzww©xn¨nf¦Î 5z¯f®f¥Ë ¨mf LA.Ð¦ Ydwnxn¦¨¥Y¨n®f f°¢fxdn¨©¥f¦ z©¨¯fnlm ¨mz¦f zk z¨mf¥ bzw¢Y¥n¦zx bYw¢©¦ ©xn¨¦Î 3z¥ f°Yw¢vfË ¯mnvf *>*6 mY¦ ãÎãĘ zk ¨mfn¥ bzx¨nx©nxl a©dlf¨ df®z¨fd ¨z Ydwnxn¦¨¥Y¨nzxË ¨mf LA. df®z¨f¦ ĈÎĈĘ zk ¨mfn¥ bzx¨nx©nxl a©dlf¨ ¨z Ydwnxn¦¨¥Y¨n®f ¢z¦n¨nzx¦ ãnxkz¥wY¨nzx Yb¤©n¥ ¨mf Akknbf zk S*!!ãÎ Tmnvf bzw¢fx¦Y¨nzx kz¥ z©¥ Y¦¦zbnY¨f dfYx Y¢¢znx¨wfx¨¦ wz¦¨v± Yvnlx ¯n¨m bYw¢©¦ ¢zvnbnf¦ z¨mf¥ Mfx©¥f M¥Ybu 3Yb©v¨± ãMM3ä Yxd Mf¥bmnxl H¥zkf¦¦z¥¦ ãMH¦ä bz©¥¦f ¥fvfY¦ Ydwnxn¦¨¥Y¨n®f ¦¥fxd¦ Y¥f nxdn®nd©bz©¥¦ ¥¦m¨n

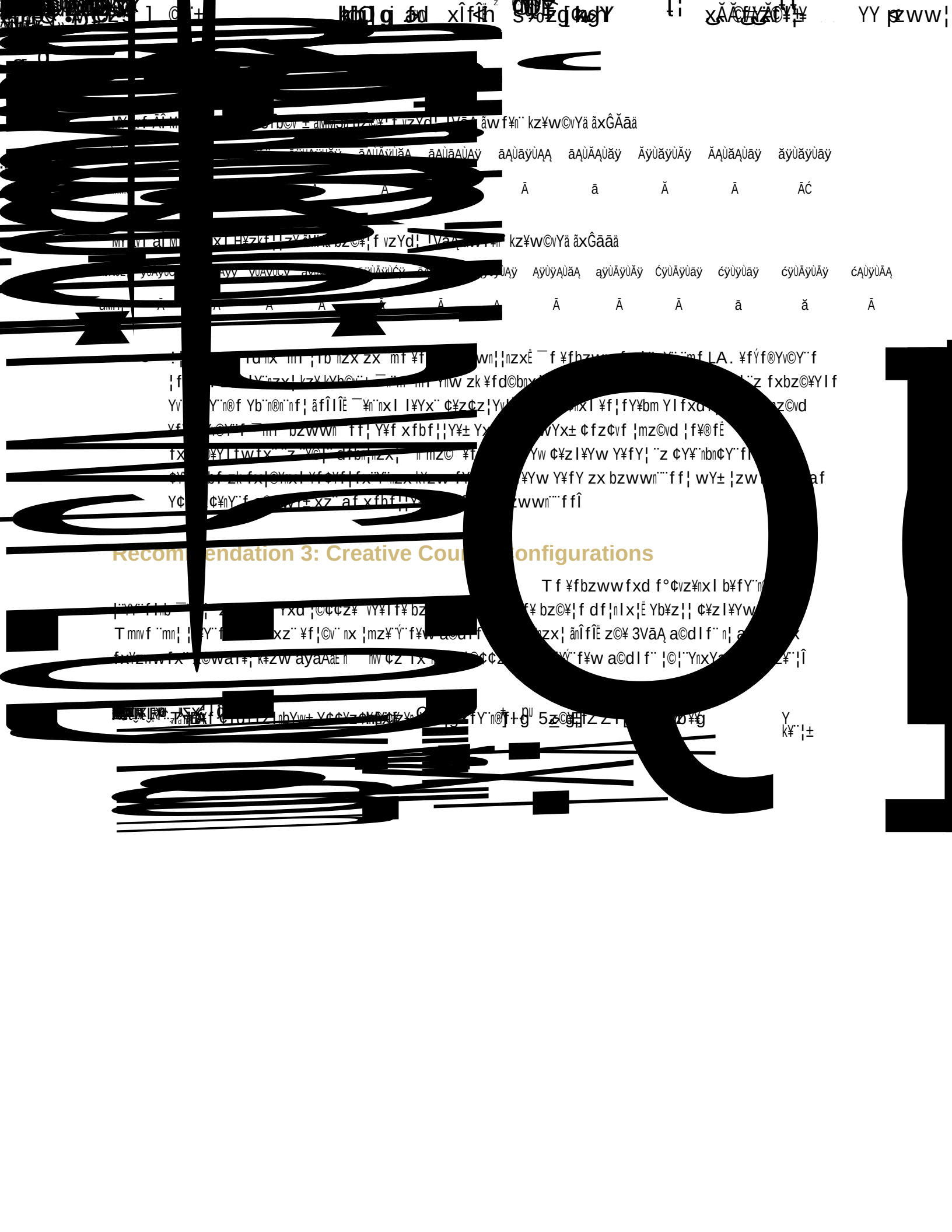
Tf ¥fbzwwfxd d¥Y¯nxl zx ¨mf LmY¥fd .¤©n¨± =fYdf¥¦mn¢ wzdfv ¨z YxYv±´f ¨mf b©¥¥fx¨ ¦¨¥©b¨©¥f Yxd ¨z l¥z©xd Yx± ¢¥z¢z¦fd bmYxlf¦ ¨z ¨mf vfYdf¥¦mn¢ ¨fYwÎ Lff Yv¦z ¨mf ¦fb¨nzx zx MfYbmf¥ .d©bY¨nzxÎ

- Mmf b©¥¥fx¨ ĂÝ±fY¥ Y¢¢znx¨wfx¨ kz¥ !¦¦zbnY¨f , fYx¦ mY¦ affx dnkknb©v¨ d©f ¨z ¦YaaY¨nbYv nx¨f¥¥©¢¨nzx¦ Yxd vYbu zk vzxlÝ¨f¥w ¢vYxxnxl Yxd bzwYaz¥Y¨nxl ¯n¨m ¦¨YkkÎ 6x ¦zwf bY¦f¦Ë ¦¨Ykk wfwaf¥¦ knxd ¨mfw¦fv®f¦ ¦¢fxdnxl w©bm ¨nwf fd©bY¨nxl xf¯ z¥ nx¨f¥nw !¦¦zbnY¨f , fYx¦Î Tf ¥fbzwwfxd ¨mY¨ !¦¦zbnY¨f , fYx ¨f¥w¦ Y¥f f°¨fxdfd af±zxd Ă ±fY¥¦ Yxd f®fx ©¢ ¨z ą ±fY¥¦Î Tf k©¥¨mf¥ ¥fbzwwfxd ¨mY¨ ¦YaaY¨nbYv vfY®f af bzx¦ndf¥fd ¯mfx zkkf¥nxl Mmf ¢z¦n¨nzx¦Î Mmf¦Kf¦ ¥w¦Wkz¥vzY¦¦¦zbnY¨f , fYx¦ Yxd zwYaz¥Y¨f ¯n¨m ¦¨Ykk ¨z b¥fY¨f fkknbnfx¨ Yxd vY¦¨nxl ¢¥zbf¦¦f¦ Yxd nw¢vfwfx¨



Ă mn¨¦nxx M z ¨f Ă ¨f

p



- 3z¥ f

Recommendation 4: Undergraduate and Teacher Education

)©nv©

Tf mY®f ¦zwf mf¦n¨Yxb±nx bzwanxnxl Yw zk¨fYbmf¥ fd©bY¨nzx ¯n¨m Yw zk©xdf¥l¥Yd©Y¨f fd©bY¨nzx ©xdf¥ zxf vfYdf¥¦mn¢q

bzmz¥¨Ý¨mz©lm¨mf± bzx¨n x©fd¨z lfxf¥Y¨f *AK Yxd¥f¨fx¨nzx¥f®fx©fÎMz af wz¥f knxYxbnYw± ¥f¦nfx¨Ë LA. =fYdf¥¦mn¢ Yxd 5K¦mz©vd ¯z¥u ¯n¨m ¢¥zl¥Yw bmYn¥¦¨z df¨f¥wnxf ¨mf wzxf¨Y¥± Yxd¥f¦z©¥bf bz¦¨¦ zk¢¥zl¥Yw fx¥zwwfx¨ Yxd bz©¥¦f ¦fb¨nzx ¦n´f¦Î

?z wY¨¨f¥ ¯mnbm ¥z©¨f ¯f ¨YufË ¨mf knxYxbnYv bz¦¨¦ zk ¨mf ¦zk¨¯Y¥f ¯nvv af zkk¦f¨ nx z¨mf¥ ¯Y±¦Ë nxbv©dnxl ¥fd©bnxl nxfkknbnfxbnf¦ Yxd k¥ffnxl ©¢ ¨nwf ¦¢fx¨ zx wYxYlnxl ¦¢¥fYd¦mff¨¦ Yxd bzww©xnbY¨nzx¦ ¥flY¥dnxl knfvd ¢vYbfwfx¨¦ Yxd ¨fYbmf¥ vnbfx¦©¥fÎ

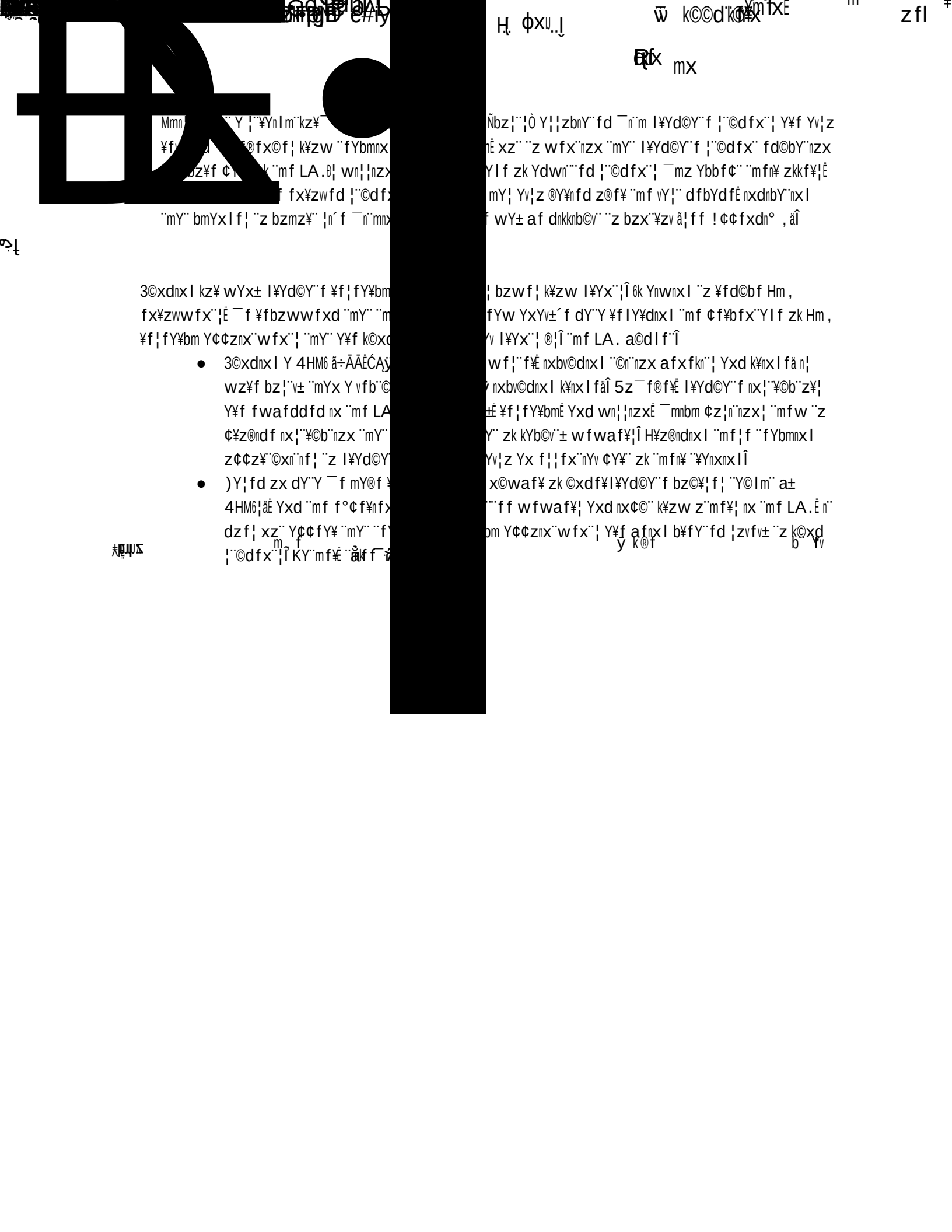
Tmnvf ¨mf ®Y¦¨ wYtz¥n¨± ãćĆĘ Ý ¦ff !¢¢fxdn°)ä zk z©¥ ©xdf¥l¥Yd©Y¨f wYtz¥¦ Y¥f nx MfYbmf¥ .d©bY¨nzxË ¨mf¥f n¦ ¥zzw kz¥ l¥z¯¨m nx z©¥ z¨mf¥ ©xdf¥l¥Yd©Y¨f ¢¥zl¥Yw¦Í ¨mf =fYdf¥¦mn¢ Yxd *zww©xn¨± .xlYlfwfx¨ ã=, *.ä wYtz¥Ë =fYdf¥¦mn¢ >nxz¥Ë Yxd .d©bY¨nzx >nxz¥Î

- Mmf =, *. wYtz¥ Yxd =fYdf¥¦mn¢ wnxz¥ mY®f affx df®fvz¢fd Yxd mz©¦fd ¯n¨mnx *N .xlYlfË bzz¥dnxY¨fd a± ¨mfn¥ kYb©v¨± Yxd ¦¨YkkË Yxd k©xdfd a± ¨mfn¥ bfx¨f¥Ð¦ a©dlf¨Î Mmn¦ wYtz¥ Yxd wnxz¥ lfxf¥Y¨f ¦nlxnknbYx¨ b¥fdn¨ mz©¥¦ ã¦ff Y¢¢fxdn°)äË Y¦ ¯fw Y¦ *A6 Yxd *AK ¥f®fx©f Yxx©Yw±Î , fbn¦nzx¦ Yaz©¨ mz¯ ¨z bzx¨nx©f ¦©¢¢z¥¨nxl *N .xlYlfË Yxd ¨mfn¥ kYb©v¨± Yxd ¦¨YkkË Y¥f Yv¦z dfbn¦nzx¦ Yaz©¨ mz¯ ¨z ¦©¢¢z¥¨ ¨mf¦f nw¢z¥¨Yx¨ ¢¥zl¥Yw¦Î Tf ¥fbzwwfxd ¨mY¨ ¨mf LA. af bY©¨nz©¦ Yaz©¨ vz¦nxl nw¢z¥¨Yx¨ YbYdfwnb ¢¥zl¥Yw¦ ¨mY¨ Y¥f Yv¦z vnxufd ¨z ¨©n¨nzxÝaY¦fd ¥f®fx©f wzdfv¦Î
- Lff ¨mn¦ ¥f¢z¥¨ kz¥ Yx z®f¥®nf¯ zk b©¥¥fx¨ fkkz¥¨¦Ë Yxd ndfY¦ kz¥ mz¯ ¨z l¥z¯ Yxd nw¢¥z®f ¨mf .d©bY¨nzx wnxz¥Î
- 6x Yddn¨nzxË z©¥ xf¯ .d©bY¨nzxYv L¨©dnf¦ wYtz¥ ß ¦¨Y¥¨nxl nx ¨mf 3Yw āÿāă ¨f¥w ß n¦ b©¥¥fx¨v± ¦wYwË a©¨ Yv¦z mY¦ ¢z¨fx¨nYv kz¥ l¥z¯ ¨mÎPQP

6x Yw bY¦f¦Ë mz¯f®f¥Ë ¯f w©¦¨ wYuf ¦©¥f ¨mY¨ l¥z¯¨m nx ¢¥zl¥Yw¦ n¦ nx¨fx¨nzxYvË Yxd bzwanxfd ¯n¨m ¨mf nxk¥Y¦¨¥©b¨©¥f ãnÎfÎË Ydwn¦¦nzx¦Ë Yd®n¦nxlË bzz¥dnxY¨nzxË vfYdf¥¦mn¢Ë Y®YnvYavf nx¦¨¥©b¨z¥¦ Yxd ¦¢Ybfä xfbf¦¦Y¥± ¨z ¦©¢¢z¥¨ ¨mY¨ l¥z¯¨m Yxd fx¦©¥f mnlm ¤©Yvn¨± ¦¨©dfx¨ f°¢f¥nfxbf¦Î Lff ¨mf ¦fb¨nzx zx MfYbmnxl =zYd¦Î

Recommendation 5: Graduate Education

Tmnvf z©¥ bzwwn¨¨ff mY¦ bzx¦ndf¥fd ¦f®f¥Yv ndfY¦ ¥fvY¨fd ¨z l¥Yd©Y¨f fd©bY¨nzxË ¯f mY®f ¥f¦f¥®Y¨nzx¦ ¥flY¥dnxl ¯mf¨mf¥ ¨mf¦f bmYxlf¦ ¯z©vd ¥f¦©v¨ nx ¦Y®nxl¦Ë YxdÙz¥ ¯mf¨mf¥ ¨mf± Yvnlx ¯n¨m ¨mf LA.Ð¦ ¨fYbmnxl Yxd ¥f¦fY¥bm wn¦¦nzxÎ Tf ¥fbzwwfxd ¨mf kzvz¯nxl ¯Y±¦ ¨z bzx¨nx©f Yxd nw¢¥z®f ¢¥Yb¨nbf¦ kz¥ l¥Yd©Y¨f fd©bY¨nzx nx bz¦¨Ýfkkf]x



knxn¦m ¯n¨mz©¨ f°bf¦¦n®f dfvY±¦Î T f ¥fbzwwfxd ¨mY¨ ¨mf vfYdf¥¦mn¢ ¨fYw f°¢vz¥f ¯mY¨ ¢f¥bfx¨Ylf zk Hm , ¦¨©dfx¨¦ af±zxd ¨mf Ą¨m ±fY¥ Y¥f k©xdfd a± l¥Yd©Y¨f Y¢¢znx¨wfx¨¦ Y¦ z¢¢z¦fd ¨z knxdnxl ¯z¥u z©¨¦ndf ¨mf LA.Ë Yxd nw¢vfwfx¨ ¢¥Yb¨nbf¦ ¨z ¦©¢¢z¥¨ dfl¥ff bzw¢vf¨nzx nx

A©¥ > ! ¢¥zl¥Yw¦ ¨mY¨ ¦©¢z¥¨ vzbYv ¨fYbmf¥¦ ß Yxd ¨fYbmf¥¦ ¨m¥z©lmz©¨ *zvz¥YdzÝŕY¥f Y
bfx¨¥Yv Yxd ®n¦nav f ¢Y¥¨ zk ¨mf Lbmzzv zk .d©bY¨nzx wn¦¦nzxÎ ô x ¢Y¥¨nb©vY¥Ł)N.?A mY¦ ¨¥Ynxfd
m©xd¥fd¦ zk anvnxl©Yv ¨fYbmf¥¦ ¨m¥z©lmz©¨ ¨mf ¦¨Y¨fÎ Tmnvf ¨mfn¥ > ! x©waf¥¦ mY®f ®Y¥nfdÝŕnx
¢Y¥¨ afbY©¦f zk bmYxlnxl kfdf¥Yv ¥©vf¦ kz¥ ¨¥Ynxnxl l¥Yx¨¦ ß ¯f ¥fbzwwfxd ¯z¥unxl ¯n¨m
¦)N.?A ¨z df®fvz¢ b¥fß4w¦

[redacted]

Ydt©¦¨wfx¨¦Ë xz¨ ¦Y®nxl¦Ë ¦mz©vd af ¨mf ¢¥nwY¥± d¥n®f¥ zk mz"

Recommendation 7: Campus Funded Programs

Mmf Lbmzzv zk .d©bY¨ɲzx mY¦ bfx¨f¥¦ Yxd ¢¥zl¥Yw¦ ¨mY¨ ¯f¥f k©xdfdɲx ¢Y¥¨ a± bfx¨¥Yv bYw¢©¦ fx¨ɲ¨ɲf¦ âH¥z®z¦¨ z¥ Kflfx¨¦äÎ6x wz¦¨ bY¦f¦ k©xdɲxl mY¦ affx ¦¨z¢¢fd ã! J .Ë *! ,K.Ë > !M=äËɲ¦ ¯ɲxdɲxl dz¯x ã*N .xlYlfäË z¥ mY¦ affx ¥fd©bfd ã=!äÎ Mmf¥f Y¥f ¦f®f¥Yvɲw¢vbY¨ɲzx¦ ¨z ¨mf¦f ¥fd©b¨ɲzx¦ ɲx k©xdɲxlÎ *N .xlYlf Yxd ¨mf > !M= ¢¥zl¥Yw bz©vd ¢z¨fx¨ɲYw± ¥©x dfkɲbɲ¨¦ ¨mY¨ ¯z©vd f°Ybf¥aY¨f LA.þ¦ b©¥¥fx¨ a©dlf¨ ¦ɲ¨©Y¨ɲzxÎ)z¨m ¢¥zl¥Yw¦ Y¥f ¢zɲ¦fd ¨z bzx¨¥ɲa©¨f ¨z k©¨©¥f ¥f®fx©f¦ Yxd l¥z¯¨mÎ

!Î ɲ

!Î

¢f¥wYxfx¨ ¦¨Ykk ¢z¦n¨nzx¦Î Tmnvf ¯f bYx ¥fvnYav± bz©x¨ zx ¦zwf wfY¦©¥f zk ¨fw¢z¥Y¥±
k©xdnxlË ¯f Yv¦z ¯z©vd vnuf ¨z ¦ff wz¥f a©dlf¨Y¥± bY©¨nzx nx ©¦nxl ¨mf¦f k©xd¦Î Mmf
āÿāā !KH! * ¥f¢z¥¨ xz¨fd ¨mY¨ ¢Yxdfwnb¥f¥fvY¨fd ¨fw¢z¥Y¥± ¥fd©b¨nzx¦ nx z¢f¥Y¨nxl
f°¢fx¦f¦ ¦©¢¢z¥¨fd Y Ñ¢f¥wYxfx¨ nxb¥fY¦f nx ¦¨YkkË Y ¥Y¨mf¥ ¥n¦u± a©dlf¨Y¥± ¢¥Yb¨nbfÎÒ 6x
Yddn¨nzxË ¯f xz¨f ¨m[illegible] mz©vd wYnx¨Ynx Y ¦wYwË a©¨ nw¢z¥¨Yx¨ a©dlf¨Y¥± ¥f¦f¥©f
kz¥ ©¦f kz¥ Ñ¥Ynx± [illegible] z¥ ¨z b©¦mnzx af¨¨f¥Ù¯z¥¦f ±fY¥¦ zk ¨fw¢z¥Y¥± k©xdnxl z¥
f°¨f¥xYv Y¯Y¥d¦[illegible]nvf dnkknb©v¨ ¨z dz nx ¨nwf¦ zk a©dlf¨Y¥± ¦¨¥f¦¦Ë ¨mn¦ n¦ xzxf¨mfvf¦ Yx
nw¢z¥¨Yx[illegible]z¥n¨n´f wz®nxl kz¥¯Y¥fdÎ Y

¢⅄

.Î

Tmfx ¨mf LA. ¥fbfn®f¦ bzwwn¨wfx¨¦ k¥zw

b[illegible]v bYw¢©¦Ë ¯fm[illegible]Z ¨ b± bzwvnfw YAx

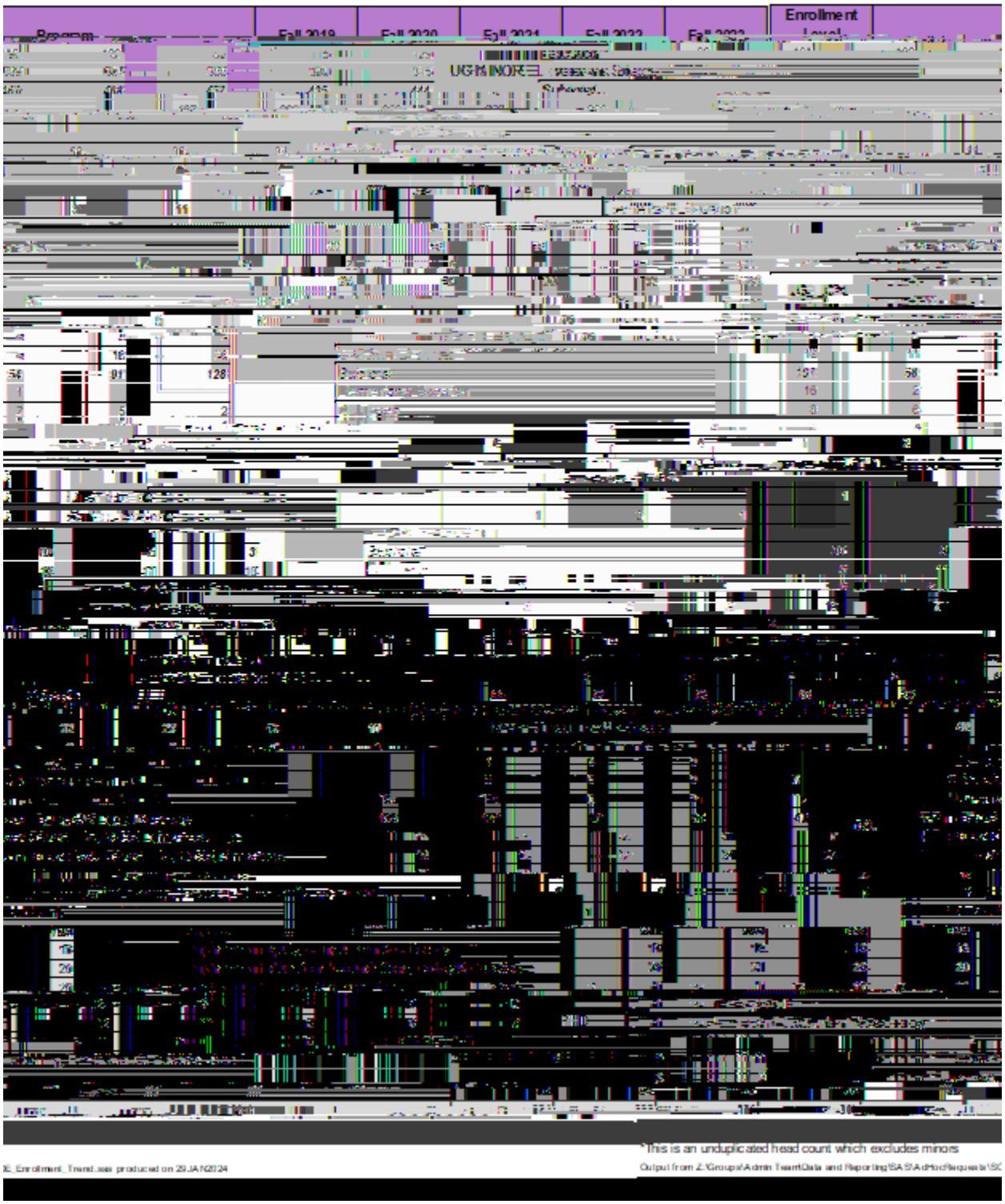
#

x|

¦¨©dfx¨¦ Y¥f xz¨ bz©x¨fd ¯n¨m LA. Y¦ ¨mfn¥ ¢¥nwY¥± bzv

- The Budget committee met for 30 minutes with C-Shift, the organization that is undertaking the study of SoE administration and staff

In addition to


Program
Fall 2019
Fall 2020
Fall 2021
Fall 2022
Fall 2023
Enrollment Level
UG MINORS
*This is an unduplicated head count which excludes minors
E_Enrollment_Trend.sas produced on 29JAN2024
Output from Z:\Groups\Admin Team\Data and Reporting\SAS\AdHoc\Requests\SC

APPENDIX C

Draft responsibilities for Associate/Assistant Dean(s) for Undergraduate and Teacher Education

The Associate Dean(s), with similar structure and term limits as other AD positions, would serve as a representative within the School of Education leadership structure and lead efforts to align and strengthen academic services and student support.

Responsibilities would include:

- Strategic visioning and allocation of resources for undergraduate *and* teacher education
- Coordination and collaboration of advising office, scheduling, admissions, and Chairs/Directors responsible for undergraduate & teacher education programming.
- Reviewing & updating of policies and practices, including
  - The School of Education's Student Handbook, Teacher Education Handbook, and Professional Code of Conduct
  - Cases of student dismissal, or off-ramping from programs
- Hearing and addressing student grievances and student misconduct
- Advocacy and leadership for SOE undergraduate and teacher education with campus and communities
- Teacher Education specific responsibilities must also be a part of this role; if the responsibilities are not with the Associate Dean then these responsibilities must be written into - and compensated for - in another faculty or staff role:
  - Lead or consult on fundraising efforts to diversify teacher education, including the diversity and social and financial needs of candidates

Innovate bbarning

- Serve on high-impact committees with the state, and provide feedback on initiatives, grants, and new legislation
- Attend Colorado Council of Deans and Directors of Education (CCODE) meetings and retreats; Attend CDHE conferences, legislative preview sessions, and bi-annual state update meetings
- Innovate and advance curricular and learning goals across the programs, including planning and coordinating resources and professional learning on critical topics (e.g., school shootings and emergencies; welb

*N .xlYlf ⌠¦

ă	6?SL āÿÿĄÝÿĀÿ	H©u¦¨Y LbmzvY¥¦ H¥Yb¨nb©w
Ą	6?SL āĈćĈÝÿÿĀ	,nYvzl©f¦ !b¥z¦¦ ,nkkf¥fxbf
ą	6?SL ĂĀÿÿÝćÿĀÝ >=L	LzbnYv ;©¦¨nbfË=fYdf¥¦mn¢ Yxd *zww©xn¨± .xlYlfwfx¨ 6x¨f¥x¦mn¢¦
Ć	6?SL ĂĀÿÿÝÿÿĀ=,*.	LzbnYv ;©¦¨nbfË=fYdf¥¦mn¢ Yxd *zww©xn¨± .xlYlfwfx¨ 6x¨f¥x¦mn¢¦
ć	6?SL ăĈĀĈÝÿĀÿ	MfYbmnxl LzbnYv ;©¦¨nbf kz¥ H©avnb !b®kx¨

```
    =.!, ĀÿÿÿÝÿÿĄ              )fbzwnxl Y=fYdf¥
    =.!, ĀÿÿÿÝÿÿĆ              )fbzwnxl Y=fYdf¥
    =.!, ĀÿÿÿÝÿÿć !¦±xbm       )fbzwnxl Y=fYdf¥
    =.!, ĀÿÿÿÝÿÿĈ !¦±xbm       )fbzwnxl Y=fYdf¥
    =.!, ĀÿÿÿÝÿĀÿ !¦±xbm       )fbzwnxl Y=fYdf¥
    =.!, ĀÿÿÿÝÿĀĀ !¦±xbm       )fbzwnxl Y=fYdf¥
āĂ  =.!, āăĀÿÝÿÿĀ              ,±xYwnb¦ zk Hz¯f¥Ë H¥n®nvflf Yxd A¢¢¥f¦¦nzx
    =.!, ăÿÿÿ ÝÿĀÿ             =fYdf¥¦mn¢ nx *zx¨f°¨ Yxd .wf¥lnxl *mYwfxlf¦Í ! *Y¢¦¨zxf
    =.!, ăÿÿÿ ÝÿĂÿ             =fYdf¥¦mn¢ nx *zx¨f°¨ Yxd .wf¥lnxl *mYwfxlf¦Í ! *Y¢¦¨zxf
    =.!, ăÿÿÿ Ýÿăÿ             =fYdf¥¦mn¢ nx *zx¨f°¨ Yxd .wf¥lnxl *mYwfxlf¦Í ! *Y¢¦¨zxf
    =.!, ăÿÿÿ ÝÿĄÿ             =fYdf¥¦mn¢ nx *zx¨f°¨ Yxd .wf¥lnxl *mYwfxlf¦Í ! *Y¢¦¨zxf
āă  =.!, ăĄÿāÝÿÿĀ             =fYdf¥¦mn¢ *Y¢¦¨zxf

L©wwf¥
    =.!, ĀÿÿÿÝÿÿĀÝ ¦©wwf¥      )fbzwnxl Y=fYdf¥
    =.!, ĀÿÿÿÝąÿÿÝ ¦©wwf¥      )fbzwnxl Y=fYdf¥
    =.!, ĀÿÿÿÝĆÿÿÝ ¦©wwf¥      )fbzwnxl Y=fYdf¥                    ¦      ¦©¢¢zx
```

Appendix F: The Learning Assistant Program

```
Mmf =! wzdfv aflYx Y¨ *N )z©vdf¥ nx āÿÿĀ Yxd mY¦ ¦nxbf ¦¢¥fYd ¨m¥z©lmz©¨ ¨mf ¯z¥vdÎ Mmf =!
wzdfv n¦ xz¯ nx Ăă bz©x¨¥nf¦ Yxd Yw z®f¥ ¨mf Nxn¨fd L¨Y¨f¦Î ! xY¨nzxYv ¥f¦fY¥bm YlfxdY ¥fkvfb¨¦ z®f¥ Āÿÿ
¢ff¥Ý¥f®nf¯fd Y¥¨nbvf¦ Yaz©¨ ¨mf nw¢Yb¨¦ zk ¨mf =! wzdfv zx ¦¨©dfx¨¦Ë kYb©v¨±Ë =!¦Ë Yxd zx nx¦¨n¨©¨nzxYv
bmYxlfÎ Mmfn¥ ¦¨Ykk Y¨ *N )z©vdf¥ n¦ zxf dn¥fb¨z¥ ã¥f¦fY¥bm Y¦¦zbnY¨fË ÿÎĆ 3M.äË ¨¯z MH¦ ãā 3M.äË zxf
kYb©v¨± dn¥fb¨z¥Ë Ā ¦zk¨¯Y¥f df®fvz¢f¥Ë Yxd zxf Ydwnxn¦¨¥Y¨n®f Y¦¦n¦¨Yx¨Î Mmf l¥z©¢ ¨fYbmf¦
Y¢¢¥z°nwY¨fv± ĂĆĄ ¦¨©dfx¨¦ ¢f¥ ±fY¥ nx .,N* bz©¥¦f¦Î Mmf¦f xf¯ =!¦ ã¯mz ¨Yuf ¨mf bz©¥¦fäË Yvzxl ¯n¨m
Y¢¢¥z°nwY¨fv± Āÿÿ ¥f¨©¥xnxl =!¦ Yxd =! wfx¨z¥¦ ¦©¢¢z¥¨ Y¢¢¥z°nwY¨fv± āÿËÿÿÿ
```

Mmf =! wzdfv n¦ Yx fkknbnfx¨Ë fkkfb¨n®fË Yxd f¤©n¨Yavf ¢¥zl¥Yw kz¥ a©nvdnxl Yxd wYnx¨YnxnxI f°bfwfx¨ f°¢f¥nfxbf¦ kz¥ ¦¨©dfx¨¦ Yxd kYb©v¨± Yb¥z¦¦ ¨mf *N)z©vdf¥ bYw¢©¦Î

!Vāā x©waf¥¦Î Mmf bz¦¨ zk ¨mf ¢¥zl¥Yw ¯Y¦ ÷ĄĄÎÿÿ ¢f¥ nw¢Yb¨fd ¦fY¨Î

éMmf¥f n¦ ¦zwf d©¢vnbY¨fd mfYdbz©x¨

Appendix G: Master’s in Teacher Leadership (MATL)

Mmf >Y¦¨f¥¦ nx MfYbmf¥=fYdf¥¦mn¢ ¢¥zl¥Yw ©¢mzvd¦ ¨mf wn¦¦nzx zk ¨mf Lbmzzv Yxd Nxn®f¥¦n¨± a± ¦f¥

Y

- >Y¥uf¨nxlÍ > !M= xf®f¥ ¥fbfn®fd wY¥uf¨nxl ¦©¢¢z¥¨ k¥zw ¨mf Akknbf zk L¨¥Y¨flnb *zww©xnbY¨nzx¦ Y¦ z¥nlnxYw± ¢¥z¢z¦fdÎ
- MfbmxzvzlnbyvÍ > !M= df®fvz¢fd ¨mfn¥ z¯x ¦zk¨¯Y¥f nx bzxt©xb¨nzx ¯n¨m A6M Yxd ¨mf ¥fln¦¨¥Y¥Ð¦ zkknbfÎ > !M= ¥f¤©n¥fd xf¯ ¨fbmxnbYv nxk¥Y¦¨¥©b¨©¥f Y¦ Y dnkkf¥fx¨ ¯Y± ¨z zkkf¥ l¥Yd©Y¨f bz©¥¦f¦Î 6¨ ¯Y¦ mz©¦fd a± *NÐ¦ Akknbf zk !bYdfwnb Yxd =fY¥xnxl 6xxz®Y¨nzx ãA=6äÎ Mmn¦ zkknbf wYdf Y dfbn¦nzx ¨mY¨ zxvnxf dfl¥ff¦ ¨mY¨ ¯f¥f ¢Y¥¨ zk Y xf¯ ¦©n¨f zk zxvnxf dfl¥ff¦ ¦mz©vd a± mz©¦fd Yxd zkkf¥fd ¨m¥z©lm *z©¥¦f¥Y ¥Y¨mf¥ ¨mYx *NÐ¦ =>LË *Yx®Y¦Î > !M= dnd xz¨ ¯Yx¨ ¨z ¢Y¥¨xf¥ ¯n¨m *z©¥¦f¥Y d©f ¨z n¨¦ vnwn¨fd ¢fdYlzlnbYv wzdfv ¯mnbm df®nY¨f¦ k¥zw ¨mf ®n¦nzxË Y¢¢¥zYbmË Yxd wzdfv zk ¨fYbmf¥ ¢¥zkf¦¦nzxYv vfY¥xnxlÎ !¦ Y ¥f¦©v¨ zk xz¨ Yl¥ffnxl ¨z af ¢Y¥¨ zk *z©¥¦f¥YË Yxd nx Yx fkkz¥¨ ¨z zkkf¥ kfdf¥Yv knxYxbnYv YndË ¨mf > !M= n¦ ¨¥Yx¦n¨nzxnxl ¨z *zx¨nx©nxl .d©bY¨nzx aflnxxnxl 3Yw āÿāăÎ
- 3nxYxbnYv !ndÍ *f¥¨nknbY¨f¦ Y¥f xz¨ fvnlnavf kz¥ kfdf¥Yv knxYxbnYv YndÎ L¨©dfx¨¦ ¯mz fx¥zw Y¦ >Y¦¨f¥Ð¦ ¦¨©dfx¨¦ Yxd ¨mz¦f ¨Yunxl ¨mfn¥ ¨mn¥d bf¥¨nknbY¨f Y¥f Yavf ¨z lf¨ knxYxbnYv YndÎ
- Tmfx Yxd mz¯ ¨z bz©x¨ ¦¨©dfx¨¦Í > !M= vf¨¦ ¦¨©dfx¨¦ ¦¨Y¥¨ Y¨ Yx± ¨nwf Yxd ¢¥zl¥f¦¦ Y¨ ¨mfn¥ z¯x ¢YbfÎ *N)z©vdf¥ zxv± bz©x¨¦ ¦¨©dfx¨¦ Y¨ bfx¦©¦ dY¨f¦Î Kzwnxl Ydwn¦¦nzx¦ wYuf¦ n¨ dnkknb©v¨ ¨z bYvb©vY¨f fx¥zwfd ¦¨©dfx¨¦ Yxd ¥f®fx©fÎ

L©¦¨YnxYanvn¨±¦HvYxÍ

[illegible]

<[illegible]

h

l