

To: Case Western Reserve University Community

From: Kimberly Emmons, Associate Professor of English & Chair, Provost's Commission on the Undergraduate Experience (CUE)

Date: March 14, 2017

RE: CUE Progress Report

In January 2016, the Provost's Commission on the Undergraduate Experience (CUE) was established to assess and enhance the undergraduate experience at CWRU. As the first such endeavor since 2001, the CUE represents an important opportunity to shape the educational environment on our campus for the next several decades.

Since our last Progress Report (dated October 7, 2016, and available online: <http://case.edu/provost/cue>), the CUE has:

- Reviewed the recommendations submitted by the consultants hired to help us understand CWRU's position in the landscape of higher education;
- Continued to collect and assess existing campus data and to identify national models for undergraduate education;
- Formed five Thinking Groups, which are working intensively this semester.; and,
- Created an online discussion forum for students interested in the work of the CUE.

In the next several months, the CUE will receive recommendations from its Thinking Groups (due in May 2017) and begin drafting a final set of recommendations intended to enhance the undergraduate experience at CWRU (which we intend to share with the campus community this fall).

Feedback from campus community members is always welcome. If you would like to speak with me (or other members of the CUE), please reach out. Contact information (including a means for scheduling appointments electronically) can be found on my faculty web site: <http://casfaculty.case.edu/kimberly-emmons/cue/>.

On behalf of the CUE, I am pleased to share the attached documents with the CWRU community:

- CUE Progress Report (March 10, 2017)
- Goals for the Undergraduate Experience (last revised February 22, 2017)
- CUE Thinking Groups (overview of charges & contact information)

Provost's Commission on the Undergraduate Experience (CUE)
Progress Report – March 14, 2017

The full CUE continues to meet monthly. In Fall 2016, these meetings were devoted largely to responding to campus input and to working with educational consultants (Art & Science Group, LLC), who conducted an institutional strategy study for the university. In Spring 2017, the CUE's monthly meetings will continue to focus on supporting and responding to the work of the Thinking Groups (see next sections).

The Chair of the CUE (Prof. Kimberly Emmons) continues to hold office hours for anyone in the CWRU community. Times and locations are available online, as well as periodic updates on the progress of the CUE: <http://casfaculty.case.edu/kimberly-emmons/cue/>.

Based on the initial charge to the CUE, we offer the following updates on our progress.

Milestones (drafted January 2016)	Progress (as of March 2017)
Appoint Chair; finalize charge; school meetings	Completed
Identify CWRU's philosophy of undergraduate education	Draft 1 – Oct 2016 Revised – Feb 2017 (see attachment)
Institutional Strategy Study (Art & Science Group, LLC)	Completed; Presented to CUE, President's Council, and School/College Leadership Teams – Nov 2016
5 Thinking Groups Formed: GER, Pedagogy, Advising & Mentoring, Experiential Learning, Campus Culture & Environment	Completed (see attachment)
Assess the potential for a uniform GER	Ongoing – GER Thinking Group (Sp 17)
Evaluate status of SAGES within GER	Ongoing – GER TG (Sp 17)
Assess structural and pedagogical strategies for enhancing the undergraduate experience	Ongoing – Pedagogy TG (Sp 17)
Evaluate current and future advising & mentoring models	Ongoing – Advising & Mentoring TG (Sp 17)
Evaluate experiential learning's role in undergraduate experience	Ongoing – Experiential learning TG (Sp 17)
Evaluate & identify opportunities for enhancing campus climate & environment	Ongoing – Campus Culture & Environment TG (Sp 17)
TGs submit recommendations to CUE	Projected Completion – May 2017
Initial strategy for enhancing the undergraduate experience	Ongoing – Full CUE (Sp/Su 17)
CUE Responds to TG Recommendations	Projected – Summer 2017
Draft Final Recommendations from CUE	Projected – Fall 2017
Proposals submitted to faculty governance & administration	Projected – AY 17-18

Initial Review of the Undergraduate Experience at CWRU

The undergraduate experience at CWRU was last reviewed more than fifteen years ago (see the first progress report from the CUE, dated October 7, 2016). In the intervening years, both CWRU and higher education (nationally and internationally) have changed significantly. To understand these changes and to craft a vision for the future at our university, the CUE has collected data from a variety of sources.

From January through August 2016, a group of educational consultants (Art & Science Group, LLC) conducted an institutional strategy study for CWRU. The purpose of this study was to determine how the university is positioned in the decision-making processes of prospective students and to identify strategies to strengthen the undergraduate experience for the future.

The consultants concluded that CWRU should **redefine** itself as a place that provides an experience that is **pragmatic, personalized, and socially engaged** and that offers a broad spectrum of opportunities to students. To achieve this vision, they provided the following recommendations:

- CWRU should move its institutional identity more toward the comprehensive side of the comprehensive/STEM-Intensive continuum, with a distinctively pragmatic character.
- CWRU should offer undergraduates an experience that intentionally integrates their academic and career aspirations.
- CWRU should strengthen connections between academic and co-curricular experiences.
- CWRU should improve campus ethos to create a more vibrant and socially-engaged culture.

The CUE has considered the full report from the consultants, collected evidence from our own institutional research efforts, and examined national trends in higher education. Our analysis is ongoing, and it will include additional input from the campus community.

Update: Goals for the Undergraduate Experience

In its first semester (Spring 2016), the CUE noted that no single document articulated the primary goals for the undergraduate experience at CWRU. Such a document, we felt, was necessary to ensure campus alignment and to ground the final recommendations we as a campus community will develop. The first draft of such a document was released for comment in October 2016. An online feedback form, multiple campus-wide open forum discussions, and individual conversations with staff, students, and faculty provided the CUE with invaluable feedback on that draft.

Over winter 2016-17, the CUE revised its draft, now titled “Goals for the Undergraduate Experience,” to affirm our core values for the undergraduate experience at CWRU and to describe the skills we deem necessary to prepare undergraduates for their futures after graduation. This document was distributed to each of the CUE Thinking Groups as they began their work this semester.

The current draft (dated February 22, 2017) is attached to this progress report. The CUE believes this to be a “living document,” and we welcome comments or suggestions on how to improve it (address email to pcue@case.edu).

Update: CUE Thinking Groups

The CUE has established five Thinking Groups to begin the work of assessing current practices and recommending changes to CWRU’s undergraduate experience.

- The **GER Thinking Group** is charged with assessing the current undergraduate curriculum and making recommendations for the university’s approach to general education.
- The **Pedagogy Thinking Group** is charged with identifying best practices for delivering undergraduate education, focusing in particular on innovative educational practices.
- The **Undergraduate Advising & Mentoring Thinking Group** is charged with making proposals for the future of undergraduate advising and mentoring.
- The **Experiential Learning Thinking Group** is charged with assessing the current status and making proposals for the future of experiential learning activities at CWRU.
- The **Campus Culture & Environment Thinking Group** is charged with considering questions of inclusion and diversity, campus climate, student time commitments, wellness, and school spirit.

CUE Thinking Groups have each hired a graduate assistant, who is providing administrative and research support specific to the charges of each group. In addition, the CUE has hired two research interns from the Baldwin Wallace University MA program in Leadership in Higher Education to pursue a variety of benchmarking and research projects. Finally, a Google Discussion List, the CUE Undergraduate Advisory Group, has been established to increase student involvement with the activities of the CUE. This list currently has thirty-six members. Students interested in joining the CUE Undergraduate Advisory Group should email pcue@case.edu to be added to the list. For more information, please see: <http://casfaculty.case.edu/kimberly-emmons/cue/>.

The CUE Thinking Groups are described in more detail in the document entitled “CUE Thinking Groups – Spring 2017,” which is attached to this progress report. This document also lists contact information for each of the Co-Chairs of the Thinking Groups.

Attachments

- “Goals for the Undergraduate Experience at CWRU” (February 22, 2017)
- “CUE Thinking Groups – Spring 2017” (March 9, 2017)

Provost's Commission on the Undergraduate Experience (CUE)
Goals for the Undergraduate Experience at CWRU
February 22, 2017

CWRU undergraduates will gain the knowledge, skills, and confidence necessary to address currently unimagined challenges with intellectual rigor, creativity, and integrity. They will achieve distinction as intellectual, professional, and community leaders in a world defined by rapid change and increasing interdependence.

Our undergraduate experience will be designed to celebrate CWRU's comprehensive academic offerings, to collaborate meaningfully with the institutions and communities that the campus encompasses, and to enable deeply-engaged and goal-oriented students to connect their academic and co-curricular interests with their long-term ambitions.

As a campus community, we will hold ourselves responsible for challenging each other intellectually and for supporting the free and lively exchange of ideas. We will continue to commit ourselves to diversity and inclusion in their broadest definitions and to promote academic and intellectual freedom within an environment of mutual respect and tolerance. We will design our undergraduate experience to encourage students to examine questions from multiple perspectives, to acquire and apply knowledge in a variety of settings, and to engage responsibly with a wide range of ideas.

CWRU graduates will have the disposition and the tools to learn, to grow, to thrive, and to make the world better. They will be prepared not only for their future careers, but also for leadership roles as engaged citizens of local, national, and international communities. As alumni, they will enrich the university as mentors, advocates, and exemplars of the value of a CWRU education.

To meet these goals, CWRU will offer curricular and co-curricular initiatives that foster:

- **Broad academic engagement**, which includes familiarity with the questions, methods, and knowledge generated within diverse disciplines;
- **Cultural awareness**, which includes understanding the contexts, structures, and values of local, national, and global societies;
- **Critical thinking**, which includes the ability to discover, analyze, and evaluate information presented in a variety of forms (e.g., numerical, rhetorical, visual, textual, and historical information);
- **Problem-solving**, which includes the ability to combine and apply knowledge from a range of disciplines, to engage responsibly with the contexts that define the problem, and to design and advocate for innovative solutions;
- **Effective communication**, which is responsive to varied contexts and diverse audiences and which includes facility with multiple modes (e.g., oral, written, visual, digital, and/or multi-modal);
- **Self-knowledge**, which includes an understanding of the implications of personal values and ways of reasoning, sustained attention to emotional health and physical well-being, and personal integrity and accountability;
- **Collaboration**, which includes the ability to work effectively and ethically with individuals who possess different expertise, experiences, and viewpoints; and,
- **Disciplinary inquiry**, which includes developing field-specific knowledge and skills.

CUE Thinking Groups – Spring 2017

March 9, 2017

The Provost's Commission on the Undergraduate Experience (CUE) has formed Thinking Groups to perform focused studies and provide recommendations in areas perceived to be critical to advancing CWRU's undergraduate experience. Members for each group were selected by the Provost with input from the Deans. These groups will work intensively in the spring semester and report their findings & recommendations to the CUE by May 2017. If necessary, additional members, sub-groups and/or revisions to groups' timelines will be arranged as the process continues.

All members of the CWRU community are welcome to share their thoughts on the work of the CUE and/or any of its Thinking Groups. The following contact information is provided to facilitate such communication:

Kimberly Emmons, Chair of the CUE

Office Hours & Documents: <http://casfaculty.case.edu/kimberly-emmons/cue/>

Email: kimberly.emmons@case.edu; Phone: 368-6924

GER Thinking Group

Co-Chairs: Lee Thompson (lee.thompson@case.edu) and Marc Buchner (marc.buchner@case.edu)

Pedagogy Thinking Group

Co-Chairs: Blanton Tolbert (blanton.tolbert@case.edu) and Irena Kenneley (irena.kenneley@case.edu)

Advising & Mentoring Thinking Group

Co-Chairs: Frank Merat (frank.merat@case.edu) and Kathleen Horvath (kathleen.horvath@case.edu)

Experiential Learning Thinking Group

Co-Chairs: Jerrold Scott (jerrold.scott@case.edu) and Jennifer Johnson (jennifer.johnson@case.edu)

Campus Culture & Environment Thinking Group

Co-Chairs: Hope Barkoukis (hope.barkoukis@case.edu) and Timothy Beal (timothy.beal@case.edu)

The Thinking Groups will use the "Goals for the Undergraduate Experience at CWRU" document as an articulation of the University's goals and aspirations for its undergraduate educational experience. The collected materials from each Thinking Group will be shared with the CUE and used to inform its final report to the University community. The CUE expects to begin considering the recommendations of the Thinking Groups in Summer 2017 and to prepare a final report in parallel with submitting specific proposals and implementation plans to faculty governance processes and administrative structures, during AY 2017-18.

Provost's Commission on the Undergraduate Experience (CUE)

The **Provost's Commission on the Undergraduate Experience (CUE)** will develop proposals, creative within the context of the university, for advancing the quality and excellence of CWRU's academic offerings and undergraduate student experience. Members of the CUE will include faculty members from the CAS, CSE, Nursing, WSOM and the School of Medicine along with selected senior administrators. Faculty members serving on this Commission are selected by the Provost with input from the Deans; they are expected to adopt a university perspective in their work on the CUE.

Membership:

Kimberly Emmons, Chair	Frank Merat
Hope Barkoukis	Jerrold Scott
Amy Bieda	Louis Stark
Richard Bischoff	Lee Thompson
David Fleshler	Blanton Tolbert
Robin Dubin	Nishant Uppal
Donald Feke	Jeffrey Wolcowitz
Prince Ghosh	Victoria Wright
Daniel Lacks	

GER Thinking Group

The **GER Thinking Group** is charged with assessing how well the current undergraduate curriculum meets the University's goals and aspirations. This group will focus primarily on the current General Education Requirements (GERs) of the University and those portions of the disciplinary curricula that are meant to provide breadth within the undergraduate experience. The final recommendations of this group will include identifying elements of the GER/curriculum that are working well (and therefore should be kept) and those that are flawed in their implementation (and therefore should be modified).

Membership:

Marc Buchner, Co-Chair	Evanne Juratovac
Lee Thompson, Co-Chair	Peter Knox
Hari Baskaran	David Rothenberg
Karen Beckwith	Beverly Saylor
Jennifer Carter	Tiffany Welch

Note: *this Thinking Group has been initially constituted with nominees from each of the school/college Deans. As the conversations about curriculum advance toward specific recommendations, student and administrative members will be added.*

Pedagogy Thinking Group

The Pedagogy Thinking Group is charged with identifying best practices for delivering undergraduate education, focusing in particular on innovative educational practices that are congruent with the University's goals and aspirations. The final recommendations of this group will include conclusions about educational models, academic calendar & scheduling structures, and assessment practices best-suited to CWRU for developing the qualities we seek in our graduates.

Membership:

Irena Kenneley, Co-Chair	Tracey Messer
Blanton Tolbert, Co-Chair	Chris Mihos
Timothy Black	Karen Potter
Evren Cavusoglu	Kurt Rhoads
Chris Flint	Sree Sreenath

***Note:** this Thinking Group has been initially constituted with nominees from each of the school/college Deans. As the conversations about pedagogy advance toward specific recommendations, student and administrative members will be added.*

Undergraduate Advising & Mentoring Thinking Group

The **Undergraduate Advising & Mentoring Thinking Group** is charged with using available assessment data about the current status of advising/mentoring on campus and making proposals for the future of undergraduate advising at CWRU, as it should be configured to meet the University's goals and aspirations. This includes examining the structures and practices of academic advising, career and post-college planning, and other forms of mentoring/advising of undergraduate students (with consideration of the numbers of students in particular programs).

Membership:

Kathleen Horvath, Co-Chair	Jim Hurley
Frank Merat, Co-Chair	Michael Mason
Marc Bouchet	Tom Matthews
Donna Davis Reddix	William Oldham
Debbie Fatica	Maryjo Prince-Paul
Don Feke	Roger Quinn
Roger French	John Ruhl
Alberto Gonzalez	Robert Spadoni
Brian Gran	

Experiential Learning Thinking Group

The **Experiential Learning Thinking Group** is charged with assessing the current status and making proposals for the future of experiential learning activities at CWRU, as those activities support the University's goals and aspirations. This group will consider the wide variety of experiential learning activities our students pursue (for example: research & creative activity, service learning, community engagement, international experiences, co-ops, internships & practicum experiences). It will make recommendations about whether and how those activities should be integrated into the academic and co-curricular programs of CWRU undergraduates.

Membership:

Jennifer Johnson, Co-Chair	Drew Poppleton
Jerrold Scott, Co-Chair	Andrew Rollins
Rebecca Benard	Catherine Scallen
Malcolm Cooke	Peter Shulman
Nancy Dilulio	Molly Watkins
Robert Greene	Gary Wnek
Divya Manocharan	Elizabeth Zimmerman
Timothy Nicholas	
Sheila Pedigo	

Campus Culture & Environment Thinking Group

The **Campus Culture & Environment Thinking Group** is charged with identifying strengths and making recommendations to address weaknesses and exploit opportunities in the current campus culture and community environment. This group will consider questions of inclusion and diversity, campus climate, student workload and time commitments, wellness, and school spirit.

Membership:

Hope Barkoukis, Co-Chair	Amanda McCarthy
Tim Beal, Co-Chair	Jennifer McCarthy
Amy Backus	Beth McGee
Colleen Barker-Williamson	Megan Miller
Jeff Capadona	Garretson Oester
Janice Gerda	John Protasiewicz
Caroline Gray	Mohan Sankaran
Teona Griggs	David Schiraldi
Christopher Jones	Ashley Schuett
Kathryn Lavelle	Lilly Tesfai
Edwin Mayes	