



**Provost's Annual Report  
AY 2007-2008**

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## **PROVOST'S ANNUAL REPORT: AY 2007-2008**

### **TABLE OF CONTENTS**

<b>I.</b>	<b>INTRODUCTION</b>	<b>1</b>
<b>II.</b>	<b>OVERVIEW</b>	<b>3</b>
<b>III.</b>	<b>PROGRESS TOWARD UNIVERSITY GOALS</b>	<b>9</b>
	<b>Campaign</b>	
	<b>Retention</b>	
	<b>Communications/Technology</b>	
	<b>Diversity</b>	
	<b>Global Outreach</b>	
<b>IV.</b>	<b>UNIT HIGHLIGHTS, INDIVIDUAL ACHIEVEMENTS, AND OTHER DEVELOPMENTS</b>	<b>39</b>
	<b>Academic Units and Offices</b>	
	<b>Faculty and Student Achievements</b>	
	<b>Other Developments</b>	



## I. INTRODUCTION

Academic Year 2007-08 goals for the university were set in late summer 2007. The interim provost (“provost”), in consultation with the president, the deans, and other major unit heads, set objectives for the academic affairs division to advance these institutional goals. A summary of the state of academic affairs is given in the second section (II) of this report. The actions taken by the provost to advance the major goals for academic affairs, and the degree to which they were achieved during the year, are summarized in the third (III) section of this report. The fourth (IV) section presents highlights from each academic unit along with other notable faculty and student achievements, as well as other significant developments. Annual reports of the colleges, schools, and units that comprise the academic affairs area are available under separate cover.



AU students perform a skit about strategic planning during the provost’s annual address to the faculty



## II. OVERVIEW

This annual report describes the considerable success in enrollment management, new program initiatives, faculty accomplishments, and other university-wide academic activities and developments of the past academic year. American University made tremendous advancements in support of its specific goals for the year and more broadly to promote its compelling academic mission. While this section presents many of those highlights, the following path-breaking achievements should be noted at the outset.

- The entering freshman class is projected to be more than 12% above the fall 2008 class target, the largest in the history of the university, with considerable increase in multicultural and international diversity.
- First-to-second year retention currently is just over 90%, surpassing by more than three percentage points this year's target rate of 87%.
- The university obtained a record sum of external funding for sponsored research, administering almost \$21 million in awards in FY 2008. This is more than triple the FY00 level, the year that OSP was reorganized.
- A record number of AU students received nationally competitive scholarships and studied abroad.
- New funding initiatives were developed for undergraduate research, international travel for faculty and venture capital projects
- Summer 2007 enrollments exceeded budget by 3.2%, and gross tuition revenues for FY 2008 exceeded budget.
- Average teaching load for tenured/tenure track faculty was reduced and plans were put in place for four course loads in almost every academic unit for AY08-09.
- Ground was broken for the new SIS Building and the expansion of the Kogod School Building is well underway.
- The First Year Learning Communities Project significantly expanded its programming and will substantially increase undergraduate participation in learning communities.
- Five faculty received lifetime achievement awards and tracking of faculty scholarship shows increases in every category of output.
- Important technology innovations were developed (such as the online freshman guide and the online waitlist) that will improve student service and help optimize resource allocation.

Much more detail is provided in the individual reports of the schools and colleges and other units in academic affairs. Despite the length of this report, it presents merely the highlights of very successful year.

### *Faculty Teaching, Scholarship, and Service*

With the dramatic improvement in faculty quality over the past decade, we continue to see great strength in all aspects of faculty work—teaching, scholarship, and service. Significant progress continues in the use of technology and other innovations in teaching, in the level of faculty scholarship, and in the vibrancy of student-related service.

The faculty continued to **achieve recognition in a wide variety of venues**. In 2007, 92 faculty published books, monographs and government reports; 127 published book chapters and papers published from conference proceedings; 171 published refereed journal articles; and 51 faculty published poems, stories, and plays, produced films, or were featured as performers and artists in venues within the United States and abroad. One hundred fifty-one (151) faculty members served on editorial boards; 49 served on juries or award selection committees. These numbers represent an increase in every category over 2006. Our faculty's advice and expertise is sought all over the world. Members of the AU faculty were awarded Fulbright or other fellowships; they received prestigious appointments; they received prizes for their books, articles, and dissertations; and they were elected to leadership roles in their professional associations and were otherwise honored by their professions.

The university honored exceptional faculty at the 2008 Faculty Recognition Dinner, including this year's **Scholar-Teacher of the Year**, Professor Daniel Dreisbach a professor of justice, law, and society and a leading authority on issues of church-state relations in both academia and the public sphere. Professor Dreisbach also received one of the two Presidential Research Fellowships awarded for AY 2008-2009, the other fellowship recipient being Professor Dolores Koenig (CAS), and several AU faculty received lifetime achievement awards for accomplishments across their careers, including Richard Bennett (SPA), John Douglass (SOC), Robert Durant (SPA), Claudio Grossman (WCL), and Teresa Larkin (CAS). Their specific recognitions are listed in the Faculty Achievements section of this report.



**Professor Daniel Dreisbach**

### *New Faculty Hires*

The university continued to recruit and hire exceptionally talented new faculty. Nearly 50% of the new hires who will begin in fall 2008 come from graduate programs at **highly regarded institutions** such as Harvard, Yale, MIT, Stanford, Johns Hopkins, UC Berkeley, Cornell, Columbia, University of Pennsylvania, Duke, University of Southern California, Penn State, and Indiana University. Out of 36 new hires, eight (22%) were minorities and 18 (51%) were women; three were hired at the Associate rank and two at the rank of Professor.

### *Academic Programs*

New and distinctive academic programs were developed, including an expansion of the highly successful University College pilot to a **new First Year Learning Communities**



**Project** starting in fall 2008, and the creation of new **interdisciplinary, cross-unit degree programs, an online certificate program, and other innovative programs. Distance learning and study abroad** programs continued to expand and flourish.

#### *Student Merit Recognition*

For AY 2007-2008, AU had two **Harry S. Truman Scholars** (the fourth year in a row that AU has had Truman Scholars and the third time in AU history that the university has had two winners in one year), one **Jack Kent Cooke Foundation Graduate Scholar**, four **Fulbright Scholars**, six **NSEP/Boren Scholars and Fellows**, 36 **Presidential Management Fellows**

(ranking third in the nation for this competition), three **Morris K. Udall Scholars**, three **Killam Fellows**, one **National Science Foundation Graduate Research Fellow**, one **Pickering Foreign Affairs Fellow**, and 16 **Critical Language Scholars**.



**Udall Fellows**

#### *External Recognitions*

The university received much favorable external recognition in AY 2007-2008. *US News & World Report* ranked the university 85<sup>th</sup>, with top rankings for the Washington College of Law (now ranked 47<sup>th</sup>), as well as several of its programs such as the Clinical Training Program (ranked 2<sup>nd</sup>) and International Law (5<sup>th</sup>). The School of Public Affairs was also noted (now ranked 14<sup>th</sup>), and in particular its public administration program (ranked 6<sup>th</sup>). The Peace Corps' List of Top Colleges and Universities (2008) ranks AU 7<sup>th</sup> and the Center for College Affordability & Productivity ranked AU 59<sup>th</sup> out of all national universities. The 2007 Wall Street Journal/Harris Interactive ranked the Kogod Business School 36<sup>th</sup> in Regional Rankings of Business Schools. And *The Hollywood Reporter* named The School of Communication's Film and Media Arts program one of the top 12 in the nation.

#### *Enrollment and Retention*

This past year, the academic division achieved **unprecedented success in undergraduate recruitment and retention**. Currently, the entering **freshman class** is projected to be more than 12% above the fall 2008 class target, and the Washington Mentorship group is expected to be about 50% larger than last year's cohort. The freshman enrollment deposits were the largest in AU history. For the first time in recent memory, the university had to cut off new deposits at 11:59 pm on May 1. The conversion rate increased to 20.1%, up from 15.8% the previous year. Deposits from multicultural freshmen increased by 33% as compared to last year; and deposits from international students (those requiring a visa to study in the United States) increased 85% from last year. The overall academic profile of the projected freshman class is an average 3.8 GPA and SAT average of 1266.

At the same time that we boosted undergraduate enrollment for 2008, through significant initiatives described later in this report, we also **achieved a stunning increase in the first-to-second year retention rate** for the fall 2007 freshman class, currently at 90%, surpassing by three percentage points this year's target rate of 87%.

Concerning **graduate enrollment**, entering qualifications of our incoming **graduate students** have continued to improve (details are provided in the graduate enrollment section of this report). And the size of the graduate student classes entering in fall 2008 is also expected to increase slightly from last year.

### *Capital Campaign*

Fundraising efforts by the academic units continued again at a strong pace. In FY 2008, the schools, colleges, and the University Library advanced their campaigns by **\$14,425,916** with new gifts and pledges, and brought in **\$7,456,537** in cash from new gifts, pledge payments, and matching gifts. Included in this total, the budget relieving annual funds at the schools and colleges (Deans' Funds) and University Library brought in **\$1,215,634**, representing a solid 11.5% increase from FY 2007. Other central programs generated more than **\$3,475,918** in campaign growth.

### *Facilities*

The growth and improvement of its academic facilities manifests the university's increasing academic excellence. The **expansion of the Kogod School of Business** is well underway, as is construction on the new **SIS Building**, which promises to be a Gold LEED-certified structure. Other significant improvements to academic facilities were made in the **Library**, faculty office spaces in the **Sports Center Annex**, labs in **Hurst Hall**, and renovations to the **Admissions Welcome Center** and presentation room in **Katzen**.

### *Budget*

For the first time in many years, we met and exceeded summer budget targets in 2007. This can be attributed to a number of changes strategically designed to improve summer enrollment: keeping summer tuition rates the same as 2006, packaging tuition and housing with a substantial discount, keeping distance education course tuition well below regular course rates and expanding programming, limiting the number of courses students can take outside AU and eliminating transfer credit from two-year institutions after enrolling in AU.

Graduate enrollment and institute revenue was also strong, more than compensating for the smaller than expected freshman class of 2007. Total gross revenues for all academic divisions combined exceeded budget targets for FY08.

### *Other Major Developments*

Following is a **selection** of other major developments, among many, this past year:

- The university obtained a **record sum of external funding for sponsored research**, administering \$20,742,399 in awards in FY 2008, a one-year increase of 42% and an increase of 11% over the previous record in FY 2006.

- The newly formed **Undergraduate Experience Council**, co-chaired by the dean of academic affairs and the dean of students, contributed to the historic increase in the university's first-to-second year undergraduate retention rate.
- The **International Faculty Travel Award** program was initiated with awards made to nine faculty.
- The newly created **Venture Capital/Seed Money** initiative funded three outstanding proposals.
- A new **undergraduate research initiative** to promote this important work provided funds for 40 applications to undergraduate students.
- The Department of Public Administration and Policy received a laudatory report from the **reaccreditation site visit team** of the National Association of School of Public Affairs and Administration.
- The university's **Strategic Planning Steering Committee**, chaired by Kogod Professor William DeLone, includes faculty and staff from across the academic division who are helping to guide this major enterprise that is engaging the entire university in determining our priorities for the future.
- Many senior staff from the academic division continued to play **significant roles in support of the major redesign of the university's Web site.**



### III. PROGRESS TOWARD UNIVERSITY GOALS

**University Goal:** *CAMPAIGN*

**Provost Goal:** *The leadership of the units that comprise academic affairs will further specify the Campaign goals for their areas and set and achieve objectives for AY2007-2008 in the areas of fundraising and alumni development in collaboration and agreement with the senior director of development.*

Fundraising efforts by the academic units continued at a strong pace. In FY 2008 the schools, colleges, and the University Library advanced their campaigns by **\$14,425,916** with new gifts and pledges, and brought in **\$7,456,537** in cash from new gifts, pledge payments, and matching gifts. Included in this total, the budget relieving annual funds at the schools and colleges (Deans' Funds) and University Library brought in **\$1,215,634**, representing a solid 11.5% increase from FY 2007. Other central programs generated more than **\$3,475,918** in campaign growth.

The deans continued aggressive travel and visit schedules, expanding their outreach to prospective donors throughout the country. Their efforts and those of the units' energetic development staffs produced the substantial support for the campaign identified above. Following are some highlights from their efforts this past year. The **College of Arts and Sciences** received major gifts to the AU Museum, the Center for Israel Studies, and funds for scholarships. The **Kogod School of Business** has more than doubled its number of \$1,000+ gifts over the past three fiscal years. The **School of Communication** increased cash donations over the previous fiscal year by 29%. The **School of International Service** more than doubled its annual fund donations over the previous fiscal year. Alumni giving to the **School of Public Affairs** increased by 34% over the previous year. A record number of alumni gifts were made to the **Washington College of Law** during FY 2008, which resulted in an alumni participation rate of 20%. The **University Library** held its first-ever corporate-sponsored fundraising event, which doubled the results from an event the previous year. And building upon a relationship originally developed by the Office of Sponsored Programs with the Osher Lifelong Learning Institute (OLLI), the university partnered with OLLI in a venture that resulted in OLLI receiving a \$1 million endowment grant from the Bernard Osher Foundation that the **Provost's Office** will manage.



**Library Fundraiser at Crate & Barrel**

Major building projects for new academic facilities are well underway. Although delayed for a time by the DC permitting process, significant headway is being made on the

**expansion of the Kogod School of Business**, which includes some new changes to the facility, such as a behavioral research lab for faculty experiments, a mini-computer lab, and a space for career development purposes. Construction on the new **SIS Building**, which promises to be a Gold LEED-certified structure, was initiated on March 20 after delays in receiving the permit postponed the start date six months.

With much of the *AnewAU* campaign dedicated to academic needs, the deans of the schools and colleges and the university librarian continue to work closely with the development leadership in pursuing their unit's objectives for fundraising and alumni/friend development. The campaign goals continue to be considered matters of the highest priority.

**University Goal:**            ***RETENTION***

**Provost Goal:**            *The Office of the Provost and the units reporting to the provost will promote retention through the following specific goals:*

**Goal:**                    *Develop a comprehensive retention plan that takes into account the recommendations of the Retention Working Group.*

The academic affairs division marshaled many initiatives to improve first-to-second-year retention and achieved tremendous success through these strategic efforts. In response to the recommendations of the Retention Working Group, the provost reached out to the vice president of campus life to establish jointly the **Undergraduate Experience Council (UEC)**, designating as co-chairs the dean of academic affairs and the dean of students. The UEC adopted a highly effective working structure based upon three sub-groups, each co-chaired by one representative from academic affairs and campus life. The UEC's sub-groups focused on three broad priorities of retention: 1) identifying students at risk (particularly first year students) and implementing intervention strategies to assist them; 2) identifying and implementing strategies to improve the living and learning environments with particular attention to understanding why students transfer; and 3) identifying and addressing the administrative barriers that compromise the quality of daily student life. As part of its broad and ambitious agenda, the UEC conducted an extensive data analysis to identify indicators that would profile likelihood of retention; conversed systematically with many different groups of students to obtain qualitative information and insights; and gathered external benchmarks and best practices through research and participation in first-year experience and retention conferences.

In addition to the UEC's efforts, each academic unit and other offices undertook significant initiatives toward improving retention. Following is a selection of these efforts:

- The **College of Arts and Sciences** refined its new student orientation activities through collaboration with campus life programs and intensified activities for undeclared students. Academic advisors monitored the adjustment to AU of all new freshmen through individual conferences and targeted group activities.
- The **Kogod School of Business** developed a plan in conjunction with the AU Career Center to transition undergraduate career services to Kogod for fall 2008; developed a new student-centered scheduling process for undergraduate and

graduate students that maximizes faculty flexibility; and implemented a series of important initiatives to increase K-Lab's role as a valued "umbrella" for co-curricular and leadership programming at both the undergraduate and graduate levels, including changes to the Gartenhaus Case Competition which resulted in a 78% increase in participation.

- The **School of Communication** enhanced its advising services, including launching an advising newsletter and expanding walk-in hours; increased from 22 to 33 its student Ambassadors; and conducted special sessions for Weekend MA students on issues related to student success and AU services.
- The **School of International Service's** dean personally conducted interviews with students expressing a desire to transfer and the school revamped its first semester Freshman Gateway to facilitate more engagement with both SIS faculty and Washington, DC; SIS's undergraduate honors society—Sigma Iota Rho—was relaunched; and undergraduate advisors developed a new advising manual to ensure more accurate and efficient student service.
- The **School of Public Affairs** completed a program review of its Leadership Program and improved the processes and opportunities for students to meet with academic advisors. And as part of the initiatives to increase personal engagement with new students, the school is sending this fall's incoming class of freshmen a book by an SPA professor.
- **The University Library** launched its 24 hour/5 days a week schedule—an initiative that opens the library to more than 200 students on average after midnight and provides late night student-centered services and programming, which data confirm has been a huge success for student satisfaction. The Library promoted a strong sense of student and faculty engagement through focused marketing and outreach activities. Library instructors increased their class sessions by 8% over last year, many of which are directly involved with first year programs such as College Writing, General Education courses, and the University College. The Library also upgraded furniture and facilities. In recognition of the Library's work in support of students, the Student Government honored the University Librarian with its "Best in Business" award for "creating a student centered institution by developing a welcoming and inviting library."
- **The Career Center** augmented its well established Early Identification Program (EIP) for academically outstanding sophomores, which has proven to be a strong feeder for AU scholarship applicants, by adding new small group advising sessions in which 70% of all EIP students participated.
- The **Office of Institutional Research and Assessment** devoted considerable additional time this year to retention analysis, emphasizing three areas: 1) providing retention information in new ways and to a wider set of units on campus; 2) tracking and understanding why students leave AU; and 3) creating strategies to identify students at risk of leaving so that intervention is possible.

**Goal:** *Set a target retention rate of 87% for the freshman to sophomore class.*

Among the many positive outcomes from our retention efforts this past year, the most notable is the **stunning increase in the first-to-second year retention rate**. The

previous institutional high for that rate was 89.1% in fall 2005 (for the fall 2004 freshman class). That figure declined the next two years to rates similar to those of 2001, 2002, and 2003 (hovering around 86% and 87%). Currently, **the retention rate for the fall 2007 freshman class is just over 90%**, surpassing by more than three percentage points this year's target rate of 87% (and as detailed below, the retention rates for University College and Honors students has also increased). Research on retention reveals that once institutions reach the 80<sup>th</sup> percentile and above, increases in retention of even a single percent are very difficult to achieve, as solutions shift from structural to highly individual in nature.

**Goal:** *Continue to emphasize academic excellence in all endeavors in order to attract outstanding faculty and students.*

Academic excellence is a core institutional value, and the schools, colleges and offices across the academic division maintained and advanced this priority in all their endeavors. The sections below represent key ways that we promoted academic excellence, especially in relation to attracting and supporting outstanding faculty and students.

#### *Hiring and Retention of the Faculty*

Standards for new appointments to the faculty, reappointment, and tenure continued to be maintained and raised during AY 2007-2008. Hiring and retaining excellent faculty depends on various factors including starting salary, which increased at the assistant professor rank. Our investment in junior faculty continues to grow, and the quality of the new faculty remains high. Nearly 50% of this year's new hires come from graduate programs in Ivy League or comparable institutions. Other institutions, including state universities, are ranked among the best in the discipline. The diversity section of this report (below) includes further discussion on the hiring and qualifications of the new faculty. We continued to be more flexible in hiring new faculty by making more appointments at senior ranks and by awarding more years of credit towards tenure. Of the new hires for fall 2008, three were hired at the associate rank and two were hired at the full professor rank.

Substantial progress was also made on the **reduced teaching loads**. In AY2007-2008, the average teaching load for tenured faculty was 3.71, down from 3.88 and 3.96 in AY2006-2007 and AY2005-2006 respectively. There was a similar decline for tenure track faculty. For all tenure line faculty the average teaching load was 3.83, down from 3.94 the previous year. Next year should see even more substantial declines in average teaching load. The provost worked with the deans of the College of Arts and Sciences and the School of International Service to develop plans to have all scholarly productive faculty on four course loads in AY08-09. The business school and the School of Public Affairs have already made significant progress, especially for reducing course loads for tenure track faculty. The School of Communication has a more limited number of releases, consistent with teaching loads in the discipline.

The New Faculty Orientation and the continuing new faculty lunches hosted jointly by the dean of academic affairs and the Center for Teaching Excellence continue to receive high praise from participants (100% of questionnaire respondents would recommend orientation to all new faculty). In the debriefing of the AY2007-2008 new faculty cohort,



which is a typical exercise in the final new faculty luncheon, participants were satisfied with their first year experience at AU.

### *Sponsored Programs*

As expectations grow for increased procurement of outside funding, the **Office of Sponsored Programs** has enjoyed its most successful year to date in several respects. The office administered **a record \$20,742,399 in awards in FY 2008**, a one-year increase of 42% and an increase of 11% over the previous record in FY 2006. This represents more than a tripling of funding since FY00, when the faculty received \$6.4 million. In part, this stems from the redoubling of outreach, with the addition of a new staff member, a redesigned and promoted Web site, specific contacts with new faculty and faculty eligible for a junior faculty teaching release, and a series of workshops and presentations for schools and colleges including, for the first time, the University Library in anticipation of jointly delivering services to faculty.

Some highlights from sponsored research achievements this past year:

- The School of Communication has made major advances in attracting new support and in the conception of new centers. **The Knight Foundation's J-Lab: the Institute for Interactive Journalism** and its existing funding will move to AU this summer mid-grant with \$850,000, and the foundation has approved an additional grant of \$2.45 million to SOC which was awarded during the FY09 accounting period. J-Lab is the leading center of excellence for new media and citizen journalism.
- The College of Arts and Sciences' School of Education, Teaching and Health (SETH) received a \$1.8 million, multi-year grant this year for the **Transition to Teaching program**. SETH has also submitted a \$1.3 million proposal to the Math for America program in conjunction with the Carnegie Institution. The Center for Israeli Studies has received ongoing support from private foundations for the Visiting Professor in Israeli Studies.
- The School of Public Affairs received a significant award from the State Department's Middle East Partnership Initiative to conduct **an election exchange program for women from the Middle East and North Africa**; the project will be run jointly by the Center for Democracy and Election Management (CDEM) and the Women and Politics Institute (WPI).
- The Center for Global Peace, headed by SIS faculty member Abdul Aziz Said, received an additional \$2 million in funding from the State Department for their continued work on **human rights in Iraq**.

### *New Academic Programs*

New and distinctive academic programs were developed to continue our promotion of innovative **interdisciplinary, cross-unit degree programs**. And the university established the first graduate certificate (nutrition education) which may be taken online, as well as several other degree programs and certificates. The new programs that will start in AY 2008-2009 include the following:

- B.S. in Business and Music (KSB, jointly administered with CAS);
- M.S. in Finance (KSB), M.S. in Finance and Real Estate (KSB);
- Dual Degrees (SPA/WCL): J.D./M.P.A., J.D./M.P.P., L.L.M./M.P.A., L.L.M./M.P.P.;
- Minor in International Business (KSB);
- Graduate Certificates: Global Information Technology (KSB), IT Team Management in Global-Time (KSB), Business Analysis for IT Consulting (KSB), and Nutrition Education (School of Education, Teaching, and Health),



**Professor Nancy Snider helped develop the B.S. in Business and Music**

New centers that were established this past year include the **School of Communication's** Investigative Reporting Workshop, the **School of International Service's** Human Rights Council, and the **School of Public Affairs'** Center for Public Finance Research.

**Distance learning** and **study abroad** programs continued to expand and flourish. Discussions of these programs are in the sections below on distance learning and study abroad.

### *Policies on Combined B.A./M.A. Programs and Jointly Administered Degrees*

Last year the provost charged two working groups with cross-unit representation to review policies related to combined B.A./M.A. programs and jointly administered degrees. After considerable analysis and consultation, each committee generated a substantial report on their topic. The report of the **B.A./M.A. Working Group** included proposed changes to the Academic Regulations, which were approved by the Faculty Senate and the provost and will be implemented in AY 2008-2009. These changes should position the university to attract highly qualified students with the prospect of flexible bachelor's/master's programs. The **Jointly Administered Degrees Working Group** identified obstacles and incentives to developing these programs, and it proposed changes to the Academic Regulations, which have not been discussed yet through the Faculty Senate.

### *Academic Unit Activities*

The schools, colleges, and other units **developed new initiatives and amplified existing efforts in support of academic excellence.** Following is a **sample** of some of these activities (many other examples can be found throughout this report and in the individual unit reports):

- All six schools and colleges partnered in fall 2007 to present lectures, panels, and events in conjunction with the first complete U.S. showing of Paris-based Fernando Botero's paintings and drawings depicting the torture of prisoners at the Abu Ghraib prison in Iraq. The many programs and activities were arranged as part of the series, ***ART of CONFRONTation: Facing Human Rights.***
- The **Kogod School of Business** revised the Alan Meltzer CEO Leadership Speaker Series to bring high-quality, business leaders and executives to campus each semester.
- The **School of Communication** attracted the Knight Foundation's J-Lab: The Institute for Interactive Journalism to move to SOC (bringing more than \$3 million in grants from the Knight Foundation), and the school established the Investigative Reporting Workshop, led by MacArthur fellow Chuck Lewis, as a platform for ground-breaking, impact-producing, in-depth journalism.
- The **School of International Service** held a retreat of faculty, senior staff, and the provost to build on SIS's 2001-2006 strategic plan. This set the stage for a discussion of curricula reviews at the beginning of the school's 50<sup>th</sup> year.
- The **School of Public Affairs** Department of Public Administration and Policy completed its self-study report for reaccreditation of the MPA and MPP programs by the National Association of School of Public Affairs and Administration. The final report of the site visit team was laudatory toward the department and its program.
- Continuing its longstanding investment in hosting diverse conferences and lectures for its annual Founders' Celebration, the **Washington College of Law** sponsored 62 events and programs that attracted 5,103 registered attendees, with 421 distinguished speakers and experts from a variety of fields. Over 590 international and national organizations, including government departments, were represented either by speakers or attendees. A total of 123 other national and international law schools and universities were represented by both speakers and attendees.
- The **University Library** continued its focus on building the collection that meets the needs of students and faculty, moving forward in particular with a strategic print to digital migration of the collections. In support of this migration, the Library sponsored a Digital Futures Forum in March 2008 that brought the executive leadership of the international scholarly digital archive JSTOR to campus for a special program targeted to AU faculty.



Fernando Botero

**Goal:** *Coordinate more seamlessly and effectively the operations involved in supporting the start of the first-year experience, from admission through welcome weeks.*

The academic units and offices involved in supporting the start of the first-year undergraduate experience—from admission through orientation and welcome weeks—worked closely this past year to coordinate more seamlessly and effectively their operations relating to these activities. Following are examples of their efforts in these areas.

#### *Recruitment*

Undergraduate recruitment materials underwent a major redesign. Two of the **new publications received national recognition**: The viewbook was completely redesigned and distributed in summer 2007. It won top honors in the Student Viewbook category in the American Marketing Association's annual Admissions Advertising Awards competition; and the travel piece also received a merit award in that same competition. In preparation for major renovations to the Centennial Hall Welcome Center this summer, a temporary location for the center was arranged in The Katzen Arts Center. The schools and college, in conjunction with the Enrollment Office, developed new recruitment publications. The Office of Enrollment made many changes to their recruiting and office operations based on a report produced by Hardwick-Day. The academic units worked closely with the Office of Enrollment to help with recruitment, especially through the Enrollment Working Group.

#### *First Year Learning Communities and Recruitment*

The **AU Preview Day and Freshman Day Programs were revamped** to include additional information sessions on AU's academic programs. These included presentations on the General Education Program, University College, and the new First Year Learning Communities Project, as well as a new presentation that grew out of the university's Enrollment Working Group to address the needs of students who have not yet decided on a major. The Office of Enrollment decided to hold two Freshman Days in April in order to provide the significantly larger crowds with a more positive experience. Almost 2,400 guests were hosted on campus. The Office of Admissions and the academic units worked together to help with the conversion process through 18 regional information sessions conducted with five times as many students as compared to the previous year.

#### *Registration*

There were two important technology projects developed for academic affairs this past year - - a **new Online Freshman Guide** and an **Online Waitlist**. For the Freshman guide, the Advising Council, the Registrar's Office, the Office of Information Technology, New Student Programs, and Admissions worked together on this very substantial, multiphase project which was rolled-out for the freshman class entering in fall 2008 and will be expanded even further next year. New freshman and mentorship students can now provide biographical and academic information more efficiently, which is housed in a central database that the university can then utilize to report and analyze data in ways that it could not before. The first phase has laid the foundation for a second phase that will integrate the

system even more closely with Colleague and will further connect and bolster other university-wide processes associated with conversion, registration, and orientation. The online waitlist project will provide information to the academic units about student demand for courses and will enable deans to more efficiently deploy their resources. It will also provide the provost with data for the allocation of faculty lines.

### *Orientation*

Each of the academic units examined and strengthened its **new student orientation programs**. Even the highly successful Academic Transitions session took a new approach for summer 2008, as did the Navigating AU session by having AU student leaders (rather than staff) make the presentations. Many of the various initiatives were coordinated through the university-wide Orientation Project Team.

### *First year Experience*

Units and offices across the academic division strengthened **special programs in support of the first year experience**. The Honors Program refined its community-building Honors 101 program that engages Honors freshmen in small groups with a faculty mentor and upper-class mentors which meet regularly for on and off campus activities. The School of Public Affairs completed a review of its selective Leadership Program, which enrolls 30-40 incoming freshmen, and hired a new program director. The School of International Service revamped its first semester Freshman Gateway to facilitate more engagement with both SIS faculty and with “downtown” Washington. The next section will discuss an important initiative relating to first year learning communities. But it is worth noting here that the dean of academic affairs, the director of general education, and the director of new student programs (in the Office of Campus Life) gave a very well received co-presentation at the annual conference sponsored by the National Resource Center for the First-Year Experience in February 2008.

**Goal:** *Expand the University College and further develop and support learning communities, including the exploration of alternative models.*

To help expand the opportunities for more living-learning programs, building upon the successes of the University College over the past few years, the provost charged a **First**



**Year Learning Communities Committee** in fall 2007—chaired by the director of the General Education Program—with the task of developing a suite of new learning communities for first year students in AY 2008-2009. This process resulted in five new learning communities for fall 2008, led by faculty as well as staff from the campus life division. We expect more than 300 students to take part of the combined University

**First Year Learning Communities Project**

College/First Year Learning Communities Project this fall, representing 18% of a record large incoming freshman class. If the Honors cohort is also included as a “learning community,” an additional 264 students will be part of a special first-year learning community experience, for a total of 34% of the incoming freshman class.

This enhanced effort involved several offices across campus, including the Provost’s Office, Office of Enrollment, the academic units, the Office of Campus Life and the General Education Program. For the first time, these programs were used not only as a recruitment tool but also as a means for tracking student interest in the university. Based on analysis done by the provost on using student interest in the recruitment process, we were able not only to effectively communicate the existence of these communities but also to take applicant interest into account in the admissions decision. **It is likely this had a positive impact on yield.**

It is worth noting in the context of retention initiatives that **the first-to-second year retention rate of the AY 2007-2008 cohort of University College students is 93.7%** (as of 29 May 2008); this represents an increase from last year’s retention rate of 88.6%, at this point in time. Currently, the first-to-second year retention rate for Honors students who entered in fall 2007 (93.1%) also increased above the rate for Honors freshmen entering in fall 2006 (92.0%).

**Goal:** *Promote initiatives to increase support for undergraduate research.*

The academic affairs division stepped up their efforts this past year to **promote and support undergraduate research**. The provost increased funding for undergraduate research through a new grant competition. We believe that this will give our students an advantage in applying for prestigious external awards and graduate schools and in their job search after graduation.

The program has three parts. Research or creative projects are eligible for funding:

- Summer Research Fellowship: students can receive up to \$2,500 as a stipend or for research expenses for a project directed by a faculty member (who will receive a \$500 stipend or research expense budget);
- Student Research Award: during the fall or spring semester of the sophomore or junior year, a student will be eligible for up to \$1,000 of support as a stipend or for research expenses for a project directed by a faculty member (who will receive a \$500 stipend or research expense budget);
- Research Expenses Fund: a student may request reimbursement for small research expenses for projects that may be attached to courses, capstones or other research courses or requirements. Maximum is \$500.

The General Education Office helped to develop and promote the program.  
**Funding was provided for 40 students.**

Other initiatives across campus included:



- The **University Honors Program** expanded its own Honors Capstone competition, providing 37 awards to Honors students. The annual capstone conference drew excellent attendance and presented the work of 42 students (out of 70 applicants).



**Honors Capstone Presentation**

- The **Office of Sponsored Programs** saw an increase in proposal development and awards that include undergraduate student participation. These include important projects like the DC Space Grant Consortium, the Cottrell College Science Award, and others in the sciences.
- The **College of Arts and Sciences** Mellon and Research Committees awarded nearly \$35,000 to students in support of their research. Twenty-nine undergraduate and graduate students were given support to travel to conferences to present their research; 43 received support for research projects. CAS summer research awards for undergraduates increased from 10 to 12.
- The **School of Public Affairs** continued its support of *Clocks and Clouds*, the SPA-SIS undergraduate research journal, and provided funding for an undergraduate student to present a research paper at a professional conference.

**Goal:** *Improve administrative services, increase operational efficiencies, and review policies that enhance the university's student-centeredness.*

**Improving administrative services, maximizing operational efficiencies, and reviewing policies** to enhance the university's student-centeredness are ongoing goals. The academic affairs division achieved its goals through numerous actions which will enhance educational quality and the delivery of service, as well as reduce costs. Details of this work are presented in the individual unit reports. Following are some highlights from various academic offices and the schools/colleges:

### *Office of the Registrar*

Through technology management, in particular the automation of numerous processes, the Registrar's Office continues to lead the way in implementing operational efficiencies that improve student services and free-up more time for faculty and staff to attend to more critical student concerns. **Process improvements** by the Registrar, many in collaboration with the Office of Information Technology, include the following:

- Working hand-in-hand with OIT staff, the Registrar's Office contributed significantly to the successful and massive implementation of **Datatel's Release 18 upgrade**. Ensuring this successful transition required an enormous amount of time and attention. The process went so smoothly that much of the campus community did not realize that this mandatory conversion took place in late summer 2007.
- The new capabilities of Release 18 enabled university programmers to develop more efficient means for entering **course catalog descriptions** and topics section descriptions directly into Colleague and linking them to the Web Schedule of Classes.
- As noted earlier, the Registrar's Office co-led the development of a robust **Online Freshman Guide system** for new freshmen, which provides information that advisors can use to register students and that the university can analyze in new ways.
- Developed and implemented other new online applications including a **course waitlist process** that enables students to get waitlisted for a "closed" course, **academic probation and dean's list applications** that help to automate these labor intensive processes, and a **"what if" degree audit report** that will make the readmission process easier for former students in good standing who did not graduate.
- Enhancements to the admissions screens to facilitate a **cohort registration process** for freshmen in University Honors, University College, and the new First Year Learning Communities Project.
- Significant improvements to the technology for making **mass communications with students** who apply for graduation or who have recently completed their studies at AU. This enhancement provided students with important information more readily and substantially reduced telephone inquiries.
- An upgrade to Resource 25 now provides **time-saving opportunities for classroom scheduling** and permits other offices such as University Event Scheduling to schedule events much more efficiently into available classroom space.
- Reports to deans' offices **on the status of petitions** were made more clearly available.
- The prototype for an **electronic curriculum process** was developed and will be reviewed with the academic units this summer.

### *Financial Aid Office*

The Financial Aid Office implemented a number of initiatives in support of its core commitment to provide the highest level of service to the AU community. Highlights of its accomplishments this past year include the following:



- Implementation of a **counselor on call system** to encourage walk-in appointments, increase accessibility, and provide for the expedient delivery of services to students and families;
- Creation of the **[financialaid@american.edu](mailto:financialaid@american.edu) email address** (over 90% of all electronic inquiries are responded to within 24 hours);
- Establishment of the **Financial Aid Call Center** (since its inception in March 2008, the call center has received nearly 10,000 calls and resolved to 93.4% of all phone inquiries);
- A **semi-annual newsletter** that was widely distributed to graduate and undergraduate students, academic units and administrative offices.
- Collaboration with the Office of Campus Life to publicize more widely the **FAFSA campaign and FAFSA workshops** (as a result only 160 continuing student filed the FAFSA after the March 1 priority deadline, compared to 300 students the previous year).
- Contracting to begin using the **INAS/College Board Financial Aid Form** in late summer 2008, which automatically calculates expected family contributions, using both the federal methodology (FM) and the institutional methodology (IM), and passes data from Colleague to INAS and back to Colleague for use by the OFA staff in preparing awards.

#### *OneStop Model for Student Services*

In December 2007, the vice president of finance and treasurer invited a consultant specializing in integrating student services in higher education to assess and to seek best practices that AU may consider adopting in areas of responsibility for OFT and the provost. After extensive consultations with the campus community, this first phase culminated in a report, including recommendations about how to move AU towards adopting a **“OneStop” model** for improvements in the delivery of student services on campus. Goals for Phase II include improving current customer service for students, creating a virtual student service OneStop, and working with the leadership of the Customer Experience Initiative Team to design a OneStop model that fits AU’s resources and student needs.

#### *Other Offices, Centers, and Academic Units*

Other offices and academic units undertook a number of substantial initiatives this past year that increased efficiencies and effectiveness in support of student related services. Following is a short list of examples of those efforts:

- The **Office of the Provost** coordinated a cross-division initiative that examined the university’s student directory information policy. This review produced a proposal to make major revisions to the policy which would better enable staff and faculty to handle this information in accordance with the university’s Confidentiality of Student Records policy and would offer students effective choices concerning disclosure of directory information. The proposed revisions were approved by the Faculty Senate and the provost and will become effective for AY 2008-2009. Related to this, the Provost’s Office also coordinated an overhaul of the university’s student authorization form for disclosure of education record information to third parties and, with the Registrar’s Office, developed a means for making this process more efficient for staff who handle third party inquiries.

- The **University Library** developed an instant message-based reference service for reference questions, which was so successful that OIT's Help Desk used this program to model their own chat service. The library and OIT initiated a major effort to coordinate and improve campus printing which resulted in significant improvements in system stability. Wireless printing capability will be rolled out campus-wide in summer 2008.
- The **Career Center** in collaboration with the Kogod School of Business is handing off the primary career services responsibilities for business undergraduates to Kogod, effective on July 1, 2008. The Career Center also increased its online workshops (from 4 to 13) and instructional audio/video files for students, employers, and faculty (by 165%), and saw an 84% increase in its Optimal Resume accounts and a 22% increase in appointments scheduled online (nearly 80% of students report their appointment *exceeded* expectations). The Office of Merit Awards created a new database system to track candidates for high-volume competitions which makes the application process more efficient for merit award advisors and enables multiple advisors to work with a student more effectively.
- **AU Abroad** developed an interactive online general information session for study abroad (currently in a testing phase), established an internal emergency management protocol to ensure prompt and appropriate responses in coordination with other AU offices, and implemented "AU Abroad 101" seminars for AU academic advisors and other university staff, thus ensuring cohesive advising and services to AU students regarding study abroad.
- The **Washington Semester and AU Abroad** will begin using in AY 2008-2009 the eResources online application system for their applications. As well, a number of academic units will begin using in August 2008 the Hobsons online graduate application and admissions system which will take the place of the internally developed graduate admissions module in Colleague.
- The **Office of Sponsored Programs** has engaged in ongoing work to enhance the effectiveness of financial administration of grants and contracts, much of which involves intensive manual processes.

**University Goal:**            **COMMUNICATIONS/TECHNOLOGY**

**Provost Goal:**            *The Office of the Provost and the units reporting to the provost will promote communications/ technology through the following specific goals:*

**Goal:**                    *Emphasize the university's distinctive academic profile and the exceptional achievements of its faculty, students, and programs in our main messages and communications.*

To help promote the university's distinctive profile and reputation, units within the academic division developed compelling and fitting messages and materials to enhance recruitment and the Capital Campaign. In particular, the academic units devised and implemented robust initiatives that utilized the Web and other technologies, strategically targeted audiences and markets, and created new suites of marketing collaterals. Following are some of the more significant **examples** of these efforts and their outcomes:

- The **College of Arts and Sciences** continued to expand the university's relationships with the neighborhood and DC community through the Greenberg Theatre and Katzen Arts Center. Exhibits at the American University Museum have elicited positive reviews from a variety of local, national, and international media. Attendance at the museum increased to 25,000 this past year (as compared to 20,000 the previous year).
- The **Kogod School of Business** developed and implemented a strategic advertising campaign, *Great Minds Think Kogod*, continued to increase and present digital content about Kogod to key constituencies, and hired a new director of communications and marketing.
- The **School of Communication** expanded important high visibility partnerships with *USA Today* (which included a week-long series of special events at the Katzen Arts Center to celebrate the newspaper's 25<sup>th</sup> anniversary), *The Washington Post*, and *The Newseum*, and work of its students attracted national attention through the receipt of a student Emmy for producing a special for Maryland Public TV and a class's coverage of the New Hampshire presidential primary.
- The **School of International Service** celebrated its 50<sup>th</sup> Anniversary through the year with various events, including the official groundbreaking for the new SIS Building.
- As part of the **School of Public Affairs'** preparation for its 75<sup>th</sup> Anniversary, the school adorned the Ward Building with museum-quality banners and is preparing a history of the school for public distribution. The school also produced three issues of its model newsletter, produced a new viewbook for the Department of Public Administration and Policy, and began redesign work on other department viewbooks.
- The **Washington College of Law** offered more than 100 events with over 900 speakers, including leading figures on particular topics (for example, U.S. Supreme Court Justice Stephen Breyer was WCL's 2008 Commencement speaker), which attracted 8,000 attendees from around the country and the world. The school's

collaborations with dozens of distinguished cosponsors, such as the American Society for International Law, the Brookings Institution, and the ABA Coalition for Justice, further maximized the impact and outreach of its programs.

- The **Washington Semester Program** hosted an impressive 60<sup>th</sup> anniversary inter-institutional meeting to feature the nation's premier experiential learning program. The event recognized CBS reporter Bob Schieffer for his many years of contributions to the Washington Semester, and a scholarship was established in his name to assist students attending the Journalism semester.
- The **Career Center** energetically communicated the many notable successes of the university's students for nationally competitive scholarship awards, many of which are listed in the student achievements section of this report.
- As noted earlier, the **Office of Enrollment's** undergraduate recruitment materials underwent a major redesign (and two of the new publications received national recognition); the AU Preview Day and Freshman Day programs were revamped to include more information sessions on AU's academic programs; and Enrollment Marketing took new approaches to making campus visits more meaningful and to personalize student life at AU.
- The **Office of Institutional Research and Assessment** provided enormous amounts of data throughout the year to the AU community and the public about American University. The director of the office worked with the provost to begin the 5-year Middle States Commission on Higher Education review. A plan for handling the Periodic Review process has been designed and a timeline is in place for completing the report. In an effort to prepare for the Review's significant assessment requirements, the provost met with the Learning Outcomes and Assessment Team and approved funding to assist in moving all departments forward on their program assessment plans.
- As noted below, the deans, faculty, and staff have played leading roles in the **Web redesign** and the collaboration with HUGE to revamp the university's Web presence.

**Goal:** *Enhance internal communications with faculty, staff, and students that provide useful and timely information about relevant academic issues*

The following examples illustrate the various initiatives undertaken to enhance internal communications with faculty, staff, and students in order to provide useful and timely information about relevant academic issues.

- The **Faculty Senate leadership and the provost** worked together to revive an executive committee of the Faculty Senate in order to set the Senate's agenda, provide more opportunities for communication around important issues, and serve as a liaison with Senate committees.
- The **dean of academic affairs** revised a number of publications and on-line resources, including the migrations of almost all faculty/personnel documents, check lists, policy statements, and applications, to the [my.american.edu](http://my.american.edu) portal as well as the DAA and Provost Web sites. The office also redesigned the annual faculty

publications guide to include a rich cache of photography, mostly shot precisely for that publication.

- The **School of Communication** regularly published Relay—SOC’s internal faculty/staff newsletter covering the school’s achievements, partnerships, and other news—and conducted its seventh annual day-long faculty/staff retreat.
- As part of its “re-narration,” the **General Education Program** redesigned a number of its publications, including new narratives from the director explaining in depth the philosophical rationale of the program. The General Education office also revised its Web site with further work planned after the launch of the university’s new HUGE-built site. In the meanwhile, the office, in its work with University College and the First Year Learning Communities Project has begun to use Facebook as a communications tool.
- The **Academic Advising Council** communicated detailed reports semi-annually to the academic advisors, dean’s offices, and other staff about its work. The council hosted the first day-long annual retreat for all undergraduate professional advisors to work together on over-arching issues and sponsored a regularly scheduled series of programs and events for advisors in conjunction with other AU offices and as professional development opportunities.
- The **Office of Sponsored Programs** tasked a new staff member with outreach and communications including promotion of a Title VI initiative and NEH Summer Stipends.
- The **Financial Aid Office** produced a semi-annual newsletter that was widely distributed to students, academic units, and administrative offices.

**Goal:** *Play a key role in supporting the creation of a new Web presence for the university*

The academic division continued to play a significant role in support of the overhaul of the university’s Web site. Key members of various groups and task forces for overseeing the redesign by HUGE, Inc. include **many senior staff from the academic division**, such as the director of the Center for Teaching Excellence, the assistant dean for program development in the College of Arts and Sciences, the webmaster in the College of Arts and Sciences, the director of media and marketing in the School of Communication, the manager of marketing and web communications in the School of Communications, the associate dean for program development in the School of International Service, the director of communications in the School of Public Affairs, the director of technology in the Washington College of Law, the director of the General Education Program, the special assistant to the provost, and staff members from the Office of Enrollment, the Career Center, and the Center for Teaching Excellence. As well, the deans, the provost, and the dean of academic affairs, along with many faculty members across the schools and colleges have provided guidance and expertise throughout the redesign process.

In addition to the emphasis upon the Web redesign led by HUGE, units and offices of **the academic division continued to improve the Web presence** for their own areas where appropriate. For example, the Washington Semester Program overhauled its Web site in spring 2008, the First Year Learning Communities Project developed a new Web site, the

AU Abroad program now displays its program evaluations on the Web, and the School of Public Affairs added online graduate student profiles to reflect the diversity and achievements of its current students. The Office of the Provost obtained a new web systems manager position, which has enabled the development of new sites within its office and in support of other offices.

**Goal:** *Encourage the uses of technology in support of innovative teaching and student engagement.*

**Innovative teaching** suffuses the pedagogies employed by AU faculty. The Center for Teaching Excellence (CTE) and the academic units and offices advanced numerous new and ongoing initiatives to encourage using technology in support of innovative teaching and student engagement.

The Center for Teaching Excellence serves faculty through the Faculty Corner, one-one-one consultations, the Small Grants program, and events such as orientations, training workshops, 'Noontime Conversations', special half-day seminars and the day-long Ann Ferren Teaching Conference. In AY 2007-2008, total faculty contacts increased by 40% over last year (from 6,695 to 9,357), and the Faculty Corner's seat counts increased by 51% over last year (from 3,453 to 5,182). Over 2,700 consultations with faculty members were held from June 2007 through May 2008, a significant increase over last year. During the same time period, events large and small attracted a faculty attendance of 1,285. **Two hundred ninety-six faculty, staff, and doctoral students attended the Ann Ferren Teaching**



**Conference**, a new record. Panels included *Ethical Issues in the Classroom*, *The First Year of Teaching*, *Blogging: The Global Classroom*, *Students At-Risk in the Post-Virginia Tech Environment*, a panel on the academic

implications of *Second Life*, and a session on how to *Add Excitement to Your Teaching*. Finally, a record 58 nomination letters were received for the Teaching with Technology Award, nominating 13 different faculty members for the award.

**Faculty usage of the Blackboard Learning System increased from 94% in spring 2007 to 97% in spring 2008.** The CTE, in particular, provides support for innovative teaching with technology. A significant behind-the-scenes advancement in support of teaching with technology was the CTE's successful upgrade to Release 7.3 of the Blackboard Learning System, achieved through an excellent partnership with AU's Office of Information Technology and Blackboard Inc. technical support staff. In a follow up meeting

at Blackboard's corporate headquarters, **Blackboard senior managers cited AU as a model for how upgrades should be planned and conducted.** CTE video-conferencing services continued to expand in AY 2007-2008, with a record number of conferences held in February (seven conferences in one short month), and a total of 25 conferences between June 2007 and May 2008. Of these, 16 involved international participants. The CTE brought the New Media Center (NMC) 2.0 online in October 2007, offering students and faculty new high-end Macintosh computers that are suitable for video and motion graphics editing. Monthly seat counts have grown from 87 in October to 477 in April (77% capacity utilization).

The CTE contributed to enhancing student engagement, particularly in relation to technology, by sustaining high levels of good stewardship in CTE laboratories. In AY 2007-2008, total student hours in CTE labs increased over the previous year by 17% (from 63,061 to 73,519). Increases were recorded in every category, with a 75% increase in utilization of multimedia facilities being the most notable. Customer satisfaction surveys, given at the end of the fall and spring semesters, rated the labs as 'excellent' or 'very good' in most categories, except that overcrowding of multimedia facilities was a concern of many student-users in the spring semester.

Each of the schools and colleges also fosters the advancement of innovative teaching in relation to **technology and engagement.** Examples from some of the academic units illustrate the range of instruction that can be found throughout the university curriculum and the work of the faculty.

- The **Kogod School of Business** delivered all core courses for the first-year part-time MBA program in hybrid format and integrated technology extensively into its Business 1.0 course, including simulations of a global organization with regional offices in different time zones.
- The **School of Communication** improved technology and related services. For example, SOC purchased new TV Studio and digital video equipment, built a network of university offices to facilitate student film projects, and established new policies for using SOC's high end equipment.
- The **Washington College of Law** established a YouTube presence with infomercials on its programs, and it continues to be a leader among law schools in regularly podcasting events and classes.
- The **University Library** engaged in robust technology replacement activities that brought new public desktops and laptops to the Anderson Computing Center and the library; the library implemented computing status software and monitors to display all computers in the library and their availability; and the library's digital initiatives team hosted content tagging workshops.
- The **Office of the Provost and the Center for Teaching Excellence** convened a working group to develop AU's presence in Apple's iTunes University Web site. With approval of a pilot program to develop multimedia assets for posting over the summer 2008, the university contracted with Apple, Inc. to provide initial implementation support to AU staff. The CTE is working with the academic units on developing multimedia assets, podcasting special events, and videotaping faculty

lectures. The plan is to have AU's iTunes U Web site up and running by the beginning of fall 2008 semester.

- The **Washington Semester** contracted with a vendor to streamline the program's data needs and applications, which will improve marketing, outreach, and service to students.

The section below on **distance learning** provides further examples of the innovative use of technology with teaching.

**Goal:** *Develop enhancements to the current distance learning program offerings, and expand our distance learning models.*

The university continued to enhance its distance learning program offerings and to expand its models of delivery. Total online course offering increased from 24 courses in summer 2007 to 40 courses in summer 2008. **In summer 2007, we exceeded revenue budget by 42%; for summer 2008, we project exceeding budget by 90%.** Among the initiatives in support of these advancements, we continued to implement the course development grant program and identified 24 new distance learning faculty. Improvements to marketing were made through the development of a new brochure and a Web site redesign. Other units also explored other applications for distance education course offerings to new audiences and the delivery structure, as well as new programs. The university launched a new online certificate program in nutrition education nutrition. Discussions are underway for another online certificate program in the School of Public Affairs and the School of Communication.

Early in the fall, the provost assembled a committee of enthusiastic faculty and staff, and asked, with academic quality being the most important consideration, that they evaluate various aspects of our current and potential future distance education program with respect to:

1. Alternative delivery methods, including hybrid and distance only
2. Differences by degree level (graduate vs. undergraduate)
3. Dual degrees with other institutions abroad, issues of residency requirements
4. Incorporating distance learning into our BA/MA options
5. Middle States Commission on Higher Education accreditation requirements and the question of what residency means in this context
6. The role of CTE/training of our faculty
7. Ways to attract faculty to teach in this format
8. Calendar concerns including length of course, hours of contact, etc.
9. Assessment, especially in light of Middle States concerns
10. Copyright issues associated with syllabi, use of materials, etc.
11. Role of the library in providing support to DE programming.

Having shared best practices, attended conferences and workshops, conducted data analyses, and identified major issues to focus on, the committee is developing recommendations for online education at AU that will be incorporated into the university's



strategic plan. Over the upcoming year, the committee plans to produce position papers on quality and educational soundness of online education, institutional readiness, product definition and pricing/implementation, building enrollments, enhancing the student experience, and mainstreaming and integration.

**University Goal:**         ***DIVERSITY***

**Provost Goal:**           *The Office of the Provost and the units reporting to the provost will promote diversity through the following specific goals:*

**Goal:**                   *Promote the university's values of inclusion through innovative academic programming.*

Academic programming that promotes the university's values of inclusion infuses curricula and co-curricular activities, whether through General Education core courses, graduate travel seminars, recruitment efforts, or special events. In addition to the programming already embedded throughout the curriculum and co-curricular activities, the academic units continued to initiate new and innovative academic programming this past year. Some **examples** illustrate these kinds of initiatives.

- The **Kogod School of Business** offered its Washington Initiative, a service-learning course where students interact with people from different socio-economic backgrounds to achieve stated objectives, during both semesters. This year's programs included coordinating a marketing effort for the Fannie Mae Help the Homeless Walkathon and a tax preparation program through the Community Tax Aid, Inc. for low-income individuals.
- The **School of Communication** invited multicultural students in the top DC schools to campus and organized The Media and Islam part of SOC's American Forum series broadcast on WAMU.
- Of the **School of International Service's** seven new tenure-line faculty hired this year, four are female, five are foreign-born, and two are Asian. In fall 2007, SIS matriculated 72 new international master's students, the 2<sup>nd</sup> highest among schools in the Association of Professional Schools of International Affairs (APSIA), and 96 new under-represented U.S. minority students, the 3<sup>rd</sup> highest among APSIA schools.
- The **School of Public Affairs** increased its graduate minority student deposits by 21% over last year, a success due in large part to active assistance from the SPA Minority Graduate Student Council.
- The **Washington College of Law** continues to attract a diverse and exceptional student body. Thirty-five percent (35%) of incoming students classified themselves as ethnically diverse; 53% are women; and they speak 31 different languages. *U.S. News and World Report* ranks the law school 15<sup>th</sup> in its 2007 diversity index.
- The **Washington Semester American Indian Program (WINS)** had an 18% increase in 2008 student participants and agency sponsors over the summer 2007.
- The **University Library** is a center for diverse thinking and support. This year the Library worked in partnership with the Office of Campus Life to transfer its adaptive technology position to Disability Support Services, a move that shifted resources into a more strategic position for student support.

- The **Center for Teaching Excellence's** graduate student Fellows reflects AU's student body: 67% are female (up from 59% in 2006-2007) and 76% are international (up from 65% in 2006-2007).
- The **Career Center** established a diversity team to develop more outreach to diverse candidates for merit awards.

**Goal:** *Continue efforts to attract and retain a diverse faculty.*

Over the past several years we have made consistent progress in diversifying the new faculty. This year, 36 individuals were hired for fall 2008, and included five Asian, two Hispanic, and one African-American faculty members (22%), the same percentage as last year. The fall 2008 cohort includes 19 women (53% as compared to last year's 57%, although the results are uneven by unit). Of the 12 new hires in the College of Arts and Sciences, nine are men, while all five hires in the School of Communication are women. Although the percentage differences from last year are slight, there is a more appreciable downwards trend in the percentages of minority and female faculty hires over the past few years. For example, for both the fall 2002 and fall 2003 cohorts, we hired 22 new faculty members in each year. In both cohorts, 16 were women (72%) and 8 and 11 respectively were minority (36% and 50%). Although these were peak years in diversity hiring, there has been a clear decline, especially in hiring minority faculty.

It was a strategic decision that the dean of academic affairs (DAA), though designated as the university's faculty Affirmative Action officer, would play a reduced role in faculty searches in AY 2007-2008. The DAA interviewed finalists for tenure track positions in only half of all searches. Also, the DAA reviewed the affirmative action reports at the finalist stage only, rather than at all stages as in prior years. There were appreciably fewer minority candidates represented in search short lists and interview pools. These lists were still subject to approval by the DAA but units assessed representation in search pools as a consequence of the unavailability of candidates to them. As the concepts of responsibility for decision-making and accountability are being discussed as elements in the strategic plan, it is doubly urgent that accountability of search committees and teaching units must extend to responsibility for institutional commitment to a diverse and excellent faculty and to the principles of Affirmative Action.

**Goal:** *Maintain or increase the diversity of the freshman class.*

The Office of Enrollment continued its strategic efforts to attract a diverse student body by increasing the number of domestic multicultural students in the freshman class entering fall 2008. Currently, multicultural freshman deposits are ahead by 33% over last year at this time. This increase can be attributed to a number of initiatives by the Office of Enrollment, including the following:

- **Redefining the Frederick Douglass Scholarship Program** to better serve students in the greater metropolitan area. As a result of this renewed commitment to

local students, the yield on Frederick Douglass Scholars was 15%, a slight increase over the previous year.

- **Devising a new financial aid awarding strategy** aimed at increasing minority and international student enrollment. The increase in the number and the amount of merit based aid awarded to international and minority students yielded increases both in the overall quality and the total number of deposited students from these populations. The total institutional expenditure for admitted minority and international students increased by 39% over 2007 expenditures. The office also evaluated more closely the financial aid files of multicultural students and awarded institutional funds where appropriate. This new strategy over the past two years has produced strong yield rates for these students.
- **Formalizing a partnership with the SEED Public Charter School** in Southeast Washington, D.C., to reaffirm the university's commitment to local students. New programming included financial aid presentations, a campus services "scavenger hunt," participation in a career/college program, and a campus visit for their middle school students.

**University Goal:**            ***GLOBAL OUTREACH***

**Provost Goal:**            *The Office of the Provost and the units reporting to the provost will promote global outreach through the following specific goals:*

**Goal:**            *Implement the strategic recruitment plan for international admissions.*

The International Admissions team entered into the first of a three-year strategic recruitment plan and emerged with tremendous success and momentum. Major steps in support of the plan that were achieved include the following:

- **International scholarship amounts were adjusted** to better accommodate the specific needs of the international community as well as the goals of the strategic plan, among them, recruiting students partially funded by government or other agency awards.

- **International Admissions continued to work alongside the campus community** in achieving its goals. Chief collaborators included International Student and Scholar Services, faculty, and the AU Diplomats (students), who continued their



**AU Diplomats**

- call campaign. Furthermore, admitted international freshmen studying in the local area were invited to join the Diplomats for a lunch after the conclusion of the campaign. Approximately 93% of deposited international students spoke to an AU Diplomat during their call campaign.
- New approaches to international travel were taken, such as customized, personalized, in-depth visits to targeted countries/regions to build, rekindle, and/or sustain relationships with key constituents.
  - Application files were reviewed through a holistic approach. The Provost eliminated the SAT/ACT requirement for applicants who attend high school abroad, regardless of their nationality, an action that was enthusiastically received by international advisors in the Association of International Educators (NAFSA).

**Goal:** *Continue to increase the percentage of international students at AU.*

Applications from undergraduate international students (those requiring a visa to study in the United States) increased by 12% while **deposits from international students increased by 85% over last year.** Of the 98 undergraduate international students who have deposited, 47 countries are represented with deposits also coming from countries not represented in the enrolled pool for the past three years.

The number of international students participating in **Washington Semester** increased each semester, and is expected to be at an all time record of nearly 140 attendees for fall 2008. This is a reflection of the growing number of international affiliates with the program and continued weakening of the dollar against other major currencies, especially the Euro.

During AY 2007-2008, 115 students participated in the **Abroad at AU** program, an increase of 37% over AY 2006-2007. The students were a diverse and talented group hailing from 35 universities in 17 countries.

**Goal:** *Develop and expand innovative academic programs with a global dimension.*

Pursuant to the university's commitment to be a premier global university, the units and offices of the academic division vigorously developed and expanded innovative academic programs with a global dimension. Following is a small selection of these programs, as there are far too many activities, initiatives, and speakers to list here.

- The **provost** established the International Faculty Travel Award Program with two goals in mind: supporting faculty who need to do research overseas or present papers at prestigious conferences abroad; and encouraging faculty involvement with our study abroad programs and students. Priority went to faculty who met with study abroad students. Nine applications were supported.
- The **College of Arts and Sciences** convened a task force with members across campus to examine its offerings in foreign language instruction. The task force proposed adding options in Arabic, Chinese, and Japanese to be implemented this upcoming academic year. CAS is developing a program in the performing arts in Prague. And the American University Museum held many exhibits by international artists, most notably *Abu Ghraib* by Fernando Botero (noted earlier in this report) but also exhibitions of work from Northern Ireland, Syria, Israel, Russia, Cuba, and Japan. Support from embassies and international organizations assisted in mounting these exhibits and associated speakers, concerts, and special events.
- The **Kogod School of Business** created a minor in international business, expanded undergraduate international program options to address the demand for study trips abroad, packaged graduate international program options into a more coherent portfolio, and entered into the Immersion Into International Interdisciplinary Innovation Program (I-5 Program) with Baylor University, Thunderbird, and the University of Science and Technology of Shanghai Program.
- The **School of Communication** launched new international partnerships, including cultural collaborations with the embassies of France, the Czech Republic, and Spain, and recruited several international journalists to serve on SOC's distinguished advisory board. The school designed a new course, Cross Cultural Film and Video Production, which links students at AU and Tec De Monterrey University in Mexico through video conferences, FaceBook, Skype, Blackboard, and email.
- The **School of International Service** enriched its SIS Summer Study Abroad with new programs in India, Israel, and Palestine. An MOU was signed with National Chengchi University in Taiwan to establish a dual degree program.



**Signing of Chengchi Agreement**

- The **School of Public Affairs** promoted global outreach in many ways. SPA's AU/NITL program introduced an international residency component to the M.S. in organizational development degree, the Women and Politics Institute partnered with Vital Voices to provide training for African women political leaders, and the Center for Congressional and Presidential Studies received a grant from the U.S.-China Education Foundation to produce four digital video conferences with Chinese scholars and officials on U.S. campaigns and elections.
- The **Washington College of Law** strengthened its relationships with international institutions. WCL arranged a workshop for Costa Rican attorneys, along with others from throughout Central and South America, who specialize in racial discrimination in Latin America. WCL worked with various organizations—U.S. State Department, Institute of International Education, Meridian International Center, among others—to organize international delegation meetings focusing on specific topics in law. And delegations from Armenia, Brazil, Canada, China, Indonesia, Iran, and Jordan visited the law school this past year.
- The **University Library** initiated new relationships with Japanese university libraries which will provide important contact points for our students abroad and for global programming here on campus.
- Through planning, development, recruitment, and/or implementation, new **Washington Semester** international programs were established in Europe, Latin America, the Middle East, and Asia. Four international universities affiliated with the Washington Semester in AY 2007-2008: the Universidad Los Andes (Colombia), the University of Muenster and Duisberg Essen University (Germany), and Roskilde University (Denmark).
- **AU Abroad** continued to expand its program offerings with the establishment of several new partner universities and enclave programs in Brazil, Sweden, Taiwan, and Yemen. AU will be sending its first students to study abroad at the American University in Nigeria, where we are also working closely with that university's administration (and providing funding) for the establishment there of an internship and service learning program for all AUN students. Also in this year we planned for a new program offering in Chile that will focus on Environmental Studies and Climate Change, which should be implemented for spring 2009. Finally, a record number of students went abroad in AY 2007-2008.
- The **provost, the dean of the School of Public Affairs, and the director of AU Abroad** represented American University at the 280<sup>th</sup> anniversary celebration of the University of Havana, Cuba and visited with students in AU's study abroad program there.
- Of the **Center for Teaching Excellence** 25 video conferences between June 2007 and May 2008, 16 involved international participants.
- The director of the **Office of Sponsored Programs** traveled to the American University of Sharjah to present a series of workshops on research proposal writing and served as a presenter at the Council for the International Exchange of Scholars workshop on promoting Fulbright opportunities.
- The **Career Center** oversaw an increase in the number of credit-bearing international internships from 38 to 50. And the center's executive director served as the national chair of the Campus Engagement group of the Brookings Institution's

Initiative on International Volunteering and Service, a group with more than 80 college partners.

**Goal:** *Develop more ways to engage AU's alumni who live and work abroad.*

The units and offices of the academic division advanced this goal through numerous means of engaging AU's alumni who live and work abroad. Following is a sample of these efforts.

- The **Washington College of Law's** International Legal Studies Program (ILSP) engages its alumni abroad in many ways. The ILSP has alumni liaisons in 21 countries who organize annual dinners, symposia and represent ILSP at events. During the past year, ILSP held dinners in Argentina, Austria, Chile, China, Colombia, Costa Rica, Egypt, Germany, Indonesia, Japan, Jordan, Mexico, The Dominican Republic, Spain, Switzerland, Thailand, Tunisia, Uganda, and Uruguay. Twice a year, alumni receive an alumni magazine, *The Global Network*, dedicated to sharing developments within the program, alumni news and profiles, faculty, and program affiliates. ILSP has developed an international fundraising and faculty travel strategy for target countries. Alumni participate in the ILSP alumni listserv, which helps to keep our graduates connected to WCL, and InCircle allows alumni to build a professional profile online, find classmates, organize a professional affiliation group, post photos, offer career advice and keep up-to-date with alumni events.
- The **College of Arts and Sciences** Alumni Programs and Development engaged a CAS alumnus with the AU Presidential Inauguration activities and hosted international alumni for other various events.
- The **Kogod School of Business** invited international alumni to join the dean's Kogod Advisory Council.
- The **School of Communication** met with an SOC alumna who is the media and public relations director of the Qatar Supreme Council on Family and one of three board members appointed by the Amir to the board of Al Jazeera.
- The dean of the **School of International Service** served as the university's contact for the AU Japan Club in Tokyo and hosted their officers; met with members of the AU alumni club in Seoul; met with SIS alumnae in Dubai. SIS alumni around the world were involved with recruiting graduate students for SIS by attending graduate studies fairs and meeting individually with prospective students. Alumni around the world receive SIS news via periodic news flashes and the virtual edition of the *SIS Diplomatic Pouch*.
- **AU Abroad** significantly strengthened AU's relationships with Japanese alumni, holding several meetings with individual alums, supporting their events, and linking them with incoming and outgoing study abroad students (for AU Abroad and Abroad at AU).
- The **Office of International Admissions** enlisted alumni to take part in undergraduate recruitment and conversion events in Panama, Colombia, Costa Rica, Ecuador, Cyprus, Jordan, Egypt, Palestine, and Israel.
- The **provost** hosted a dinner for several alums living and working in Brussels.

**Other Provost Goals:            *ENROLLMENT***

**Goal:**            *Meet all enrollment goals for summer 2007.*

Overall revenues for summer 2007 stabilized over the prior years and slightly exceeded budget by about 3.2%. As described earlier, this outcome was due to improved marketing of summer programs in conjunction with University Marketing and the Office of the Registrar, the utilization of new media and venues, changes to academic regulations, and holding prices at 2006 levels.

**Goal:**            *Meet all enrollment goals for undergraduate and graduate programs.*

*Undergraduate Enrollment*

Beginning with a strong Early Decision base that was about 50% ahead of fall 2007, the 2008 **freshman class** is projected to be more than 12% above the fall 2008 class target (an increase of almost 300 students from fall 2007). The mentorship group is expected to be at least 50% larger than last year's cohort, the academic division. Thus, the Office of Enrollment achieved unprecedented success in recruiting first year students to American University. The freshman enrollment deposits were the largest in AU history, and the conversion rate is currently at 20.1% (as compared to 15.8% the previous year). With a slightly decreased admit rate, we also maintained selectivity. The overall academic profile of the projected class is an average 3.8 GPA and SAT average of 1266. Transfer yield is also ahead of where it was this time last year.

Several new initiatives by the Office of Enrollment over this recruitment cycle appear to have influenced this historic outcome:

- The Admissions staff **revised its file evaluation processes** in order to better assess the demonstrated interest in AU on the part of each applicant as well as their fit with the university. The internal interest index was revised based on several factors, including the initiative to assess student interest and compatibility during the admissions process. An important component of this project was to market the First Year Learning Communities Project to all applicants. We believe that this more holistic review contributed greatly to the increased conversion rate among the class.
- The Financial Aid Office worked with Admissions to **change the awarding strategy**— increasing the merit scholarship maximums, creating small scholarships for the lowest yielding admit group, and exercising flexibility with students who were late filing for financial aid. The results were all positive. The largest increases in yield occurred in the bands with the greatest increases in financial aid. The overall yield of scholarship recipients increased (20% compared to 17% last year). Among the lowest yielding admit group yield increased from 12% in 2007 to 15.4% for the class entering this fall. Within this band, the yield increased by 18.3% for students who were given merit aid, compared with an increase in yield of only 0.9% for students who were not given merit aid.



- Last summer, we engaged Hardwick Day to **review the operations of the Office of Enrollment** and to make recommendations for structuring the new position of Vice Provost for Enrollment Management. The report recommended a number of initiatives at every stage in the enrollment process. Consultant Carol Stack from the firm was engaged to work with the staff to begin implementing many of these changes, some for short term efficiencies and others for longer term positioning. She also worked with the office on implementing an operations plan in which tactics are reviewed and evaluated. Her final task was to assemble a plan for melt control over the summer, which was recently completed. As noted earlier, undergraduate recruitment materials underwent a major redesign and two of the **new publications received national recognition** in the American Marketing Association's annual Admissions Advertising Awards competition. Also noted earlier, the AU Preview Day and Freshman Day programs were revamped to include more information sessions on AU's academic programs. And Enrollment Marketing took new approaches to making campus visits more meaningful and to personalize student life at AU.
- Information from the online freshman guide has given us very timely insights into the reasons that our students decided to come here. As of mid-June almost three quarters of the new freshman completed the open ended question about why they chose AU. Two thirds of them mentioned location and 58% of them mentioned either specific academic programs or made a general statement about the quality of academic programs. Almost 20% of respondents mentioned the friendly atmosphere and the campus.

### *Graduate Enrollment*

Graduate enrollment for AY 2007-2008, including summer 2007, for all graduate programs (excluding the Washington College of Law) exceeded targets. Entering qualifications of our incoming **graduate students** have continued to improve. The undergraduate GPA of master's students has risen from 3.40 in fall 2006 to 3.44 in fall 2007; the average GRE Verbal score was 530 in fall 2006 and is now 537 (fall 2007); and the GRE Quantitative score increased from 586 in fall 2006 to 592 for fall 2007. Quality measurements for entering doctoral students also show an overall improvement with combined verbal and quantitative GREs improving by 7 points from 2006 to 2007.

The following reports from the schools/colleges provide snapshots of the past year and, in some cases, what they anticipate for this fall.

- The graduate programs in the **College of Arts and Sciences** completed reviews of their progress toward the goals formulated after the AY 2002-2003 program review. Their reports will be reviewed by the college's Educational Policy Committee in fall 2008. The college also reorganized the sciences into four mini-departments and two free-standing programs under the leadership of an associate dean for science.
- The **Kogod School of Business** developed new graduate programs (listed earlier in the Academic Programs section of the report) and modified existing ones. In this recruitment cycle, KSB has seen an increase (year to date) in total applications (22%), admits (34%), and deposits (55%).

- The **School of Communication** hired a new director of graduate services, developed a new comprehensive advertising plan for the upcoming academic year, and created fellowships for SOC's graduate journalism program.
- The **School of International Service** undertook a major initiative to review school-wide methodology and research requirements in its master's programs. Twenty-one SIS graduate students received Presidential Management Fellowships in the 2007-2008 award cycle, making SIS the second-highest PMF winner among international affairs schools nationwide.
- The **School of Public Affairs** took many new initiatives to recruit students, including redesigning publications, increasing online communication, and enlisting current students. SPA's executive education programs relocated to the Watkins Building, which became a joint SPA-SIS Center for Executive Education. And the Key Executive non-credit certificate programs have experienced rapid growth, from one cohort annually in prior years to more than seven cohorts currently.
- The **Washington College of Law** developed and expanded partnerships around the world through new study abroad programs, faculty visits and exchanges, and solidifying new partnerships. Memorandums of Agreement were completed for partnerships with universities in Italy, Spain, China, and the Czech Republic.

While it is too early to be certain of the final **graduate enrollment for fall 2008**, preliminary data is very positive. The size of the graduate student classes entering in fall 2008 is expected to increase slightly from last year. The overall number of deposits is up, with Kogod making the greatest gain (up 31.5% from last year.). Graduate yield has also improved, to almost 38%.

## **IV. UNIT HIGHLIGHTS, INDIVIDUAL ACHIEVEMENTS, AND OTHER DEVELOPMENTS**

### **Academic Units & Offices**

Overviews highlighting the significant activities of each academic unit and office that reports directly to the provost are provided below. Some of these accomplishments have been mentioned in earlier sections.

#### **The College of Arts and Sciences**

The College of Arts and Sciences raised its capital campaign goal from \$5 million to \$15 million after reaching a total of almost \$13 million in campaign gifts. The Katzen Arts Center had a banner year: the American University Museum presented significant exhibitions that brought record attendance and widespread media attention. The revenue goals for Katzen and Greenberg were exceeded. CAS faculty and staff participated actively in campus-wide initiatives to develop new programs for retention and students services as well as the web project. New programs and distance education courses were developed, including a joint undergraduate program with KSB. A campus-wide task force on foreign language offerings issued a report on expansion of the joint programs with KSB, SIS, and SOC to new concentrations in Arabic and Chinese. Twelve new tenure-track faculty members were appointed, and eight faculty members received tenure and promotion. Under the leadership of the associate dean for science, the science cluster implemented a new departmental organization to promote cross-disciplinary programs and more flexible collaboration. Upon the retirement of the faculty adviser to our successful pre-medical program, CAS created and filled a new full-time staff director position. CAS students earned three of four university awards for scholarship, four of six awards and four of six honorable mentions in the University Honors Program Capstone Conference. The School of Education, Teaching, and Health continued its contributions to the DC Public Schools in training teachers and improving teacher quality.

#### **Kogod School of Business**

The Kogod School of Business has maintained its strategic focus over the last three years on key areas including: 1) implementing new innovative academic programs and improving existing ones; 2) marketing communication and public relations; 3) international programs; 4) co-curricular activities; 5) faculty support and hiring decisions; and 6) career services. Throughout each set of planning activities, the school has been cognizant of the need to grow revenue both in terms of tuition dollars as well as in development efforts. During the past academic year, the school introduced new programs at the undergraduate and specialty master's levels and modified existing ones that it believes will pay dividends in both the short and long terms. These changes and activities have resulted in substantial increases in enrollment. At the graduate level, the school has an increase, year to date, in total applications (22%) admits (34%) and deposits (55%) from 2007 to 2008 while maintaining to improving overall quality. At the undergraduate level, the increase has been more dramatic. In fall, 2005 Kogod had an entering class of first year students of approximately 125; fall 2008 deposits are over 200. Student quality as measured by SAT scores and GPAs are significantly higher.

## **School of Communication**

The School of Communication advanced its academic and professional standing by expanding major media partnerships, launching leading centers for innovation and public service, and recruiting five tenure-track faculty who will help realize SOC's vision as a laboratory for the future of communication. At the same time, SOC made progress in fundraising for the McKinley Building renovation, rebuffed intense competition for its Weekend MA Programs; and attracted the most talented students it has ever enrolled. EcoViews, a special for Maryland Public TV, produced by 22 students, won a student Emmy and a graduate thesis film on Rwandan reconciliation won a Gold student Academy Award for best documentary. The Knight Foundation's J-Lab: The Institute for Interactive Journalism, directed by Pulitzer Prize winner Jan Schaffer, moved from the University of Maryland to SOC, attracted by SOC's new media expertise, social purpose and creative energy. SOC established the Investigative Reporting Workshop, led by MacArthur fellow Chuck Lewis, as a platform for ground-breaking, impact-producing, in-depth journalism and to help develop sustainable business models for the field. The School built on its relationship with *USA Today* by co-producing a week-long series of 25<sup>th</sup> anniversary events at the Katzen and establishing a graduate fellowship, and was selected as the academic partner for Gannett's central office charged with the transformation of its newspapers and TV stations for the digital era. SOC's multifaceted partnership with *The Washington Post* expanded to include student articles on WashingtonPost.com. And, SOC and Newseum jointly appointed Nick Clooney as journalist-in-residence and moved the co-sponsored Reel Journalism Festival, in its 5<sup>th</sup> year, to the new Newseum building for monthly events.

## **School of International Service**

Academic Year 2007-2008, the 50<sup>th</sup> anniversary of the School of International Service, was another year of remarkable achievement by students, faculty, alumni, and staff. SIS continues to be the largest and most-applied-to school of international affairs in the world with more than 3,000 undergraduate, master's, and doctoral students. The fall of 2007 brought an impressive number of new undergraduates to SIS. The SIS freshman class alone contained more than 400 students, exceeding the total number of undergraduates and graduate students that founding Dean Ernest Griffith anticipated for the entire school. Fall 2008 enrollment promises to be even larger. International Studies programs nationwide have received enhanced interest due to world events. SIS's emphasis on social justice, peaceful resolution of conflicts, and global environmental politics has made it particularly attractive to idealistic and pragmatic individuals aiming to build a better world. The international service vision of SIS's founders, framed in the midst of the Cold War, today resonates around the world as strongly as ever. In its 50<sup>th</sup> anniversary year, SIS particularly noteworthy achievements included the initiation of construction of the new SIS Building; a school retreat of faculty, senior staff, and the provost to build on the 2001-2006 SIS strategic plan; the impressive number of awards won by SIS students including the top nation-wide rankings for Presidential Management Fellowships, Fulbright Fellowships, and Boren Graduate Fellowships; SIS's passing of the \$13 million mark in the *Anew* AU capital campaign; the extraordinary quantity and quality of matriculants for all of the school's degree programs; the notable university-wide staff achievement awards given to the graduate admissions and advising staffs; and the recruiting and hiring for tenure-track positions of seven outstanding scholars in their fields. SIS also took responsibility for the Center for North American Studies after the Office of International Affairs was dissolved.

## School of Public Affairs

In AY 2007-2008, the School of Public Affairs' faculty and students distinguished themselves in the classroom and in the wider community, as evidenced by the many awards they received. The excellence of its academic programs was recognized in the reaccreditation process for its master's degrees in public administration and public policy, and by the improved rankings of its graduate programs in *US News and World Report*. Enrollments in the regular graduate degree programs remained strong, keeping pace with last year, and enrollments in its non-degree executive education certificate programs expanded ten-fold. To ensure that its academic programs remain at the cutting edge, every department undertook significant curricular revisions over the past year. In addition, four dual degree programs with the Washington College of Law were approved and discussions are underway with the School of Communication for a joint degree in political communication. SPA's research centers flourished, attracting additional external funding and expanding their international programs in support of AU's global outreach. SPA assumed responsibility for the Center for Democracy and Election Management and launched a new Center for Public Finance Research. The Center for Congressional and Presidential Studies conducted a series of panels and conferences on the 2008 presidential election. The Women and Politics Institute expanded its programs training women political leaders both in the DC community and from around the globe. The Justice Programs Office continued its leadership in sponsored programs for technical assistance to court systems. SPA's outreach to alumni produced a significant increase in alumni giving and an increase in SPA alumni membership in the President's Circle, thereby bringing the school closer to meeting its campaign goal for *AnemAU*. SPA is currently marking its 75th anniversary, which will include a major conference for scholars and practitioners next spring entitled, "What Should We Expect of Our Government," focusing on the urgent policy issues of environmental protection, healthcare, fiscal responsibility, and homeland security.



Women and Politics  
Congressional Fellows

## Washington College of Law

In AY 2007-2008 the law school offered more than 100 events with over 900 speakers including leading figures on the particular topics, which attracted over 8,000 attendees including lawyers, judges, scholars, and students from around the nation and the world. The school collaborated with dozens of distinguished cosponsors such as the American Society of International Law, the Brookings



WCL Founder's Day Event

Institution, and the ABA Coalition for Justice. In light of the importance of independent and modern judiciaries to the protection and promotion of fundamental rights and democratic rule of law, WCL continued expanding its successful collaboration with judiciaries and tribunals around the world. The school had the honor of hosting U.S. Supreme Court Justice Stephen Breyer as the 2008 Commencement Speaker, and welcomed other judicial leaders who participated in WCL initiatives. The law school pursued numerous avenues to advance its ongoing and dynamic process of development, including the creation and expansion of unique academic programs such as an integrated first-year curriculum, five on site summer institutes, five overseas programs, and an extensive array of LLM specializations as well as dual LLM programs. WCL is also a leader in the area of international JD dual degree programs. Its new partner institution, the University of Carlos III in Spain, brings to four the participating universities in Spain, France and Canada. Once again, WCL attracted a diverse and exceptional student body for the fall incoming class, which was selected from approximately 8,400 applications. The entering class reflects WCL's longstanding commitment to academic excellence and diversity. Thirty-five percent (35%) of incoming students classified themselves as ethnically diverse, and 53% are women. These entering students came from 48 states, plus the District of Columbia, Puerto Rico, Taiwan and South Korea, and they attended 206 different undergraduate institutions and speak at least 31 different languages. WCL's longstanding commitment to public service also continues to thrive including, for instance, our delegations that participate in alternative spring and winter breaks to help communities in great need of assistance. For the second consecutive year, WCL sent the largest delegation of any law school in the country (34 individuals) to the Gulf region to provide legal and community service to those still devastated by the hurricanes.

### University Library

The past year was a time of exciting transition and change with the start of a new



University Librarian on August 1, 2007. There is still much change to come, and the past year's activities that were library-related and library-influenced contributed in numerous positive ways to the overall educational

Library  
After  
Dark  
24/5  
Event

enterprise of American University. The construction of the new SIS Building created creative opportunities for connecting with the campus and our communities. Partnership is the priority for the Library, and positive outcomes are already evident. The Library successfully implemented a new 24-hour/5-day per week schedule during fall and spring semesters. This



initiative has been long requested by the student body, and we have over 300 students in the library after midnight on average. The students are happy to have an appropriate all night resource, as is Campus Life. Increasing the use of our facility meant the library also must work to refresh its infrastructure, and with the Provost's Office the Library brought in 225 new workstation chairs for the public. As of summer 2008 the Library had commenced a new front entrance replacement and a lower level refurbishment project. New focus on library development brought us a first-ever corporate sponsored event with Crate and Barrel that raised the most funds for the library in one event to date. The Library's Special Collections and Archives unit was also on display throughout this presidential inaugural year, providing most source information for our new president's February 2008 celebration. Finally, the library began a multi-year project of collection review and print-to-digital migration to provide more space for students, more resources online, and better overall stewardship of our print collections. In addition to our activities related to the overall Provost goals, the University Library is currently conducting an organizational assessment that will result in new managerial structures and lead the evolution of the library on campus.

### **Washington Semester Program**

The Washington Semester Program marked its 60th anniversary in AY 2007-2008 with a celebration that included a special recognition to Bob Schieffer for his longterm contributions to the program. WSP had a distinguished year through the establishment of several new programs and institutional affiliations. These included two sections of the new and very popular International Law and Organizations Semester, a new Cyprus module in the Peace and Conflict Resolution Semester which served to revive enrollment in this program, creation of a new field module in Ecuador and the Galapagos Islands for the International Environment and Development Semester, and the successful recruitment of a class for the new Contemporary Islam Semester. Four universities newly affiliated with Washington Semester, including Brandeis University, the University of Muenster, Duisburg-Essen University, and Roskilde University. Eighty three American Indian students were admitted to the 2008 Washington Semester American Indian Program (WINS) summer program. This was a marked increase over the previous year and reflected a greater commitment by federal agencies to the program.



**Bob Schieffer at WSP Event**

### **AU Abroad and Abroad at AU**

AU Abroad (AUA) experienced another very successful year, with the continued expansion both of its program offerings and its service to students to a record high. AU students may now choose from 116 programs in 39 countries; enrollments in AUA programs increased across the board by 13%. AUA's continuing focus on less-represented academic and geographic areas maintained progress this year: summer enrollment increased by 32%, language immersion program enrollment increased by 30%, and KSB enrollment increased by 12%. In addition, AUA successfully inaugurated a new enclave program in Rabat, Morocco and recruited its first students to study at new partner universities in Brazil and Nigeria. According to the IIE Open Doors Survey, AU currently ranks 9<sup>th</sup> in the U.S. of doctoral institutions in terms of percentage of students studying abroad. Faculty participation in program development and evaluation increased. The two faculty oversight

committees were merged into a single Faculty Advisory Committee. AU Abroad was one of a number of U.S. universities that received subpoenas from the New York State Attorney General regarding study abroad practices. AUA responded fully, and the university believes that AU's programs follow a model of best practices in the field of international education. Abroad at AU (AAU) saw an enrollment increase of 37% with 115 students participating from 35 university partners in 17 countries. Applications for fall 2008 saw a further increase of 30%. Starting in AY 2008-2009, students will be free to take more courses in their areas of academic concentration, while still being required to take one course of their choosing related to US history, economics, politics, society, culture or business

### **Dean of Academic Affairs**

Much of the work of the Academic Affairs offices during AY 2007-2008 was focused on the reputation and the enrollment picture of American University. By any measure, it has been a highly significant and successful year. Not only did the Office of Merit Awards in the Career Center continue to preen students for merit award and scholarship competitions in record numbers, it also achieved the specific distinctions of multiple winners and winners in consecutive years. Retention as a measure of excellence also occupied the time of academic affairs staff. Through the work of the Undergraduate Experience Council the university achieved significant advances in the first-to-second year retention of students. The Office of Sponsored Programs administered an all time record level of grant and contract activity of \$20.7 million. The University Honors Program established its first-ever alumni advisory group. Clearly, amid these successes that contribute in significant fashion to a substantial transformation in American University's stature, the work of academic affairs has changed and grown, even as the levels of staffing and efficiencies in administrative structure remain. The directors and staff of each of the academic affairs units have willingly participated in this metamorphosis. The General Education Office now administers the University College and First Year Learning Communities Project with a high degree of collaboration with the Division of Campus Life. The University Honors Program has invested much time into creating an honors community. The Career Center continues to broaden its mission and engaged in a time-consuming but valuable devolution of services with the Kogod School of Business. The Office of Sponsored Programs has initiated an outreach and communications agenda that promises to significantly affect the future of funded research here.

### **Office of the Registrar**

The Registrar's Office continued to improve services to students, staff, and faculty through numerous process improvements, many in collaboration with the Office of Information Technology. These included working with OIT on the implementation of Datatel's Release 18 upgrade; developing more efficient means for entering course catalog descriptions; constructing a robust Online Freshman Guide system for new freshmen; developing an online course waitlist process, academic probation and dean's list applications, and a "what if" degree audit report; enhancing admissions screens to facilitate a cohort registration process for first year programs; improving technology for making mass communications with students who apply for graduation or who have recently completed their studies at AU; and developing a prototype for an electronic curriculum process.



## **Center for Teaching Excellence**

The Center for Teaching Excellence's director and staff defined 25 operational goals for AY 2007-2008. From the work on these goals, six themes emerged that highlight a significant year of accomplishments for CTE and contributions to the American University. First is the *growth in core services to CTE's principal clients, AU's students and faculty*. CTE's total contacts with faculty members, providing services in various venues, grew by 40%, and there was a 17% increase in total student contact hours, with high levels of satisfaction reported in our end-of-semester surveys. Second is *community building*. Among the communities that interacted regularly and grew strong were the Ann Ferren Teaching Conference Planning Group, the Faculty Quantitative Teaching Technologies Network, the Greenberg Seminar Faculty, the Model Classroom Faculty, the Distance Education Faculty and, in an earlier stage of evolution, the Multimedia Faculty User's Group. Third is *sustaining CTE's distinctive culture of service, empowerment and professionalism*. Perhaps this was most visibly captured in a series of short videos produced for a CTE staff competition and posted on YouTube. Fourth is *catalyzing and sustaining new initiatives*. The CTE unveiled AU's new Model Classroom, featuring cutting edge instructional technologies supported by a new concept of collaborative staff support from the New Media Center. Fifth is *modeling collegiality and collaboration*. For the second time in four years, CTE worked with OIT and Blackboard Inc. to orchestrate a near flawless system upgrade of the Blackboard learning system. Other significant collaborations were with the Office of the Provost to further strengthen distance education, SIS and the Kogod School on the design of lab and AV systems for new buildings, and with the University Library to stage the next Ann Ferren Teaching Conference in the University Library. Sixth is *servicing AU's broader mission and the AU Community*. In addition to contributions noted above, CTE provided AV support to more than 300 special events each month, upgraded AU technologies in 55 classrooms, collaborated with the Finance Division to create a capital budgeting model that will facilitate a sustainable process for future upgrades, and has become the provider of videoconferencing and video production services to the AU community.

## **Office of Institutional Research and Assessment**

The Office of Institutional Research and Assessment was actively involved in a wide range of projects designed to assess the institution's institutional effectiveness. The research was designed to provide the provost and others with information that could be used to understand and improve academic programs, student achievement, and institutional success. In order to advance university goals, the office administered the Freshman Census, two versions of the Graduation Census, the National Survey of Student Engagement, the Your First College Year Survey, and the HERI Faculty Survey. In addition, the office analyzed the results of the 2007 Campus Climate Survey and provided individual units with specialized reports. It was directly involved with improving retention by working with the Undergraduate Experience Council to identify students at risk for leaving the institution. The provost's emphasis on continuous improvement was also furthered by OIRA's work with the Honors Program, the University College, the Washington Mentorship Program, the Learning Outcomes and Assessment Team, academic advisors, and others. Most important has been the groundwork done to establish a new strategic plan. The office provided the Strategic Planning Committee and the university community with over 100 documents that could be used to better understand AU strengths and weaknesses. The office worked with the president to identify best practices in strategic planning and has been a resource for the

Strategic Planning Steering Committee members as they work to develop a new plan. In addition to the assessment work done to advance the mission of AU, OIRA also helps the community communicate the strengths of the institution. OIRA provided information about AU to Media Services during the NCAA basketball tournament, for example. It assisted AU publications with statistics about the university, worked with HUGE to identify content for the web, helped the Eagle understand issues on campus, and provided external constituents (such as accreditors, the federal government, and guidebook publishers) with accurate information about the strengths of the institution.

### **Office of Enrollment**

The Office of Enrollment achieved unprecedented success in recruiting undergraduate students to American University, which has been documented in other sections of the report.

## Faculty and Student Achievements

### *Faculty Achievements*

American University faculty distinguished themselves in many ways this past year. Following is a **selection** of their professional honors, awards, and appointments:

**Mohammed Abu-Nimer's** *Reconciliation, Justice, and Coexistence: Theory and Practice* (Lexington Books) was selected as the Berghof Foundation's 100 essential books for conflict transformation

**Akbar Ahmed** received an Honorary Doctorate of Law from the University of Liverpool

**Naomi S. Baron** received a senior faculty Fulbright award for research and teaching in Göteborg, Sweden

**Fernando Benadon** received an Individual Artist Award from the Maryland State Arts Council; and the Jaap Kunst Prize from the Society for Ethnomusicology for "Slicing the Beat," the most significant article published the previous year

**Richard R. Bennett** received the Gerhard O. W. Mueller Award for Outstanding Contributions to International Criminal Justice from the International Section of the Academy of Criminal Justice Sciences

**Jesus M. Berard** was appointed permanent music director and conductor of the top-tier orchestra of the DC Youth Orchestra Program

**Daniel Bradlow** became a member of the Roster of Experts, Independent Review Mechanism, of the African Development Bank; and Senior Special Fellow in the Legal Aspects of Debt and Financial Management Program at the United Nations Institute for Training and Research (UNITAR)

**Andrea M. Brenner** was appointed to the Board of Trustees of The Barker Foundation and Korean Focus



**Professor Jack Child**

**Jack Child** received the "Honoris Causa" Award from the Inter-American Defense College

**Angie Chuang** received the William Stafford Fellowship in Creative Non-Fiction for a book manuscript-in-progress on Afghanistan from the Oregon Literary Fellowship, Friends of the Lake Oswego Library

**Angela J. Davis** received the Lamplighter Award for Scholarship from the Black Leadership Forum

**Bette J. Dickerson** received the Wade Smith Award for Teaching, Mentorship and Service from the Association of Black Sociologists

**John S. Douglass** received a Distinguished Achievement Award for lifetime contributions to the Washington, DC, media community from the DC Chapter of the International Television and Video Association

**Robert Drummond** received the Prize for Fiction (Short Story) from *Arts and Letters: Journal of Contemporary Culture*

**Robert F. Durant** was appointed to the Advisory Committee, Centennial Center, of the American Political Science Association; appointed Chair of the Paul A. Volcker Endowment for Public Service Research and Education of the American Political Science Association; and received the Leslie A. Whittington Award for Lifetime Teaching Excellence from the National Association of Schools of Public Affairs and Administration

**Ellen K. Feder** received an American Association of University Women American Fellowship

**Janice Flug** received a Presidential Citation of Merit from the American Society for Public Administration

**Max Paul Friedman** received the Stuart L. Bernath Lecture Prize from the Society for Historians of American Foreign Relations

**Amos Golan** was appointed Senior Visiting Fellow at the Institute of Advanced Study, University of Bologna, Italy

**Robert K. Goldman** was awarded the Order of the Liberator San Martin with rank of Commander by the Argentine government for work in the field of human rights

**Mary W. Gray** was selected as Fellow of the American Statistical Association

**Gershon Greenberg** was appointed a Visiting Scholar at the Institute for Advanced Studies, Hebrew University: Hasidism during the Holocaust



**Professor Sonya Grier**

**Sonya Grier** was appointed to the Board of Scientific Advisors at the CDC National Center on Health Marketing

**Claudio Grossman** received the Charles Norberg International Lawyer of the Year Award from the Washington, DC, chapter of the Inter-American Bar Association; the Simón Bolívar Award in recognition of lifetime achievements in promoting human rights from the Western Hemisphere Institute for Security Cooperation; and was elected chair of the United Nations Committee against Torture

**David Keplinger** received the Colorado Book Award for *The Prayers of Others*, by the Colorado Council of the Humanities for the best book of poetry published in Colorado or by a resident of Colorado in the previous year

**Helen Langa** received an Award for Outstanding Scholarship in Art History for *Radical Art: Printmaking and the Left in 1930s New York* (University of California Press) at the Southeastern College Art Conference

**Teresa L. Larkin** received an award in recognition of Extraordinary Achievements and Contributions to the Fields of Engineering and Computer Education World Wide from the International Conference on Engineering and Computer Education

**Jun Lu** received the Winemiller Award for significant collaboration between Statistics and Psychology from the University of Missouri-Columbia

**Gerald S. Martin** coauthored the paper “The Cost to Firms of Cooking the Books,” forthcoming in the *Journal of Financial and Quantitative Analysis*, winner of the Best Paper of CRSP Forum (Center for Research in Security Prices)

**Diane Orentlicher** was appointed Special Counsel to the Open Society Justice Initiative, and co-chair of the Sub-Committee on Criminal Jurisdiction, Task Force on Extraterritorial Jurisdiction of the International Bar Association

**Randall Packer** received an Artist Fellowship Award from the Washington, DC, Commission on the Arts and Humanities; and received the Isadora Duncan Award, the San Francisco Bay Area Dance award for best sound (Ballet Mori)

**Kara M. Reynolds** was awarded the Harry Johnson Price for Best Article in the *Canadian Journal of Economics*, for “The Returns from Rent-Seeking: Campaign Contributions, Firm Subsidies and the Byrd Amendment”

**Abdul Aziz Said** received the El-Hibri Annual Peace Educator Award and the Fourth Annual Fellowship of Peace Award from the Mahatma Gandhi Memorial Foundation

**Herman Schwartz** received a Mental Disabilities Rights International Award for contribution to human rights

**Margaret B. Stogner** received a CINE Golden Eagle Award for “Real Pirates” exhibit films

**Richard J. Wilson** was corecipient of the Frederick Douglass Human Rights Award, from the Southern Center for Human Rights

**Jon D. Wisman** received the Association for Social Economics’ Ludwig Mai Service Award

**Brian T. Yates** was appointed honorary overseas member of the Australian Center for Addiction Research (ACAR)

### *Student Achievements*

A record number of American University students, many mentored through the Office of Merit Awards, received **prestigious merit awards and fellowships in AY 2007-2008**. Notably, and in keeping with the university's tradition and character, many of the scholarship competitions are **public service-oriented** and many of our merit award winners were selected to **study or work abroad**. Following is a selection of our student recognitions:

- For the fourth year in a row, AU students were selected as **Harry S. Truman Scholars**, and for the third time in AU history (and the second year in a row) the university had two winners in one year.
- Five AU students were named **Fulbright Scholars**, making a total of 276 Fulbright Scholars in four years.
- Two (2) AU students won **NSEP/David L. Boren Undergraduate Scholarships**, with another student as an alternate, and four AU graduate students were awarded **NSEP/David L. Boren Graduate Fellowships**.
- AU ranked third in the nation for the **Presidential Management Fellowship** competition. Thirty-six (36) graduate and law students were selected for the federal government's prestigious two-year program, which puts fellows on the fast track to high-level management positions.
- AU had its 3<sup>rd</sup> **Jack Kent Cooke Foundation Graduate Scholar** since 2000, when the award was created. Thirty-five (35) Cooke Scholars were selected from a national field of 957 university-nominated candidates.
- Three AU students were named **Morris K. Udall Scholars**, among 80 recipients selected nationwide. Only two other institutions had as many scholars in 2008. AU also had three Udall Scholars in 2007.
- Three AU students were named **Killam Fellows**.
- One AU student was awarded a **National Science Foundation Graduate Research Fellowship**.
- One AU student was the recipient of the **Thomas R. Pickering Undergraduate Foreign Affairs Fellowship**. Only 20 fellows are chosen nationwide. This is the fifth consecutive year that an AU undergraduate has received the Pickering Fellowship.
- Sixteen AU students were awarded **Critical Language Scholarships for Intensive Summer Institutes**.

## **Other Developments**

### *Strategic Planning:*

Late last summer, the strategic planning process began and many individuals in the academic affairs division worked hard all year to support the process. The Office of Institutional Research and Assessment assembled exemplar strategic plans from other institutions, the deans began working with their faculty, and the Faculty Senate convened a working group to develop topics important to faculty. Professor Bill DeLone was named chair of the Strategic Planning Steering Committee, which includes the dean of academic affairs among several other members of the academic division.

The annual address to the faculty communicated the core elements that the provost thought should be incorporated in our emerging strategic plan. Most important, our “sense of place” has always been fundamental to the institution and our identity cannot be severed from Washington or from our global connections. These linkages will always form the basis of any strategic plan, but they must flow from our history, our relationships, and our distinctive strengths.

Another irrefutable characteristic of our institution is its tuition dependency. Thus, working towards enrollment stability must be a key feature of this plan. This can only be done by ensuring that we provide a distinctive and student-centered education at both the undergraduate and graduate levels. There are many data to show that we are well along on this path led by strong academic programs that feature faculty and student interaction. Now with shifts in faculty workload and the addition of a select number of multiyear temporary faculty who present outstanding teaching credentials, we can continue to provide the finest teaching among our competitor set of universities. But there is more to student centeredness than academic work, and we need to ensure that AU’s culture is infused with a student centered mindset.

Here is a proposed summary of our formula: an outstanding faculty rooted in Washington, DC, a center of activity in every discipline we teach where AU fosters both theory and practice that encourages service through valued multidisciplinary inquiry in a student-centered environment. This must be the basis upon which we enhance academic excellence and our external reputation, and advance towards enrollment stability. We have been steadily moving in this direction since our founding in 1893 and our first strategic plan in 1912, but this next effort must start with some changes in culture and attitude. First, to break away from any sense of inferiority, where these vestiges still remain and to celebrate our academic excellence unapologetically. Second, we need to use and leverage our existing resources (both financial and human capital). There are opportunities to support great work by the faculty and funds to attract great students from both from internal and external sources. Third, we have begun to eliminate administrative barriers through improved operational efficiencies, especially student-centered services and must continue to work in that direction. Finally, we need to open communication even further through the sharing of information and a shared governance dialogue.

*Promotion and Tenure salary increases*

It has been decades since the “bumps” that faculty receive upon promotion and/or tenure have been adjusted. In order to bring these increases more in line with current salary levels and as a step in reducing salary compression, these amounts were adjusted beginning September 2007 (with 5 year declining retroactive adjustments).

*New Faculty Support Initiatives.*

The Venture Capital Fund competition was developed to support creative programs that have the potential to attract significant student interest, external funding or raise the profile/reputation of an academic unit or program. Eleven applications were received and three were funded, with cost share from each of the deans:

**Shalini Venturelli** (SOC): Global Internet Freedom and Public Media

**Wendell Cochran and  
Chuck Lewis** (SOC): Investigative Reporting Workshop

**Caren Grown and  
Maria Floro** (CAS): Gender Analysis in Economics

The International Faculty Travel Award program was developed to support international travel for research or to present conference papers abroad. Priority was given to faculty members who are able to meet with students at one of our AU Abroad programs. The idea behind this is to not only facilitate faculty scholarship but also to achieve closer ties between the faculty and our students, and to have more buy-in from the faculty on our study abroad programs. We supported **nine faculty**.

*College Writing Proficiency*

During AY2005-2006, the College of Arts and Sciences initiated a review of the undergraduate Mathematics requirement, which resulted in substantial improvements in the required courses. In this same spirit of continuous review and improvement of our curriculum, the dean of the College of Arts and Sciences initiated a similar study of the College Writing requirement at the request of the provost. This review was also prompted by discussions at the Faculty Senate about the College Writing and English Competency academic regulations. A committee has been assembled to address questions such as: how does the program stand nationally in terms of the accepted best practices?; What are the needs of the schools and colleges from the College Writing Program?; and How well do College Writing classes function to facilitate the transition from high school to college?

*Patriot League new AI*

In the provost’s final year as American University’s representative to the Patriot League Policy Committee, a major revision was made to the calculation and use of the Academic Index for admission. Although it is unlikely to be burdensome to the Admissions Office, it will bear watching as to whether it impacts our ability to convert certain student athletes to AU.

*Regional Councils*

Individual reports present detailed information on the activities on these councils, which include the Council on Comparative Studies, the Africa Council, the Latin America Council, the Europe Council and the Center for Asian Studies. There were dozens of events,



including lectures, forums, speaker series and conferences that involved professionals from many prestigious organizations (embassies, foundations, universities, etc). Particularly impressive is the ability of these councils to engage students (from undergraduates to doctoral students) and to work collaboratively not only across academic units but also with many other offices on campus. In June, a new interdisciplinary council on human rights, chaired by Professor Julie Mertus, SIS, was approved by the provost.

#### *Washington Research Library Consortium*

As a member of the Board of Directors of the Washington Research Library Consortium (WRLC), the provost worked with other board members and the Executive Director on an important breakthrough in the governance of this group. The board voted to create two different membership levels, depending on the financial commitment to WRLC. These changes established two categories of directors including Sustaining Members with two Board representatives and Full Members with one representative. AU is now a Sustaining Member with both the provost and the chief financial officer as directors. This governance change also led to the board vote to authorize an expansion of the storage facility, thus alleviating the storage crisis. The project is now underway. The provost also participated as a member of the Compensation and Audit Committee of the Board.

#### *Faculty Retirements*

In AY 2007-2008, faculty members from the College of Arts and Sciences (eight), the Kogod School of Business (two), and the School of International Service (one) completed their service to the university.



**Provost Broder and Dean Goodman honor retiring faculty member Stephen Cohen at the Faculty Recognition Dinner**