

ANNUAL REPORT
SCHOOL OF ARTS AND SCIENCES
SUNY Cortland

2012-2013

August 2, 2013

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I. Introduction

As is the case in nearly every academic year, the School of Arts and Sciences enjoyed success on several fronts in 2012-13, but faced significant challenges in other areas. Ten faculty searches were conducted, with seven of them resulting in new hires. The remaining three positions will be filled with visiting faculty for the coming year. Twenty-three A&S faculty (a record number) took sabbatical leaves last year, including five full year leaves. On several occasions throughout the year, the college paused to remember former colleagues who passed away, including Larry Ashley, Andrew Banse, Frank Burdick, John Corso, Alan Hager, Del Janik, Norbert Lerner, and Lawrence Smith.

The most significant development in curriculum last year was the approval of the new master's degree in Sustainable Energy Systems. New courses in entrepreneurship and philanthropy were developed, and the Modern Languages Department began a new videoconferencing initiative to deliver introductory Arabic courses to Tompkins-Cortland Community College.

This year, two Arts and Sciences faculty members marked significant milestones in their careers as Henry Steck and Mahdi Rubaii were both recognized for 50 years of service at SUNY Cortland.

II. Academic Excellence

A. Enrollment Trends and Faculty Workload

Enrollments in the School of Arts and Sciences have continued on their recent trajectories, with undergraduate enrollments rising from 2752 in fall 2011 to 2886 in fall 2012, but with graduate enrollments falling from 145 to 113. Arts and Sciences accounted for 47% of the undergraduate majors and 16% of the graduate students at the college.

The Economics Department, with 388 majors, has the highest student enrollment in Arts and Sciences and is fifth-largest overall. Their numbers increased by 38 students from the previous year. Other departments that saw large increases included Biological Sciences (290 to 346), Psychology (245 to 294), Communication Studies (277 to 322) and Sociology/Anthropology (294 to 324). Significant decreases occurred in most departments that house adolescence education programs, including History (336 to 283) and Mathematics (281 to 233). Although not included in the comprehensive faculty workload report, the International Studies program houses approximately 50 students, making it larger than six other departments in Arts and Sciences.

The average student credit hour (SCH) production per faculty FTE continues to increase. From fall 2011 to fall 2012, the average for Arts and Sciences increased from 264.4 to 274.9. These averages decreased in the other two schools, although there was an overall college-wide increase, from 219.3 in fall 2011 to 220.5 in fall 2012.

New Faculty and Staff

Erika Fowler-Decatur, Art Gallery Director, Art and Art History
Michael Hough, Full Time Lecturer, Biological Sciences
Katherine Graham, Instructor, Economics
Brian Ward, Full Time Lecturer, Economics

Visiting Faculty

Meghan Johnston, Visiting Assistant Professor, Chemistry

Faculty and Staff Retirements

John Driscoll, Geology and Physics
Mahdi Rubaii, Mathematics
David Berger, Psychology
Paul Luyben, Psychology

Faculty Resignations

David Collins, Chemistry
Marni Gauthier, English
Guiseppe Getto, English
Quincy Loney, Mathematics

Leave of Absence

Denise Knight, English (Fall 2012)
Mecke Nagel, Philosophy (Fall 2012)
Aphrodite Ahmadi, Physics (Fall 2012/partial Spring 2013)
Linda Lavine, Psychology (Fall 2012)
Jamie Dangler, Sociology/Anthropology (Fall 2012/Spring 2013)

Sabbatical leaves

Academic Year 2012-13

Sam Kelley, Communication Studies
Karen Stearns, English
Girish Bhat, History
Scott Moranda, History (*spring 2013-fall 2013*)
Randi Storch, History
Kathy Russell, Philosophy

Fall 2012

Martine Barnaby, Art & Art History
Mary Kennedy, English
Chris McRoberts, Geology
Paulo Quaglio, Modern Languages
Jeff Swartwood, Psychology
Mark Worrell, Sociology/Anthropology

Spring 2013

Peter Ducey, Biological Sciences
Mary Beth Voltura, Biological Sciences
Victoria Boynton, English
Emmanuel Nelson, English
David Barclay, Geology
Scott Anderson, Geography
Robert Ponterio, Modern Languages
Donna West, Modern Languages
Mike Berzonsky, Psychology
Michie Odle, Psychology
Sharon Steadman, Sociology/Anthropology

B. Awards and Honors

Student and Alumni Recognition

Two Arts and Sciences students received 2013 SUNY Chancellor's Award for Student Excellence:

- Erik Burrows, Political Science
- Kristen Guercio, Adolescence Education: Mathematics

Students in Vaughn Randall's Sculpture I course created a sculptural interpretation of ethical issues from *The Kite Runner*, the common read sponsored by the Cultural and Intellectual Climate Committee. Their work was selected for inclusion in the 2013 best of SUNY Student Art Exhibition in Albany.

A collaborative multimedia project produced by Caroline Kaltefleiter and students in COM 350 (New Communication Media) was a finalist in the 2013 John D. & Catherine T. MacArthur Foundation Democracy Challenge competition.

William "Bill" G. Richards '88 was inducted into the SUNY Cortland Academic Hall of Fame in April 2013. Richards graduated summa cum laude with a BS in Biology and earned a doctorate in genetics from Stony Brook University. He is currently an executive director of discovery research in the metabolic disorders department at Amgen, Inc., a pioneering biotechnology firm. The Academic Hall of Fame selection committee was chaired by Associate Dean Jerry O'Callaghan.

The departmental annual reports include additional examples of student recognition, including new inductions into disciplinary honor societies.

Faculty and Staff Recognition

Charles Heasley, Art and Art History, exhibited work that was selected for the Juror's Second Prize and Purchase Prize, Comprehensive Group in the 7th Mini Print International Exhibition, Ithaca, NY, September 2012.

Chad Hovey, Art and Art History was included in the top 100 designers in America for 2012 for his design work.

Tim Baroni, Biological Sciences, was elected to the Phi Beta Delta Honor Society for scholarly achievement in international education.

John Hartsock, Communication Studies, was a finalist for the Roederer Award for his book *Seasons of a Finger Lakes Winery*. Excerpts from his book were reprinted in several issues of the magazine *Life in the Finger Lakes*.

David Franke, English, received three awards:

- 2013 Chancellor's Award for Excellence in Teaching

- 2013 Excellence in Research, Scholarship, and Outreach Award
- 2013 Herff Jones “Teacher Shout-Out” Award.

Andrea Harbin, English, received the 2013 Tenure-Track Excellence in Teaching Award.

Patricia Martínez, Modern Languages, was awarded the 2013 Non-Tenure Track Excellence in Teaching Award.

Mecke Nagel, Philosophy, was a DAAD Visiting Professor at Hochschule Fulda, Germany.

Andrew Fitz-Gibbon, Philosophy, was elected a Fellow of the Royal Society of Arts.

David Neal, Performing Arts, was the recipient of the first SUNY Cortland Award for Outstanding Achievement in Service.

Tiantian Zheng, Sociology/Anthropology, received Honorable Mention, Most Influential Books in Medical Anthropology, American Anthropological Association, 2012

The following faculty received promotions this year:

Assistant Professor to Associate Professor

Vaughn Randall, Art and Art History
Wendy Miller, Geography
David Dickerson, Mathematics
Damien Pitman, Mathematics
Claus Schubert, Mathematics
Hongli Fan, Modern Languages
Donna West, Modern Languages

Associate Professor to Full Professor

Kathryn Kramer, Art and Art History
Christopher Gascon, Modern Languages
Kimberly Kraebel, Psychology

Lecturer I to Lecturer II

Joyce Green, Biological Sciences

Faculty receiving Continuing Appointment

Theresa Curtis, Biological Sciences
Biru Paul, Economics
Wendy Miller, Geography
David Dickerson, Mathematics
Damien Pitman, Mathematics
Moataz Emam, Physics

C. Assessment Activities

SUNY Program Review

The Political Science department completed its scheduled program review during the 2012-13 academic year. Complete program review documents are available in the Arts and Sciences Dean's Office, including information on curriculum, facilities, faculty qualifications, assessment of student learning, and comments from external reviewers.

The Sociology/Anthropology department program review, also scheduled for 2012-13, was not completed.

Additional Assessment Activities

Adolescence Education—Science

- Teacher candidates in biology, chemistry, earth science and physics achieved 100% pass rates on all required certification exams (LAST, CST, ATS-W.) Two APM students (dual certification in math/physics) earned passing scores on the LAST and ATS-W, but one did not pass the CST.
- Program Data (portfolio evaluations, comprehensive exams, other key assessments of learning outcomes for teacher candidates) show that on average, candidates are performing at the acceptable level or above on all assessment indicators. In general, candidates continue to have difficulty linking content to relevant examples and historical developments in their field. In some cases, especially with respect to the nature of science and the scientific process, candidates perpetuate common naïve understandings and misconceptions.
- Data from student teacher evaluations (STE) in fall 2012 includes the following highlights:
 - For ABI student teachers (BS & MAT), means were 2 (out of 3) or at the acceptable level for all indicators.
 - For ACM student teachers (MAT only in the data provided by OIRA), means were 2 (out of 3) or at the acceptable level for all indicators except for the following: Subject Matter = 1.88; Planning Instruction = 1.75
 - For APH student teachers (MAT only in the data provided by OIRA), means were 2 (out of 3) or at the acceptable level for all indicators.
 - For APM student teachers, means were 2 (out of 3) or at the acceptable level for all indicators.

Africana Studies

- The data for two recent graduates in 2012-2013 indicated that they were “very satisfied” with the program and the quality of the instructors for the Department. They reported

that their total experience in the Department was “excellent” and the study abroad experience at the University of Ghana was “outstanding.”

Biological Sciences

- The department administered the ETS Biology Field Test to 14 students (5 in 2013 and 9 in 2012). Seven students scored in the top 30% of all graduating college students with the average Percentile Rank of 58% for the 14 participants.

Chemistry

- The department has continued to collect entrance exam data from all incoming students who wish to take CHE 221. Students currently receive a recommended placement based on their score. A minimum score of 45-50% is under consideration as a future requirement for enrollment in CHE 221.

Communication Studies

- Faculty advisors received a 98% approval rating on department-wide advising surveys.

Economics

- Students in Suzanne Polley’s ECO 431 (Money and Banking) course completed a pre- and post-test assessment in spring 2013.

English

- At the end of each semester, the department chair conducts exit interviews with graduating undergraduate and graduate students.
- Faculty in the Professional Writing program administer an annual survey to senior PWR students and use social media to gather information from graduates on employment and graduate school work.

Geography

- GIS “product-based” portfolios were assembled this past spring by Dr. Wendy Miller for examination by the department using an assessment rubric in fall 2013.
- Students in GIS courses successfully completed more than 95 ESRI on-line GIS instructional courses which include a comprehensive examination which must be passed to earn completion certificates.

Mathematics

- An advisement survey instrument (first adopted in 2012) was administered again in spring 2013. Overall, 66% of students reported that they “agree” or “strongly agree” that they were satisfied with the quality of advisement in the department, as opposed to 20% who either “disagreed” or “strongly disagreed.” Detailed results are available in the Mathematics Department Annual Report.

- Extensive portfolio data from adolescence education students in AED 392 and AED 601 was collected by Dr. Gfeller. Overall mean scores (on a 4-point scale) were reported as follows:
 - Undergraduate process skills, fall 2012: 3.04
 - Undergraduate process skills, spring 2013: 3.26
 - Graduate process skills, fall 2012: 3.29
- A character dispositions assessment was also administered in spring 2013. Analysis of results has not been completed.

Modern Languages

- Assessment data was collected on cultural knowledge and writing skills at the 300 and 400 levels. Results show that at the 300 level, 70-83% of students meet or exceed the writing skills standards, while only 38-52% meet or exceed the cultural knowledge assessment. At the 400 level, results of the combined writing/cultural assessment show that 70-87% of students meet or exceed both standards. Data indicates that the success rate of 400 level students has improved: 24—30% of students did not meet the standard in our first two years of assessments, but in our third year this has dropped to just 13%.
- Oral Proficiency Interview (OPI) results from 2012-13 indicate that the majority of teacher candidates (11 of 16) achieved a score of “Intermediate High” which is a requirement for student teaching eligibility. The NCATE target goal is “Advanced Low” and was achieved by 2 students.

Performing Arts

- The department assesses students in three categories. This year’s results are summarized below:
 - Voice: 76% exceed standards, 20% meet standards; 2% approaching
 - Dance: 33% exceeding, 54% meeting, 10% approaching
 - Acting: 56% exceeding, 44% meeting

Philosophy

- The department conducts interviews with graduating students.
- The department was recognized for its innovative social philosophy major by Sharon Meagher in *Public Philosophy: Revitalizing Philosophy as a Civic Discipline*, a Report to the Kettering Foundation, 2013. Meagher wrote “There are models of academically demanding programs that enact the values outlined here. At Cortland State (*sic*), for example, all philosophy majors major in social philosophy, a program that requires a rigorous course sequence in the history of philosophy as well as courses in logic and ethics, but also requires courses that connect philosophy to contemporary social and political issues. Students engage in community-based learning, and the faculty model collaborative work through the Community and Faculty Fellows program launched in their Center for Ethics, Peace, and Social Justice.”

Physics

- The department began a systematic assessment of laboratory experiences in PHY 105, 106, 201, 202 and 357. As part of this assessment, students were asked to numerically rank each of the laboratory experiments in five areas including: (1) Condition of laboratory equipment, (2) Clarity of lab directions and write-up, (3) Difficulty of data collection, (4) Difficulty of data analysis, and (5) Overall educational value of lab. Results will be used to guide further improvements and updates to these laboratory experiences.

Political Science

- The department received several favorable comments from external program reviewers, including the following: “. . . [given] the excellence of the core faculty . . . and the collaborative nature of the department in terms of cross-campus connections, the department can be said to have achieved a high measure of excellence.”
- College data from the annual survey of graduates indicate that political science alumni report higher levels of satisfaction than college-wide norms in quality of teaching, availability of faculty, internships, writing skill development and other areas.
- The department uses a capstone paper assessment to measure two goals: Knowledge in political science (goal 1) and analytic, research, writing and presentation skills (goal 3). Mean results from 25 papers included a mean score of 4.78/6 on goal 1 and 4.48/6 on goal 3. Both scores are higher than the corresponding numbers from the previous year’s assessment.

Psychology

- The department collects exit survey data from graduating seniors. Questions include the following:
 - *“Overall, what are your impressions of the psychology program?”* Of the 48 respondents, 40 indicated the program was good, 2 student responses were neutral and 6 suggested that the program needs improvement.
 - *“If you had it to do all over again, would you choose to be a psychology major at Cortland College?”* 38 indicated ‘yes’, 6 indicated ‘no’ and four were unsure.

Associate Dean

Each year the Associate Dean’s report lists the data provided in Table 4 – comparisons from year to year are made in key categories to see if trends are apparent. Dismissals since 2009 have hovered between 4 and 12 per semester. The number of students placed on probation has crept up from 151 (2009-10) to 170 today but that remains beneath the high of 185 (2007-08). The data on suspensions are more central, and in the last four years we have seen a slight decline in suspensions (from 113 to 106). This decline is a positive development but the potential for more reduction in suspension is limited.

D. Faculty Accomplishments in Teaching

Program Development

The Chemistry Department began offering a new Bachelor of Science degree in Biochemistry in fall 2012. The first student graduated from the program in the spring of 2013.

The proposed master's program in sustainable energy systems was approved and registered by the State Education Department in February 2013. The program is enrolling students for the fall 2013 semester. During the summer, the program received recognition as a Professional Science Master's degree from the Keck Graduate Institute.

Two new minors were approved for fall 2013: Teaching English to Speakers of Other Languages, offered by the Modern Languages Department, and the Peace and Conflict Studies minor offered by the Philosophy Department.

Program and Course Alterations

The Art and Art History Department has added a portfolio review as part of the admission requirements for the New Media Design program. Portfolios are already required for admission to the department's BFA program.

The Biological Sciences Department added the Presentation Skills attribute to several courses, including CON460/ENS 486, BIO319, BIO522 and BIO 533. The department has also reorganized its biomedical sciences seminar courses, promoting participation and mentorship by fourth-year BMS students.

COM 301 (Mass Media and Society) was approved for inclusion in General Education category 3.

Syed Pasha, Communication Studies, created a new course on the use of social media in the public relations field.

The Economics Department developed and taught two new courses in entrepreneurship. In the first course, 32 business ideas were generated by students and vetted into the top seven concepts for development. Each student team was paired with a mentor drawn from the *Enhancing Entrepreneurial Activity in Cortland County Initiative Business Professional Directory*. Ten students enrolled in the second course, in which the top seven ideas from the previous course were vetted down to the top three ideas for intensive development.

The Dual Degree program in Economics with Izmir Economics University, Turkey, has shifted to a 2+2 model, enabling students to complete their first two years in Turkey followed by two years in Cortland. Izmir has agreed to allow students in the first two years of their regular program to enter the DDP, which may help to recruit additional participants.

The Economics Department has begun conversations with the International Programs office regarding a proposed change to the English requirement for the Dual Degree Program in Business Economics with Anadolou University, Turkey.

Teaching innovations

Seth Asumah, Africana Studies, organized, established curriculum for, and led students to Ghana during summer 2012 and again in summer 2013.

Martine Barnaby, Art and Art History, implemented online learning, including directed tutorials and software exercises in two courses: ATS 340 (Graphic Design II) and ATS 342 (Art and the Internet).

Chad Hovey, Art and Art History, published a design book through Pearson Learning Solutions entitled *Design Journal for Visual Thinking* that he uses for his design class.

Terrence Fitzgerald, Biological Sciences, offered a section of Animal Behavior without a laboratory under the BIO 429 number to address the shortage of laboratory space during the Bowers renovation.

Christa Chatfield, Biological Sciences, revised the BIO 304 (Microbiology) lab experience by incorporating a 6-week authentic research project to promote inquiry-based learning, scientific thinking, and to teach experimental design.

Angela Pagano, Biological Sciences, worked with Ben Dotger, Syracuse University, to pilot a series of educational simulations aimed at preparing science and math teachers for dealing with difficult issues that arise in the classroom (e.g., addressing questions of evolution, etc.). Five graduate students participated in the simulation pilots in Syracuse.

The Biological Sciences department recruited former students to serve as Supplemental Instruction (SI) leaders in two courses (BIO 301 and 302) taught by **John Straneva** and **Louis Gatto**.

In Spring 2013 the Chemistry Department started a Peer Led Team Learning (PLTL) program in conjunction with ASAP. Two classes were run in the spring and preliminary data indicates that students benefited from this program.

The Communication Studies Department has completed its transition into the acquisition and editing of High-Definition audio and video content in all field and studio production related activities. This shift allows students to create videos with far superior image quality.

Tim Phillips, Economics, uses CapSim, a sophisticated computer simulation program in MGT 454 (Strategic Management.) Students “run” a high tech sensor company that competes against other groups in the class. Students are rated against the other companies in class as well as against as many as 2000 other schools from around the world.

Victoria Boynton, English, continued her collaboration with Lian Xu at Capital Normal University. Boynton’s students in Turkey, Xu’s students in Beijing, and **David Franke’s** Senior Seminar students at Cortland exchanged writing and reviewed each other’s writing using

Blackboard and a wiki.

David Franke, English, received a 2013 COIL Nodal Network grant to involve Professional Writing students in international editing through digital communication with Turkish students, live video feed, and a conference at the New York City Study Abroad Center.

Violette Humsi, Modern Languages, delivered her Arabic 101 and 102 courses to students at Tompkins-Cortland Community College (TC3) through videoconferencing. In fall 2013, we will expand this program with TC3 to include 100 level Chinese courses taught by **Hai Ying Wang**. In addition, we will offer 200 level Arabic and Chinese courses through videoconferencing to students at SUNY Brockport.

Hongli Fan, Modern Languages, incorporated an online project into ESL 300, Theoretical Foundations of Teaching English as a Second Language. TESL majors at SUNY Cortland exchanged emails with Chinese students at Capital Normal University (a sister school with an exchange program with Cortland) on topics including American and Chinese cultures. Fan also incorporated a conversation partner program in ESL 302: Applied Linguistics for Teaching English as a Second Language, wherein pre-service ESL teachers met with other college-age ESL learners and kept a journal on their meetings. Finally, Fan taught ESL 400 (Reading in Second Language Classrooms) as a service learning course in which pre-service teachers worked with ESL learners from Cortland, Binghamton or Syracuse school districts and reflected on their experiences.

Paulo Quaglio, Modern Languages, taught ESL 405/ICC 525, ESL Teaching Via Videoconference. This internship, an elective course open to undergraduate as well as graduate students, includes instruction and clinical experience in the use of videoconferencing software, appropriate adaptation of teaching techniques, the development of a blog, and recruitment of international ESL learners.

Henry Steck, Political Science, taught a special topics course entitled Philanthropy and Civic Engagement for the second straight year. This course was again made possible thanks to a \$10,000 grant from the Sunshine Lady Foundation where students learned about the history of philanthropy and charity in the U.S., but also solicited grant proposals from area non-profit organization applicants, and actually disbursed the \$10,000 to them. Cortland was one of only about 25 institutions in the country to receive this money.

Several faculty members in the Psychology Department made use of the Writing Fellows program sponsored by the Writing Resource Center housed in the English Department. The faculty members found that the Writing Fellows program is an effective tool for improving student writing.

Craig Little, Sociology and Anthropology, is active with the SUNY Global Center's Collaborative On-Line International Learning (COIL) initiative. He teaches distance learning classes in Belarus, Russia, and Australia.

E. Research, Scholarship, and Creative Activity

Faculty publications reported by each department for the 2012-13 year are summarized in Table 2A. Arts and Sciences faculty collectively produced 37 books (24 authored and 13 edited), 46 book chapters, 90 articles in peer-reviewed journals and 4 plays. Each of these numbers represents an increase from the previous academic year. A total of 108 full time faculty members have published at least one item in the last two years. As reported in Table 2B, A&S faculty also made nearly 300 presentations at state, regional, national or international conferences. The individual department annual reports provide more details on the rich array of scholarly work completed by our faculty members during the past year.

Sponsored program activity is summarized in Tables 3A-3C. In 2012-13, Arts and Sciences faculty submitted 22 external grant proposals—the same number submitted in 2011-12. Nine new awards were received between July 1, 2012 and June 30, 2013, bringing over \$653,000 in external funding to the campus. There are currently 20 active sponsored projects in the School of Arts and Sciences with, a total value of over 2.7 million dollars.

This year, the deans introduced the Proposal Incentive Fund to encourage external grant applications. Faculty members who submit a proposal after going through a Quality Circle review are eligible for an additional \$500 in travel funding. As of June 30, 2013, eight PIF awards were made to 7 faculty members in Arts and Sciences in support of four external grant proposals.

New grants received this year include the following:

Theresa Curtis, Biological Sciences

- *Cellular ECIS Support*, United States Army Medical Research Acquisition Activity, \$14,766.
- *Small Business Innovation Research (SBIR)*, United States Army Engineer Research & Development Center, \$15,000

Terrence Fitzgerald, Biological Sciences, and Frank Rossi, Chemistry

- *Identification, synthesis and use of a larval trail-following pheromone of the Argentine cactus moth, Cactoblastis*, United States Department of Agriculture, \$11,000.

Angela Pagano, Biological Sciences, and Mary Gfeller, Mathematics

- *Undergraduate Clinically Rich Teacher Preparation Pilot Program*, United States Department of Education, \$96,153

German Zarate-Hoyos, Kathleen Burke, Susanne Polley, and Timothy Phillips, Economics

- *Enhancing Entrepreneurial Activity in Cortland County*, Appalachian Regional Commission, \$80,966

David Franke, English

- *Seven Valleys National Writing Project—SEED Teacher, Leadership, Development Grant*,

US Department of Education, \$20,000.

- *Professional Development in a High-Need School (2012-13) Title II SEED (Supporting Effective Educator Development) Award—Candor School*, US Department of Education, \$20,000.

Kevin Sheets and Randi Storch, History

- *Forever Wild: The Adirondacks in the Gilded Age and Progressive Period*, National Endowment for the Humanities, \$159,983

Richard Kendrick, Sociology/Anthropology

- *SUNY Cortland AmeriCorps (2012-2015)*, Corporation for National and Community Service, \$235,187

Faculty Research Program Awards (2013-14):

Jeremiah Donovan, Art and Art History

Timothy Baroni, Biological Sciences

Christa Chatfield, Biological Sciences

Andrea Harbin, English

Richard Hunter, Geography

Lynn Sebastian Purcell, Philosophy

Tiantian Zheng, Sociology/Anthropology

E. Faculty Service

Table 5A summarizes faculty participation in service activities. In addition to department-level service, Arts and Sciences faculty filled 57 committee and other service positions at the school level and 303 at the college level. Beyond campus, faculty collectively held 170 service positions in professional organizations, 17 provided service to P-12 schools, and 140 reported involvement in community-based service. Overall, 88% of our full time faculty reported some form of service activity during the 2012-13 academic year. The School of Arts and Sciences continues to provide significant leadership across the college. Some of the highlights in service are listed below:

Department Chairs

Africana Studies

Art and Art History

Biological Sciences

Chemistry

Communication Studies

Seth Asumah

Lori Ellis

Peter Ducey (fall)

Steven Broyles (acting chair, spring)

Gregory Phelan

Paul van der Veur

| | |
|------------------------|--------------------------------------|
| Economics | German Zarate |
| English | Matthew Lessig* |
| Geography | Scott Anderson (fall) |
| | David Miller (acting chair, spring) |
| Geology | David Barclay (fall) |
| | Gayle Gleason (acting chair, spring) |
| History | Brett Troyan (acting chair, fall) |
| | Kevin Sheets (acting chair, spring) |
| Mathematics | Isa Jubran |
| Modern Languages | Christopher Gascón |
| Performing Arts | David Neal |
| Philosophy | Andrew Fitz-Gibbon |
| Physics | Brice Smith |
| Political Science | Robert Spitzer* |
| Psychology | Judith Ouellette |
| Sociology/Anthropology | William Skipper |

*A&S representative to Academic Affairs Council

Program Coordinators

| | |
|-----------------------------------|--|
| International Studies | Sharon Steadman, Sociology/Anthropology (fall) |
| | William Skipper, Sociology/Anthropology (spring) |
| Environmental Science | Steven Broyles, Biological Sciences |
| Asian and Middle Eastern Studies | Tiantian Zheng, Sociology/Anthropology |
| Jewish Studies | Henry Steck, Political Science |
| Latino and Latin American Studies | Gigi Peterson, History |
| Native American Studies | Ellie McDowell-Loudan, Sociology/Anthropology |
| Women's Studies | Caroline Kaltefleiter, Communication Studies |

Adolescence Education Coordinators

| | |
|------------------|------------------------------|
| English | Debra Brown |
| Mathematics | David Dickerson |
| Modern Languages | Codruta Temple |
| Sciences | Rena Janke and Angela Pagano |
| Social Studies | Amy Schutt |

Graduate Coordinators

| | |
|------------------|----------------|
| English | Andrea Harbin |
| History | Kevin Sheets |
| Mathematics | Damien Pitman |
| Modern Languages | Colleen Kattau |

Additional College and Professional Organization Leadership Positions

Art and Art History

- Jenn McNamara, Chair, Arts and Sciences Personnel Committee

Biological Sciences

- Theresa Curtis, SUNY Cortland Pre-Medical/Pre-Dental Advisor
- Peter Ducey, Pre-Veterinary Advisor
- Rena Janke, Chair, Suspension Review Panel
- Lawrence Klotz, Chair, Hoxie Gorge Committee
- John Sternfeld:
 - Faculty Representative, Facilities Master Plan Oversight Committee
 - Chair, Bowers Hall Renovation Advisory Committee
- Mary Beth Voltura, Chair, Institutional Animal Care and Use Committee

Chemistry

- David Collins, Chair, Arts and Sciences Curriculum Committee
- Greg Phelan:
 - Co-chair, Special Interest group, United States Association of Small Business and Entrepreneurship
 - Conference Co-Chair for the Northeast Regional Robert Noyce Program Meeting

Communication Studies

- John Hartsock, Vice-Chair, Faculty Senate (fall 2012)

Economics

- Kathleen Burke, Co-director, Cortland Center for Economic Education
- Lisi Krall, Director, SUNY Cortland Honors Program
- Tim Phillips, Co-director, Cortland Center for Economic Education

English

- Karla Alwes, Director, SUNY Cortland Faculty Development Center
- Andrea Harbin, Manager of *www.NetSerf.org*
- Mary Lynch Kennedy, Campus Writing Coordinator & Director of Composition

Geography

- Scott Anderson, President, SUNY Cortland Chapter of Phi Kappa Phi honor society.

Geology

- Gayle Gleason:
 - *Chair, College Student Conduct Appeals Committee*
 - *Co-Chair, Women's Initiatives Committee*
- Chris McRoberts, Chair, Undergraduate Research Council

History

- Laura Gathagan, Assistant Editor, Haskins Society journal
- Gigi Peterson, Interim Director, Clark Center for International Education
- Randi Storch, Chair, Teaching Resources Committee, Labor and Working Class History

Association

Mathematics

- Mary Gfeller, Co-chair, Long Range Planning Committee
- Isa Jubran, Chair, Quantitative Skills committee

Performing Arts

- David Neal, Artistic Director, The Arts at Grace concert series

Philosophy

- Andrew Fitz-Gibbon, Director, Center for Ethics, Peace and Social Justice
- Mecke Nagel, Director, Center for Intercultural and Gender Studies (spring 2013)
- Kathy Russell, Chair, Sustainability Curriculum Coordination Committee (spring 2013)

Sociology/Anthropology

- Jamie Dangler, UUP VP for Academics
- Richard Kendrick, Director, Institute for Civic Engagement
- William Skipper, Interim Coordinator, International Studies Program (spring 2013)
- Sharon Steadman:
 - Director, Brooks Museum (fall 2012)
 - Interim Director, Clark Center for International Education (fall 2012)
 - Coordinator, International Studies Program (fall 2012)

Dean's Office:

- Jerome O'Callaghan:
 - Chair, SUNY Deans of Arts and Sciences
 - Pre-Law Advising
- Lorraine Berry: Chair, Cultural and Intellectual Climate Committee

III. Transformational Education

A. Civic Engagement

SUNY Cortland's Institute for Civic Engagement, directed by Richard Kendrick, Sociology and Anthropology, is the focal point for much of the activity in this area. The Institute oversees the Office of Service Learning, SUNY Cortland AmeriCorps, Building Community Leaders, President's Leadership Coalition for Student Engagement, Bringing Theory to Practice program, American Democracy Project, and the SUNY Cortland Main Street project.

Hongli Fan, Modern Languages, taught ESL 400 (Reading in Second Language Classrooms) as a Service-Learning course in which pre-service teachers worked with ESL learners from Cortland, Binghamton, and Syracuse school districts and reflected on their experiences.

The English Department, in cooperation with the Field Placement and School Partnerships office, offered some sections of CPN 102 for students in adolescence education programs who completed service learning experiences such as tutoring and staffing after-school programs in area schools.

Students in a number of Caroline Kaltefleiter's classes in Communication Studies were involved in an extensive community engagement project centered on renovating the Wickwire Pool. Outcomes ranged from video production to community presentations and the extensive use of social media outlets.

NeoVox director Lorraine Berry focused many NeoVox-sponsored activities on civic engagement projects. This year's events included presentations by two Congolese activists and a sailor who had served in Afghanistan and Iraq.

The Beard Building Gallery hosted five exhibitions at the 9 Main Street location, serving as a focal point for the College's engagement with the wider community.

B. Undergraduate Research

This year's *Transformations: A Student Research and Creativity Conference* was held on April 19 and featured 53 talks and 18 poster presentations by students. The Keynote Address was provided by Dr. Robert G. McMurray '67, Professor Emeritus, Department of Exercise and Sport Science, University of North Carolina at Chapel Hill.

The following Arts and Sciences majors were represented among the recipients of the 2012 Summer Research Fellowships presented by the Undergraduate Research Council: Biology, Biochemistry, Chemistry, History and Political Science.

Three students from Art and Art History—Kelli Withey, Margaret Giamo, and Emily Weber--presented BFA or BA senior exhibitions in 2012-13

The Biological Sciences Department offers four courses (BIO 436, 437, 438, and 439) that introduce students to research opportunities. This past year, 42 students enrolled in one of these courses and 11 of the 15 full-time faculty members sponsored at least one research student. Department faculty published four articles with student co-authors.

C. Student Teaching and Internships

Student teaching: 123 undergraduates and 17 graduate students completed student teaching experiences in adolescence education in either fall 2012 or spring 2013.

Art and Art History: Under the direction of Dowd Gallery director Erika Fowler-Decatur, ten student gallery monitors trained as docents, two students engaged in in-depth internships in gallery and professional practices, and three students were trained with marketing and outreach experience. Other Art and New Media Design majors completed internships with Neovox, SPEAK Magazine, and the Multicultural Life Office. Off campus internship sties included TBWA\Chiat\Day advertising in New York and Walt Disney World.

Biological Sciences: Six faculty members (Curtis, Broyles, Ducey, Klotz, Sternfeld, and Straneva) served as liaisons and mentors for eighteen students enrolled in internships. These internship experiences are administered through several courses: Biomedical Sciences Seminar (BMS 460; 5 students), Conservation Biology Internship (CON 460; 1 student), Environmental Science Internship (ENS 487; 1 student); Special Studies in Biology (BIO 439, 10 students) and Cooperative Education and Internships (CPV 400; 3 students). Some of the internships this past year have included work at state parks, zoological parks, hospitals, medical research centers, and even in the country of Belize.

Communication Studies: In the past year, more than 60 students undertook internships. These internships included campus-based internships with entities such as the Wellness Center, the Public Relations Office, and Alumni Affairs. Amanda Grodecki worked with Dr. Hartsock as an editorial intern for the spring issue of *Literary Journalism Studies*. Other opportunities included local and national media production houses and regional public relations firms. The department continues to work with the NY Jets to create learning opportunities during the summer training camp.

Geography: Scott Anderson supervised two SUNY Cortland GIS students working on special projects at the Institute for the Advancement of Geospatial Technologies in Auburn.

Modern Languages: Teaching practica opportunities were offered by Paulo Quaglio (ESL), Marie Ponterio (French) and Patricia Martinez (Spanish), Violette Humsi (Arabic), Victor Symonette (German) and Haiying Wang (Chinese) to give advanced students experience in teaching and tutoring.

Political Science: Mary McGuire coordinated 26 internship experiences (up from 18 in 2011-

2012) in Cortland, Albany, Washington DC and other sites.

Psychology: Student research assistants worked in Dr. Anderson's educational psychology lab, in Dr. Berger and Lombardo's behavioral neuroscience lab, in Dr. Berzonsky's social cognition lab, in Dr. Collings' cognitive lab, in Dr. Eaton's psychophysiology lab, in Dr. Kilpatrick's children with exceptionalities lab, in Dr. Kraebel's infant development lab, in Dr. Luyben's applied behavioral analysis lab, or in Dr. Odle's self-regulation lab. In addition, Anderson, Lombardo, and Odle sponsored students in internships. Students were also supervised as teaching assistants and in field experiences by eight faculty members (Anderson, Berzonsky, Berger, Collings, Eaton, Kraebel, Luyben and Lombardo.) In total, across both terms, 77 students participated in the activities noted above.

Sociology/Anthropology: The department's Internship Coordinator, Stuart Traub, placed and oversaw a total of 58 student internships in fall 2012 and spring 2013 (an increase of 2 over 2011-12). There are, as well, currently 11 student internships in summer 2013. The internships took place locally, around NY State, in Washington, D.C. and abroad (including Costa Rica, Belize, Ghana, and Nepal).

D. Study Abroad/Internationalization

Art and Art History: Jeremiah Donovan conducted a new study abroad program, *Belize Winter Study: History, Culture, and the Arts* exploring the ancient ruins of Xunanchunich, CahalPech, and ActunTunichilMuknal. He designed a research project with the San Antonio Women's Group (an organization of Maya women dedicated to preservation of traditional Maya ways) and Dr. Jaime Awe, a pre-eminent archeologist of Belize.

Biological Sciences: Marine Biology (BIO 315) was taught by Brian Rivest to 24 students during the fall semester. The course includes a two-week travel experience to Belize. Students gain valuable international experiences by interacting with Belizeans and their culture, learning Mayan history and rainforest ecology, and studying marine biology on the second largest barrier reef on planet Earth. Joyce Green served as a second instructor/supervisor to students at the marine outpost.

Economics: German Zarate hosted visiting scholar Kagan Ozdemir, from Anadolu University in Turkey during a two-week stay in Fall 2012.

English: Victoria Boynton continued to build a collaboration between SUNY Cortland and Anadolu University, Turkey to develop a course for Cortland students to work with international students and to interact in a global context.

Geography: Richard Hunter received a grant from SUNY Cortland's Faculty Research Program to spend two weeks in Mexico collecting data for an NSF grant proposal. Scott Anderson spent his sabbatical in Costa Rica working on a research project.

History: In April 2013 Interim Clark Center Director Gigi Peterson visited Fulda University in

Germany and met with administrators, faculty, and staff involved in programs that are serving international students. One of Peterson's students attended Fulda in Fall 2012 and another Cortland student attended in spring 2013.

Philosophy: Sebastian Purcell and Philosophy Chair Andrew Fitz-Gibbon arranged for Armando Santa Ana to serve as a Visiting Scholar at the Center for Ethics Peace and Social Justice (CEPS). Purcell also wrote recommendations for three students to travel abroad to Guatemala, London and Tibet. Mecke Nagel spent Summer and Fall 2012 teaching at Fulda as a DAAD Visiting Professor.

Psychology: Five students studied abroad during 2012-13. The department hosted a Visiting Research Scholar, Dr. Martin Graff, from the University of South Wales in April 2013. Dr. Graff conducted research with Dr. Peggy Anderson, gave two open talks and two class talks.

Sociology/Anthropology: 22 majors and minors from the department studied abroad in 6 countries over the past year.

E. Other Transformational Experiences

Communication Studies faculty continue to provide leadership to student-run campus media outlets. The Dragon Chronicle student enrollment during 2012-2013 was 34, a decrease of 20% from the previous year. Scott Rapp served as media advisor. Peter Johanns served as media advisor for both WSUC-FM (54 students) and CSTV-20 (58 students.) The recent acquisition of a NewTek TriCaster system has allowed the integration of virtual sets into programming. This has led to increased professionalism and interest in news programming. The addition of a streaming broadcast unit in the studios also allows for expanded internet streaming of CSTV programming. As with the radio station, the department has worked productively with the students to devise a means of integrating student production facilities with teaching studios. Ninety-seven students enrolled in the "Speak" magazine production course, an increase of 53% since last year. Four new issues were published in 2012-13. Interest among students continues to grow under the leadership of advisor Mical Williams.

David Franke raised funds to take his PWR 409 students to New York City to visit the Morgan Library, Center for Book Arts, and Strand Bookstore.

IV. Well Being

For the second year, Bruce Mattingly and Wendy Cranmer co-facilitated several workshops entitled *Crucial Conversations*, designed to teach participants communication skills that foster productive dialogue around difficult topics. A total of 26 campus leaders participated in training sessions offered in September, January and May.

Associate Dean O'Callaghan regularly works with department chairs and faculty advisors to assist students in distress. His office provides notification letters to students with problematic mid-semester grade estimates and follows up with students who are placed on probation, warning or dismissal.

During the last academic year, Arts and Sciences faculty and staff made significant contributions in promoting well being, enhancing the cultural climate, and advocating for equity and social justice. Major activities reported by departments in these areas are summarized below.

Africana Studies

- The Department Co-Sponsored the Democratic Republic of the Congo Teach-In Project at Cortland, Fall 2012, presented the Diversity Film Forum throughout the academic year and organized 27 events during Black History Month in February 2013.
- The Department's Gospel Choir performed eight concerts in-state and two out-of-state (Maryland and Washington DC) in 2012-2013.
- The Department continued its collaboration with CGIS for a SUNY-wide grant for Infusing Diversity into the Curriculum: Training the Trainer Grant. Drs. Asumah and Nagel (Co-Directors) worked on the last phase of the project at SUNY Oneonta and SUNY New Paltz.
- The Summer Institute for Infusing Diversity into the Curriculum and Professional Service, led by Seth Asumah and Mecke Nagel, was attended by representatives of all schools, along with the directors of EOP, Alumni Affairs, and Diversity and Multicultural Life.
- Asumah and Noelle Paley planned the 2013 Annual Kente Graduation Ceremony that attracted families for many graduating seniors of color and their allies. The Dean of Arts and Sciences, Dr. Bruce Mattingly, was honored at the Kente Ceremony for supporting the mission of Kente and diversity.

Art and Art History

- Professor McNamara continues to integrate multi-cultural techniques into her beginning courses. Students are exposed to a myriad of non-western historical and contemporary examples of art.
- Dowd Gallery serves as a cultural resource for the community through its series of exhibitions, gallery talks and visiting artist lectures. This year the new outreach initiative resulted in collaborations with the Institute for Civic Engagement, the Center for Ethics, Peace, and Social Justice, and the Center for Gender and Intercultural Studies on campus, and the Maxwell School of Citizenship and Public Affairs, Syracuse University. In addition, forty-one classes from a wide range of disciplines and student and community groups

visiting the gallery. Permanent collection pieces were brought directly to and discussed in seven art and art history, modern languages, and political science courses. ***Students + Teachers***, a community outreach exhibition following SUNY Cortland graduation, featured artwork by area art teachers and their selected 7th-12th grade students.

Biological Sciences

- Louis Gatto served on the Student Health Advisory Committee and the Tobacco Advisory Committee. SUNY Cortland became a “Tobacco-Free” campus this past year as part of the healthy initiatives of the Tobacco Advisory Committee.

Communication Studies

- Issues related to faculty collegiality are also being addressed by an outside facilitator skilled in teambuilding. Scott Sears met several times with faculty over the course of the previous academic year. He will continue to meet with the group over the summer and will likely meet with the department again next year.

Economics

- Kathleen Burke and Kate Graham continue to oversee the Economics Department Mentor Program. The program pairs a senior in BUSE or ECO with a freshman in our COR 101 classes. Reports from both groups of students continue to be quite positive.

English

- Karla Alwes helped to organize the twice-yearly Take Back the Night rally and march against rape, organized by the student group Cortland against Another Rape. She also participated in weekly rallies of the Cortland Community for Peace to protest for an end to U. S. involvement in current wars.
- David Franke organized two Raquette Lake Writers’ Retreats for students.

Philosophy

- Andrew Fitz-Gibbon continues to teach philosophical meditations as a 1-credit course repeatable up to four times for credit. The course teaches students basic zazen breathing and some basic qigong/taijiquan forms. From student reports PHI 170 directly affects the well-being of those who take it. The course has become so popular that it is the first to fill, almost as soon as registration opens.
- The Information Resources Division asked Dr. Fitz-Gibbon to teach a day workshop (four sessions) on meditation and stress management. There were sixty-five attendees and the day was a great success. As a result of the day workshop, Dr. Fitz-Gibbon started a qigong for wellness class for faculty and staff, meeting weekly in the Colloquium of Old Main.

Performing Arts

- Theatrical events included the musical theatre productions *Spring Awakening* and *Once Upon a Mattress*, an evening of student-directed one-act plays, and a presentation of *The Nutcracker* in collaboration with the Performing Arts Institute.

- The Choral Union presented a fall performance of Finzi's *Ode to St. Cecelia*, and two spring performances of the Verdi *Requiem*, conducted by Stephen Wilson, in collaboration with The Arts at Grace (TAAG) concert series downtown, and McNeil Development Company. The College Singers also presented two well attended concerts including "Music of Leonard Bernstein" in the fall, and "Classic Broadway" in the spring, which also included an original medley by Dr. Wilson.
- The College Community Orchestra, led by conductor Ubaldo Valli and concertmistress Lois Pfister, performed a fall concert at Cortland High School, followed by a spring program presented in Brown Auditorium. The latter concert was a collaborative venture with the Puppetry class, taught by Howard Lindh.

Psychology

- In spring 2013, The Student Government Association presented the department with a plaque honoring Ms. Mary J. Sherlach ('78) for "her bravery, compassion and love" for her actions during the Newtown, CT tragedy.

V. Maximization of Resources

Course Scheduling and Enrollment Management

As part of Provost Prus' initiative to shift \$500,000 from the temp service budget to support additional tenure-track faculty lines, the School of Arts and Sciences was charged with reducing its temp service expenditures by \$300,000. The school responded by establishing strict limits on the number of courses to be taught by adjunct faculty in each department, beginning with the spring 2013 schedule. All eighteen department chairs deserve special recognition for working within these constraints to develop course schedules that meet the needs of their majors and minors, other programs, and the general education program.

Additional efforts reported by specific departments are summarized below.

Chemistry

- The department made improvements to its laboratory offerings to help keep costs low in general chemistry and reduce the amounts of chemical waste. The department is exploring the possibility of establishing course fees for laboratory consumables along with breakage fees.

Communication Studies

- Paul van der Veur secured a \$24,984 grant from WRVO for the purchase and installation of a new WSUC radio transmitter and satellite receiver.

Mathematics

- In summer 2012 the department piloted the use of Maple T.A. MAA Placement Test Suite to try to determine the proper placement in MAT 115 or 135 for incoming first year students. The placement exam will be given again in summer 13 and students' performance will be tracked to see what effect the placement exam is having on the students' level of performance in the major.
- Homework submission in lower level mathematics courses is gradually shifting from in class paper submission to online submission. More and more faculty are using online grading systems such as MyMathLab. With heavy instructor workloads, such systems allow faculty to assign more homework while focusing more on teaching. The common textbook we are using for our calculus sequence comes with MyMathLab.

Modern Languages

- The department's videoconferencing initiative with Tompkins-Cortland Community College generated \$3,116 in revenue from TC3 to support instructional costs.

Philosophy

- Drs. Fitz-Gibbon and Russell continue with their philosophical practice, seeing a small number of clients. In fall 2012 the Provost approved an IFR account, to enable Drs. Fitz-Gibbon and Russell to see clients in their college offices. The college receives 18% of any client's fees to cover overheads.

Physics

- Dr. Smith's participation as part of the ad-hoc committee responsible for organizing the Fourth Annual SUNY Cortland Sustainability Month contributed to raising the awareness of environmental issues on campus. Dr. Smith also conducted the third campus carbon footprint study in the Spring semester to determine the greenhouse gas emissions from campus activities. This new campus carbon footprint will be included in the updated September 2013 version of the Climate Action Plan currently under preparation. Finally, Dr. Smith helped coordinate the preparation of the campus' application to present a talk at the upcoming SUNY Sustainability Conference which was accepted on June 20, 2013.
- Andrew Carmichael and other faculty have adopted online homework systems for the large introductory and astronomy classes which, in addition to providing a valuable learning tool to the students, also significantly reduces the amount of paper consumed by the course.

Psychology

- The majority of faculty members have moved from providing paper copies of class materials (e.g., syllabi, outlines, readings, notes) to electronic format for electronic distribution. Numerous faculty members report reviewing and editing students' papers and assignments electronically rather than on printed copies. The faculty and staff regularly re-use paper for draft materials and note taking. The staff report regularly re-using manila folders and, when photocopying, do so using the back-to-back method to reduce paper costs. The department also sends out information to faculty, students, staff, and administration electronically (where appropriate), rather than on paper.

VI. Plans for the Future

The school of Arts and Sciences seeks to advance the college's strategic initiatives in the following ways in the coming year.

Academic Excellence

Although we were encouraged by the successful completion of seven tenure-track searches in 2012-13, the impact of these new hires will be lessened by an almost equal number of retirements and resignations that were announced last year. We will continue to work with the provost and the other two schools to reduce our reliance on part time faculty and advocate for additional full time lines.

Attempts to address grade inflation concerns this year were hampered by the lack of readily available data on grade distributions. The dean will continue to work with the Office of Institutional Research and Assessment to provide appropriate data to departments as outlined in Section 415.07 of the College Handbook.

A major focus for our adolescence education programs will be the submission of SPA reports in spring 2014. Completion of the Sociology/Anthropology program review will also be a high priority.

Transformational Education

The Transformations Committee will work with Institutional Advancement on strategies for advertising and promoting the annual conference in ways that will increase student interest, attendance and participation.

The School of Arts and Sciences will support, and in fact provide leadership for campus efforts to promote entrepreneurship activities among students and faculty.

Well Being

The dean and department chairs will coordinate efforts to support our seven new faculty colleagues to provide them with appropriate mentoring, socialization and professional development opportunities.

The dean will work closely with Human Resources, the Multicultural Life and Diversity Office and the other deans to improve faculty/staff diversity. Specific plans under discussion include targeted advertising efforts to increase the diversity of candidate pools and additional training for search committees to address diversity concerns.

Wendy Cranmer and Bruce Mattingly will continue to facilitate Crucial Conversations training sessions in 2013-14.

Maximization of Resources

The School of Arts and Sciences will continue its efforts to schedule courses efficiently, decrease the number of under-enrolled sections and reduce temp service expenditures. We will continue to extend the initiative to deliver Arabic and Chinese courses to other campuses through videoconferencing and explore other opportunities for shared services within SUNY. We will promote our new Professional Science Master's Program in Sustainable Energy Systems and seek out other opportunities for new program development, while we also look critically at under-enrolled graduate programs. The dean will work with chairs to identify opportunities to implement course redesign and extended learning initiatives, where appropriate.

The dean will work with the Facilities Planning Office and appropriate department chairs to coordinate the scheduled moves back into renovated spaces in Bowers and Dowd.

Data from the SUNY Research Foundation shows that SUNY Cortland consistently ranks in the lower half of comprehensive colleges in terms of sponsored program funding. We will continue the Proposal Incentive Fund as a means of encouraging faculty to develop competitive grant proposals. Department chairs will be strongly encouraged to increase their efforts to seek external funding to support initiatives in teaching, research and service with the assistance of the Research and Sponsored Programs office and the Division of Institutional Advancement.

Several departments have developed proposed course fees to support laboratories, studios and other courses with specialized resource needs. The dean will work with department chairs, the provost's office and the Vice President for Finance and Management to seek SUNY approval for these fees.

The school plans to take full advantage of Curriculog™, an online curriculum management system which we expect to be implemented during next year. The goal is more efficiency in the curriculum change process, more transparency, and less wasted paper.

VII. Appendices

Table 1A: 20 Year History of Degrees Granted (OIRA)

Table 1B: Fall 2011 Faculty Workload (OIRA)

Table 2A: Faculty Publications

Table 2B: Faculty Presentations

Table 3A: Grant Proposal Submissions

Table 3B: New Grant Awards

Table 3C: Active Grant Awards

Table 4: School of Arts and Sciences End of Year Statistics

Table 5A: Faculty Service

Departmental and Individual Faculty Reports