



Updates on Academic and Research Initiatives

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Provost and Executive Vice Chancellor for
Research and Academic Affairs

Outline

- Improved Teaching Evaluations Processes at RU-NB
- Improved Review Process for Centers and Institutes
- Mechanisms for Faculty Recognition and Appreciation
- Mechanisms to foster faculty collaborations
- Data for NTT Roles in Center/Institute Leadership (Response to the NBFC)
- Data for NTT distribution in departments/schools (Response to the NBFC)
- Discussion: Inputs on convening faculty working groups to address the most pressing institutional deficits

Improving Teaching Evaluations Processes

Teaching Evaluation Council Working Group

- The New Brunswick Provost's Office has convened a working group to begin to implement the structure of coordination of department- and school-level Teaching Evaluation Plans by a campus-wide Teaching Evaluation Council.
- *“Each Chancellor will establish a Teaching Evaluation Council (TEC) chaired by the Provost or a Vice Chancellor. The TEC will serve as a clearinghouse for ideas and suggestions on the improvement of the evaluation of teaching, and will act as an advocate, through the Provost or Vice Chancellor, for resources for improving teaching, its assessment, and the evaluation of teaching for all instructors-- full time and part time, tenure-track and non-tenure track. In addition, it will assist departments as they prepare or revise their individual plans and procedures for evaluating teaching.” [2017 Task Force Report]*

Teaching Evaluation Council Working Group: Goals

- The working group's immediate goal is to formulate the “elements of a teaching evaluation plan,” that is, the series of questions whose answers constitute a plan. The group aims to formulate questions, and allow each department and school to propose answers appropriate to their discipline and to the configuration of their faculty. The group will also provide a library of protocols and examples from Rutgers and from selected peer institutions.
- The working group's second goal will be to consider whether to recommend campus-wide modifications to the SIRS questionnaire to the Chancellor and the deans, based on research in the scholarship of learning and teaching into ways to reduce bias and to focus survey instruments on issues where student input is most relevant. This is likely to be a multi-semester project, as it will require testing of new questions and question ordering.

Teaching Evaluation Council Working Group: Composition

Members of the working group represent almost every school in New Brunswick:

- Laura Curran (SSW)
- Ingrid Fulmer (SMLR)
- Drew Gitomer (GSE)
- David Goldman (SAS)
- Ryan Kettler (GSAPP)
- Susan Lawrence (SAS)
- Laura Lawson (SEBS)
- Dafna Lemish (SCI)
- Tom Leustek (SEBS)
- Jenny Mandelbaum (SCI)
- Carolyn Moehling (SAS)
- Henrik Pedersen (SOE)
- Judy Postmus (SSW)
- Ron Ransome (SAS)
- Julia Sass Rubin (Bloustein)
- David Shreiber (SOE)
- Sharon Stoerger (SCI)
- Can Uslay (RBS)

The group is open to adding further members who can bring scholarly and institutional expertise to the project. For additional information, please reach out to Vice Provost James Swenson, Chair of the TEC Working Group at Rutgers-New Brunswick.

Improved Processes for Review of Research Centers and Institutes

New University Policy on Centers and Institutes



UNIVERSITY POLICY

Policy Name:	Centers and Institutes				
Section #:	10.1.5	Section Title:	Academic Matters	Formerly Book:	1.3.5
Approval Authority:	Board of Governors		Adopted:	1959	Reviewed: 02/12/2019
Responsible Executive:	Senior Vice President for Academic Affairs		Revised:	02/1996; 07/01/2010; 07/01/2013; 02/12/2019	
Responsible Office:	Office of Institutional Research and Academic Planning		Contact:	Office of Institutional Research and Academic Planning 848-932-7305 https://oirap.rutgers.edu	

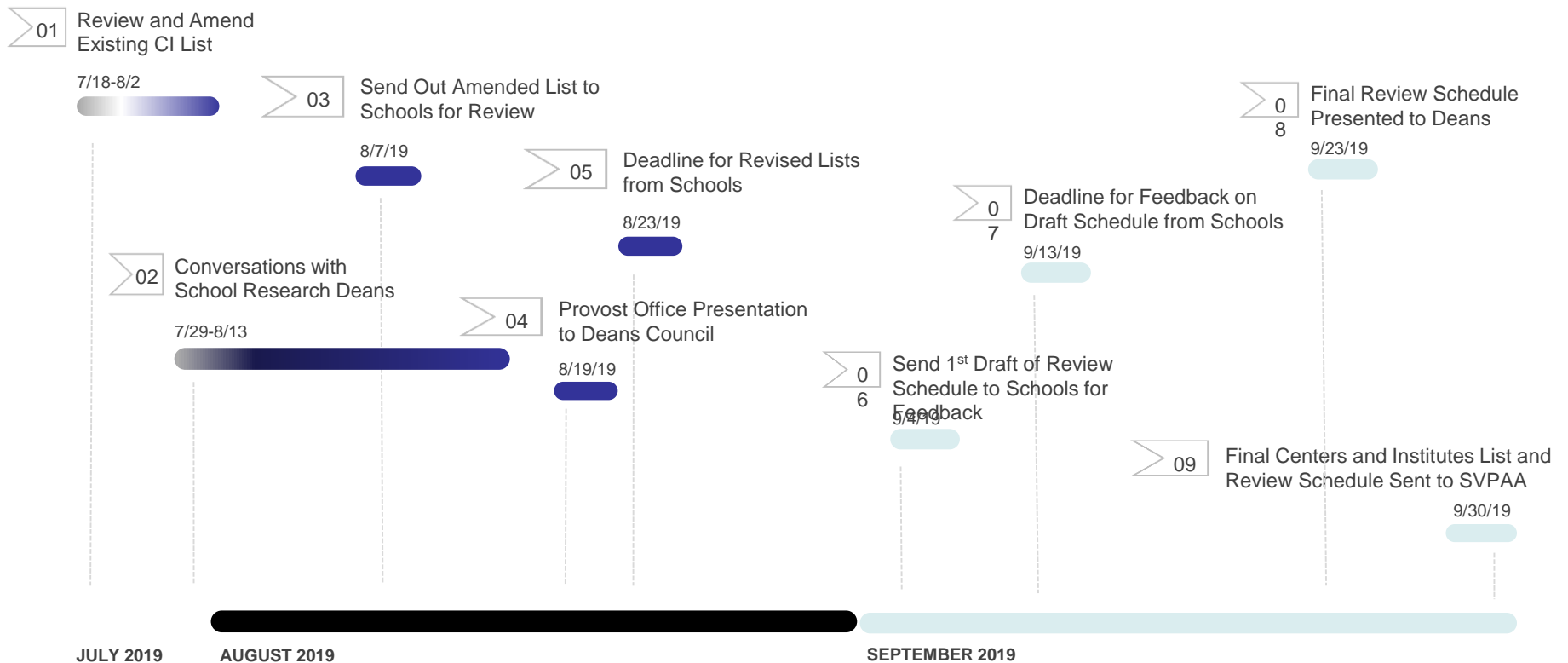
1. Policy Statement

The University shall from time to time establish Centers and Institutes, which may be supported by University budgetary resources, special provision from State appropriations (particularly in the case of such units created as a result of specific legislation), endowment funds, external grants or contracts, and/or some combination of these. Each Center and Institute has its own mission statement, and as appropriate, a set of bylaws, procedures, or statement of governance.

2. Reason for Policy

This policy describes the processes by which Centers and Institutes are established, approved, monitored, renewed, and dissolved. This policy also identifies the individuals and entities that have authority over the missions and policies of University Centers and Institutes. This policy supersedes the May 10, 1991 Board of Governors-approved Policy on the Suspension or Discontinuance of Programs, Departments, and Centers with respect to Centers only.

Centers & Institutes Review Schedule Development Project Timeline



# of total RU-NB CIs identified through this project (active, inactive, orphaned, excluded from review)	264
% of those on OIRAP's original list	66%
% of identified CIs that are currently active	85%
% of currently active RU-NB CIs that will be scheduled for review	83%

Mason Gross School of the Arts – 2 Centers

FY20: Rutgers Print Studio

School of Communications and Information – 3 Centers

FY20: Center for Communication and Health Issues

Graduate School of Applied and Professional Psychology – 5 Centers and Institutes

FY20: ANSWER

School of Social Work – 6 Centers and Institutes

FY20: Institute for Families

Graduate School of Education – 7 Centers & Institutes

FY20: National Institute for Early Education Research

Rutgers Business School – 7 Centers and Institutes associated with NB
Schedule being negotiated with Newark Provost's Office

School of Engineering – 8 Centers and Institutes
FY20: Center for Advanced Infrastructure and Transportation
Center for Advanced Energy Systems

Bloustein School of Planning and Public Policy – 18 Centers & Institutes
FY20: Voorhees Transportation Center
Subunits: National Transit Institute, NJ Travel Independence
Energy, Economic & Environmental Policy
HIV Prevention Community Planning Support and Development
Local Government Research

**School of Environmental and Biological Sciences &
NJ Agricultural Extension Station – 50 Centers and Institutes**

FY20: Chrysler Herbarium

Institute for Food, Nutrition, and Health (includes multiple subunits)

Hutcheson Memorial Forest

Global Institute for BioExploration

Rutgers Ecological Preserve

Rutgers Garden

School of Arts and Sciences – 58 Centers and Institutes

FY20: Bildner Center for the Study of Jewish Life

Center for African Studies

Youth Sports Research Council

Thomas A. Edison Papers

Center for Women's Global Leadership

Cyberlearning Innovation Research Center

Geology Museum

Center for Computer Science Research

Center for Human Evolutionary Studies

New Brunswick Chancellor – 13 Centers and Institutes

FY20: Center for American Women and Politics

Human Genetics Institute of New Jersey

Institute for Earth, Ocean, and Atmospheric Sciences

Next steps:

- Finalize the review template and web-portal
- Request for Director's report
- Notification to Center of due date of review
 - Particular questions or points of emphasis
- Supervisor's recommendation/cover letter

Mechanisms for Faculty Recognition & Appreciation

Chancellor's and Provost's Awards for Faculty Excellence

- **Chancellor's Award for Impacts in Teaching**
 - This award honors individual faculty (professor or distinguished professor, tenure-track or non-tenure track) whose teaching contributions have resulted in exceptional impacts on the institutional student experience and public engagement.
- **Chancellor's Award for Pioneering Research**
 - This award honors individual faculty (professor or distinguished professor, tenure-track) whose research contributions have transformed the field of research, including highly cited scholarship or practiced patents that have reshaped the impacts of the academe.
- **Chancellor's Award for Global Impacts**
 - This award honors individual faculty (all ranks) whose research or teaching or service have catalyzed global partnerships or generated international impacts and exceptional public engagement.

Chancellor's and Provost's Awards for Faculty Excellence

- **Provost's Award for Excellence in Cross-Disciplinary Research**
 - This award honors individual faculty (assistant or associate professors, tenure-track or non-tenure track) whose research area aims to achieve disruptive or transformative impacts at the interface of two disparate fields of scholarship or inquiry.
- **Provost's Award for Excellence in Innovative Teaching**
 - This award honors individual faculty (assistant or associate professors, tenure-track or non-tenure track) whose teaching practices involve non-traditional approaches to enhance learning outcomes, including new forms of pedagogy, instructional technologies, and multimedia.
- **Provost's Award for Excellence in STEM Diversity**
 - This award honors individual faculty (assistant or associate professors, tenure-track or non-tenure track) whose work aims to increase diversity and inclusion in STEM fields through innovative approaches in pedagogy and teaching practices, research, and community building.

Chancellor's and Provost's Awards for Faculty Excellence

- The deadline for nominations is Tuesday, January 21, 2020.
- Nominations may be submitted by deans, department chairs, or colleagues and will require a 300-word summary of the individual's qualifications and up to three letters of support.
- A committee of senior faculty members will review nominations and make recommendations.
- Selected awardees will be honored at the Chancellor's Celebration of Faculty Excellence in the spring of 2020.
- In addition, each honoree will be provided an institutional award of \$5,000.

Mechanisms to Foster Faculty Collaborations

Room 102 THEME I: SUSTAINABLE URBAN SYSTEMS

10:45 am **IDEA 1: Future of Work in an Era of Intelligent Machines and Implications for Sustainable Urban Systems**

Idea Leader: Piyushimita Thakuria (Bloustein)

11:30 am **IDEA 2: Better buildings**

Idea Leaders: Clint Andrews (Bloustein), Jie Gong (Civil & Env. Eng), Gediminas Mainelis (Env. Sci)

12:15 pm-12:45 pm:

Lunch and Networking, Second Floor Atrium

1:00 pm **IDEA 3: Long-term Ecological Change in an Urban Estuary**

Idea Leaders: John Reinfelder (Env. Sciences), Bob Chant (Marine & Coastal Sci.), Nicole Fahrenfelt (Civil & Env. Eng)

1:45 pm **IDEA 4: Rutgers FlexFarm**

Idea Leaders: A. J. Both (Env. Sciences), Xenia Morin (Plant Biology), Albert Cuitino (Mech. Aerospace Eng)

Room 206 THEME II: INNOVATIONS IN ARTIFICIAL INTELLIGENCE

10:45 am **IDEA 5: AI and Augmented Learning**

Idea Leaders: Matthew Stone (Computer Science-CS), Janice Gobert (GSE), Patrick Shafto (Math)

11:30 am **IDEA 6: AI and Ethics**

Idea Leaders: Vivek Singh (SCI) and Lazaros Gallos (DIMACS)

12:15 pm-12:45 pm:

Lunch and Networking, Second Floor Atrium

1:00 pm **IDEA 7: Mind the Gap: Domain-agnostic Machine Learning and Knowledge-rich Sciences and Engineering**

Idea Leaders: Narayan Mandayam (Electrical & Computer Eng, ECE), Waheed Bajwa (ECE)

1:45 pm **IDEA 8: Foundations of Machine Learning**

Idea Leaders: Vladimir Pavlovic, G. Moustakides, Karl Stratos, Sungjin Ahn, Dimitris Metaxas (CS)

Humanities and Arts Initiatives

Rutgers Research Collaboratives

Arts Integrated Research Collaborative brings the creative practice of the arts together with research in the humanities, social sciences, and STEM fields

Civics, Education, and Social Justice Collaborative joins research on politics, community engagement, and education with history, philosophy, and sociology

Hubs across schools for interdisciplinary research

3-4 faculty; 2-5 year life span

Support for Projects, Events, Workshops, Retreats, Co-Teaching

Pop-Up Forums and Design Workshops

Civics, Politics, and History in K-12 and Higher Ed

Public Humanities and Community Engaged Scholarship

Environmental Humanities and Environmental Sciences

Public Voices: Writing, Film, Audio

Youth, Media, and Scholarship for the Future

Map converging topics and methods

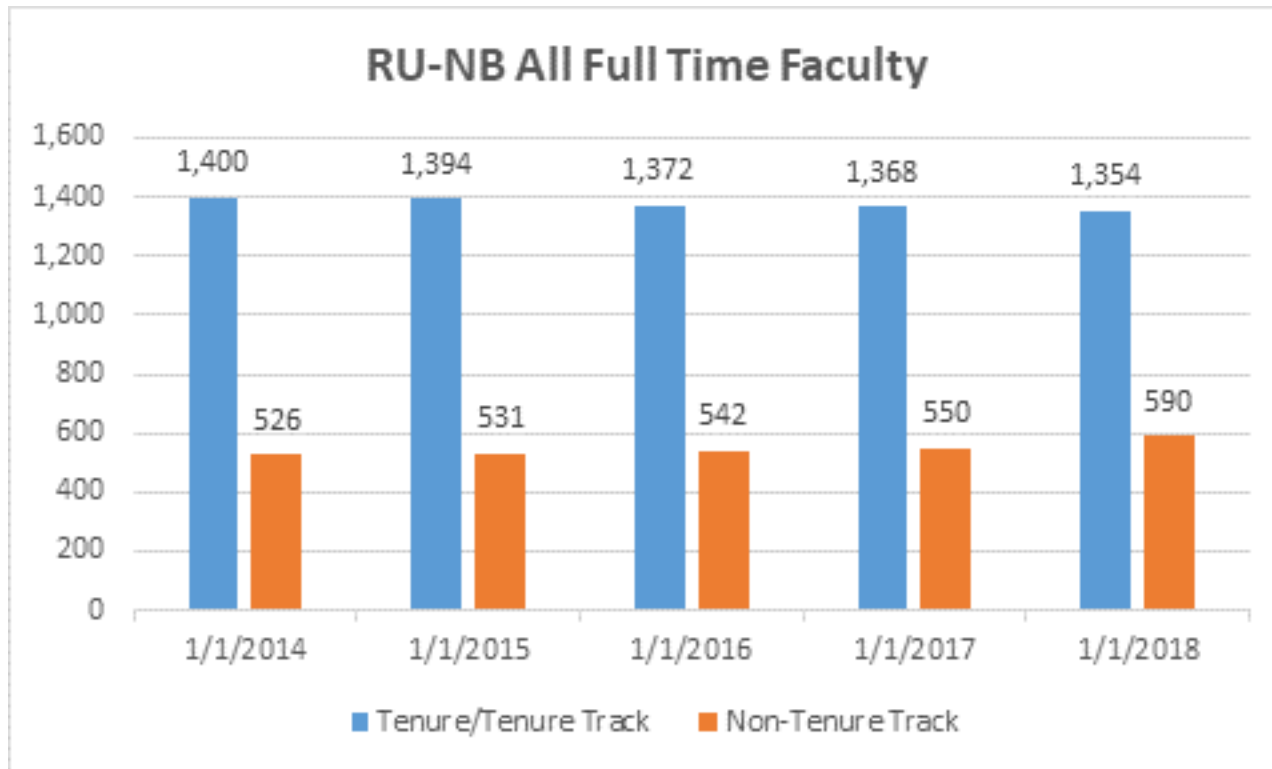
Identify emerging areas of strength

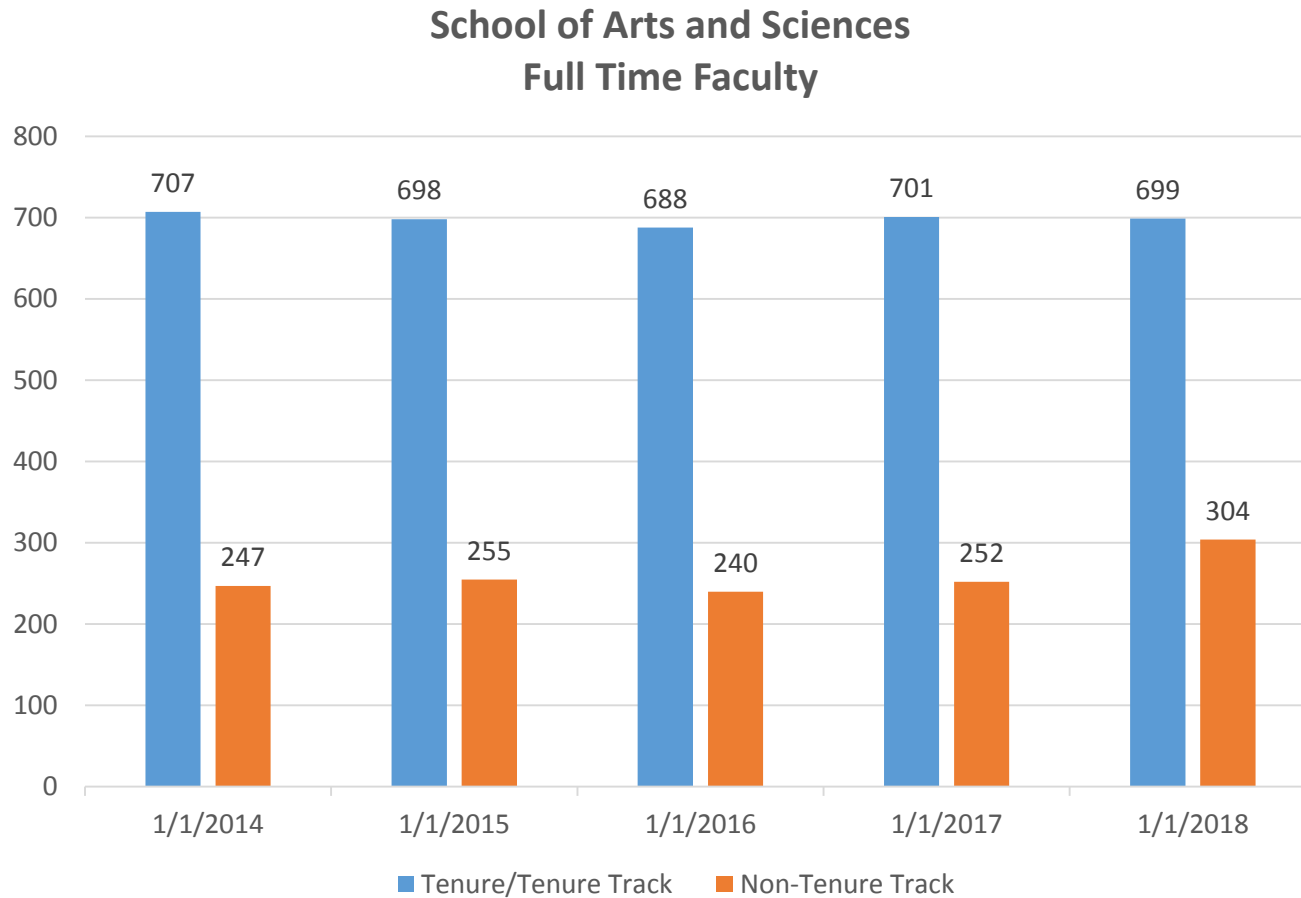
Design for modes of collaboration

Navigate the Foundation Landscape

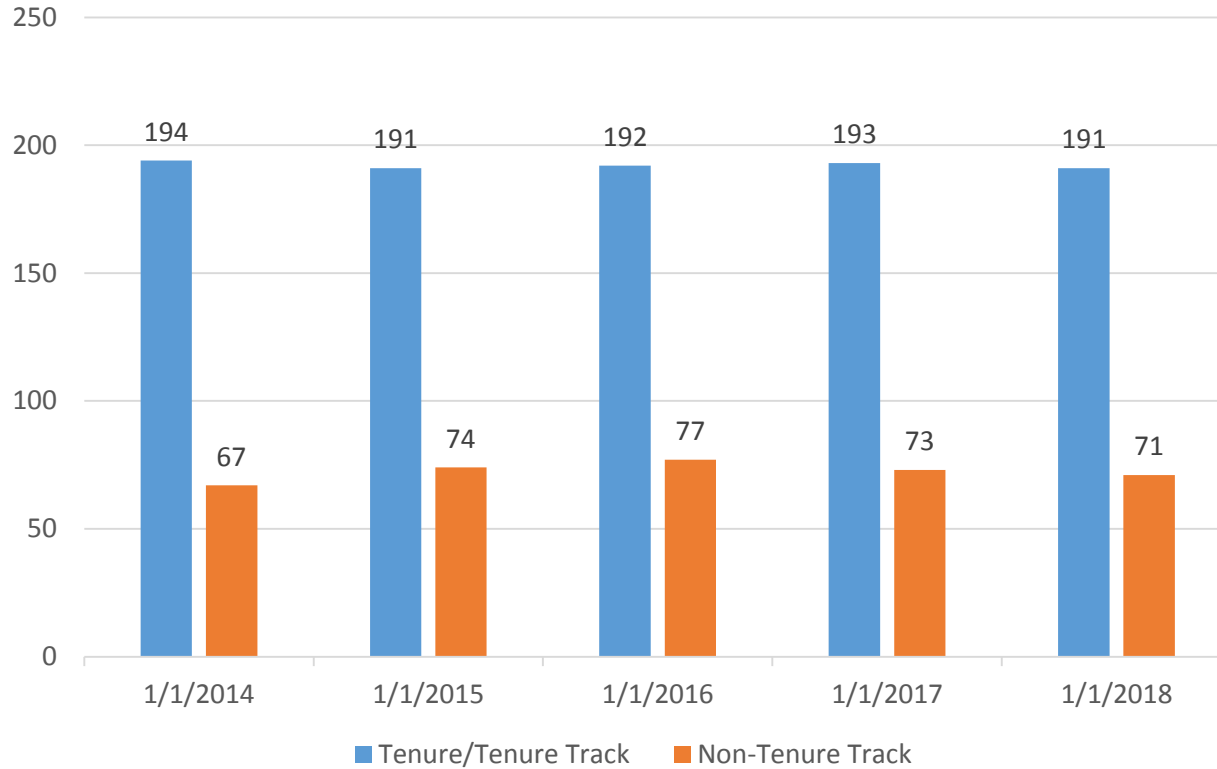
Question from the NBFC: NTT Distribution Data across departments/schools

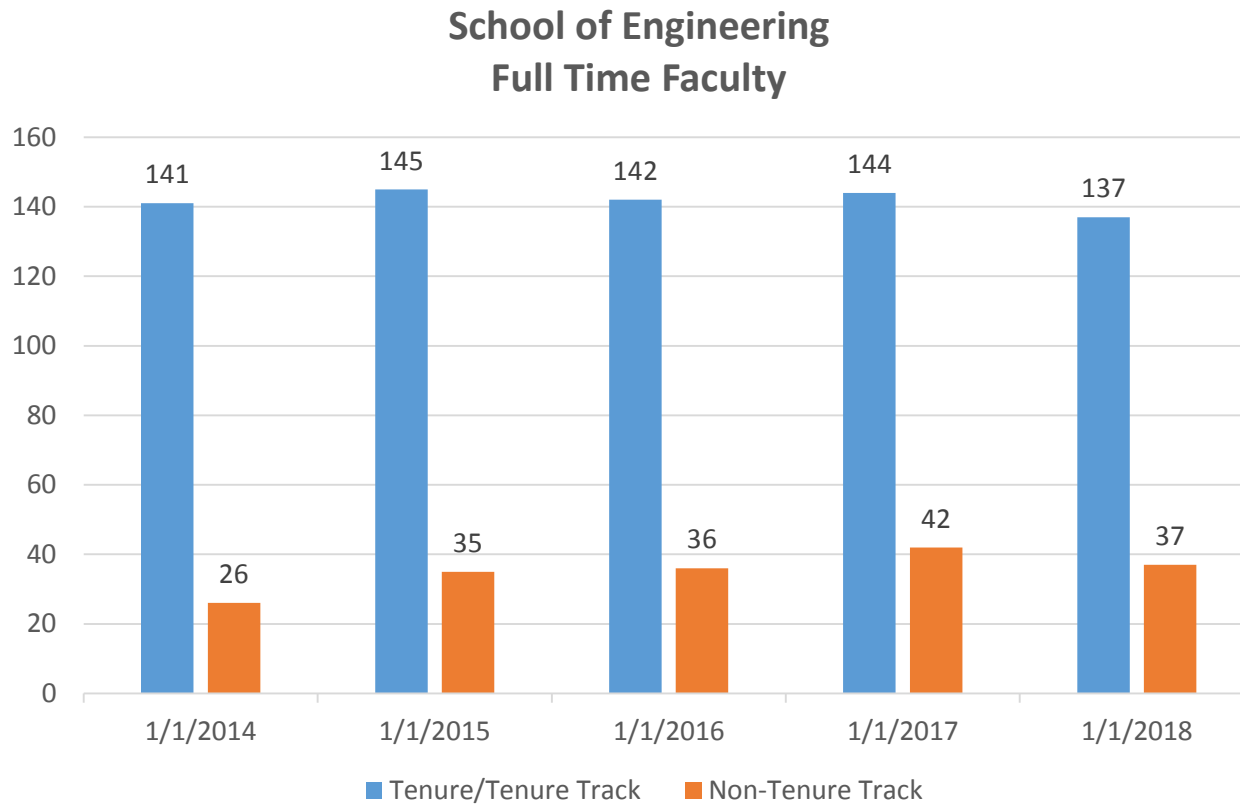
- See spreadsheet with data emailed to NBFC, November 21, 2019
- Some high-level takeaways (Nov. 2018 data)
 - 1105 total tenured faculty
 - 285 untenured/pre-tenure faculty
 - 625 non-tenure track faculty
- Of the 625 NTT faculty
 - 155 Research Track
 - 470 Instructional Track
 - 76 in English Writing
 - 28 in Math



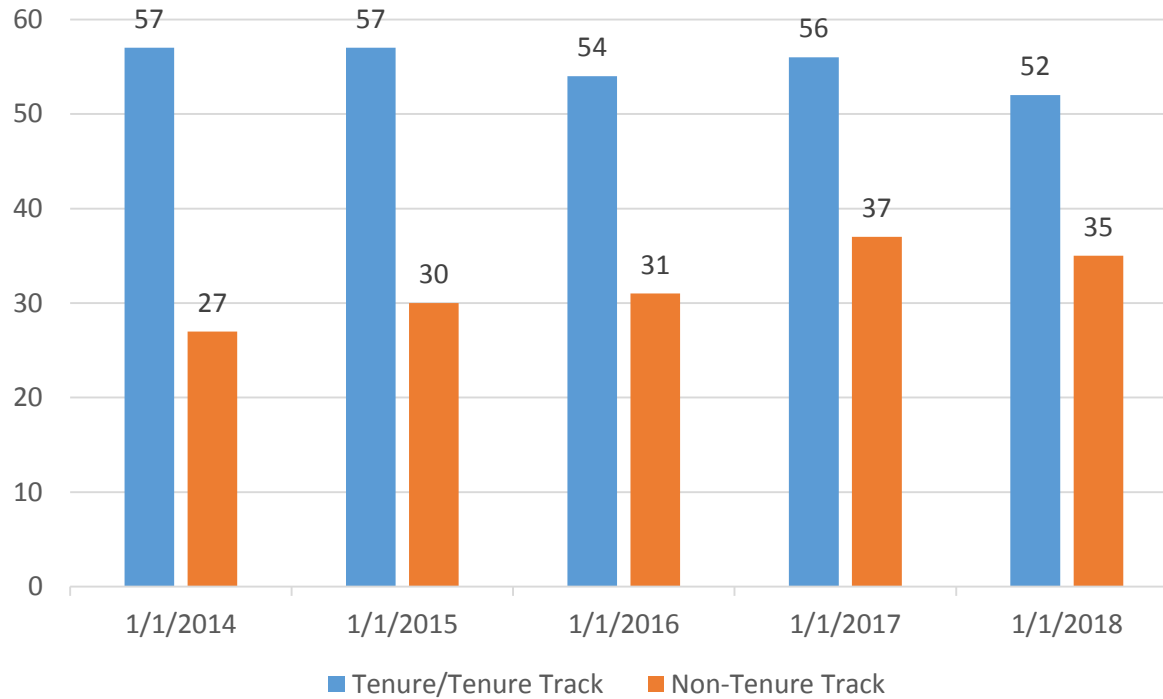


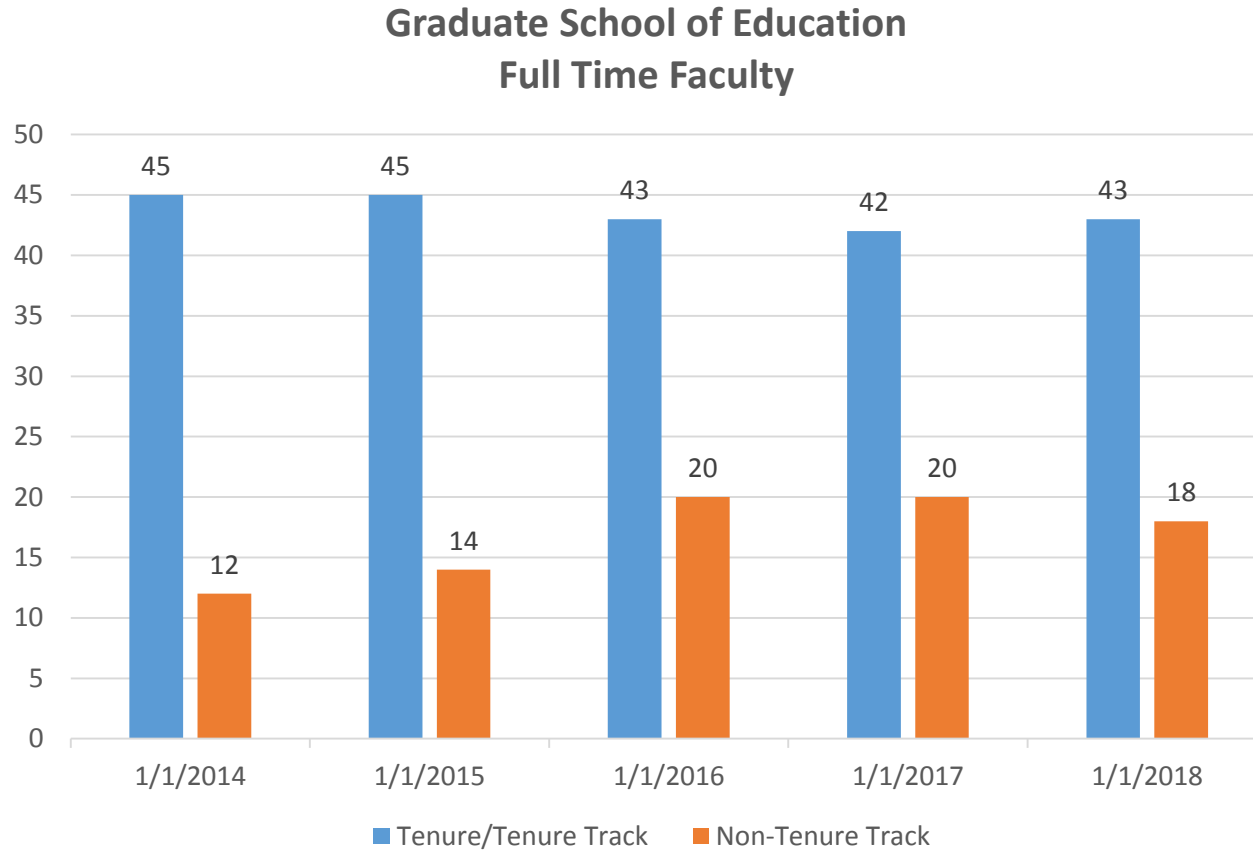
**School of Environmental and Biological Sciences
Full Time Faculty**



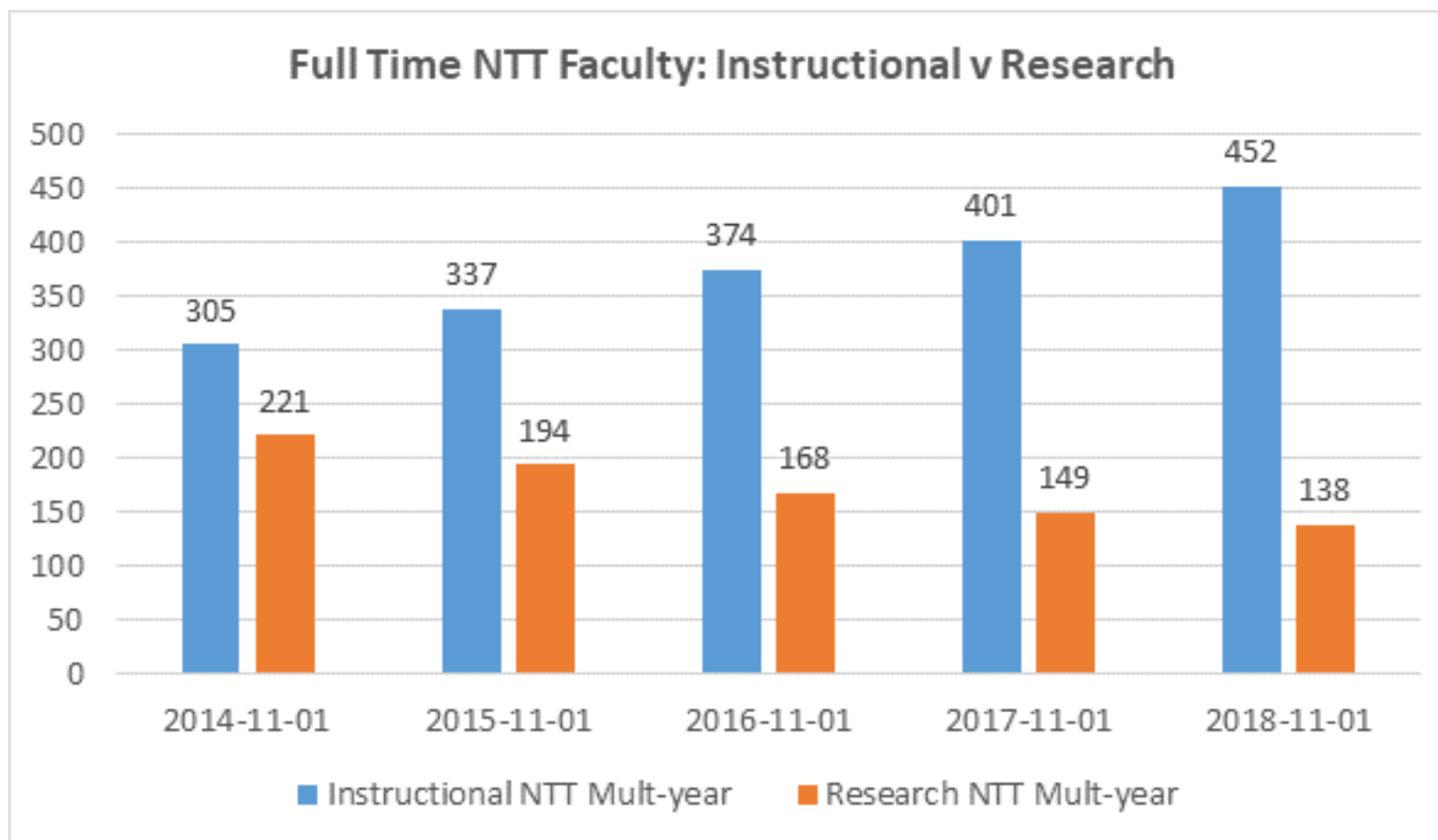


Mason Gross School of the Arts
Full Time Faculty



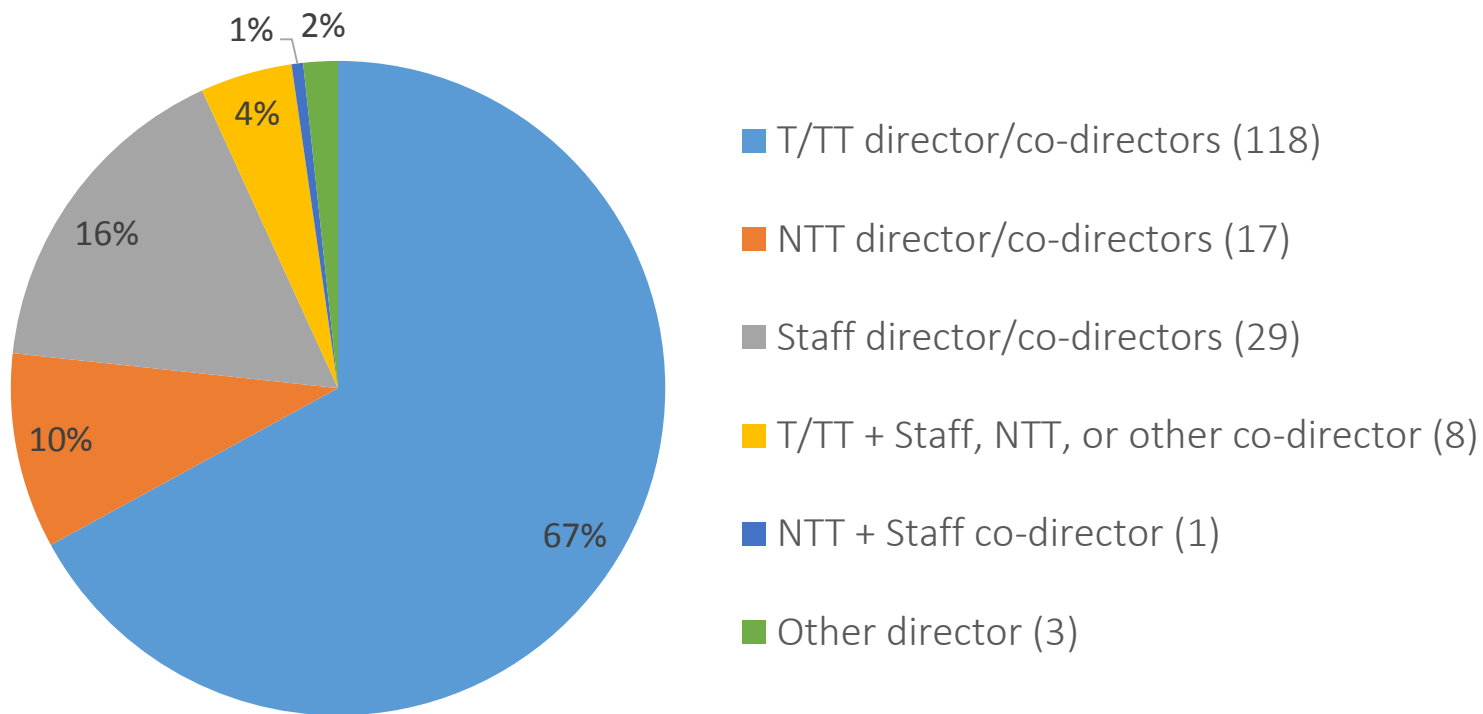


Instructional vs. Research NTT Faculty Trends



NTT Roles in Center Leadership Data

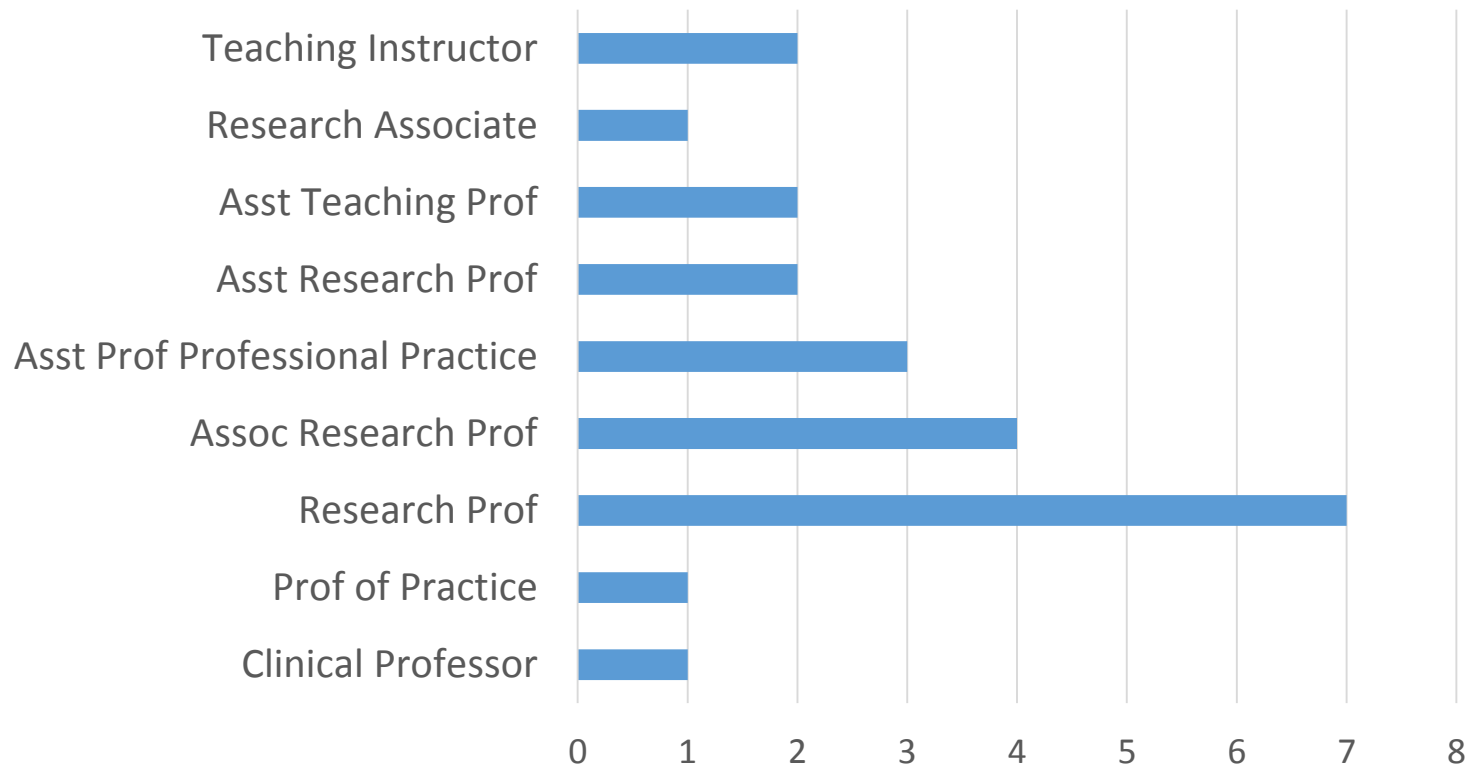
Center and Institute Directors



There are 176 Centers and Institutes scheduled for review.

NTT Roles in Center Leadership Data

NTT Professors Serving as Directors or Co-Directors



Upcoming NBFC Meetings

- Oct 25, 2019 Ben Sifuentes, Vice Provost for Undergraduate Education
New Initiatives – Transfer and Non-Traditional Students
- Nov 22, 2019 Prabhas Moghe, Provost
Updates on Academic & Research Initiatives
- Jan 31, 2020 Felicia McGinty, Executive Vice Chancellor for Administration
Salvador Mena, Vice Chancellor for Student Affairs
Transforming the Student Experience
- Feb 28, 2020 Anna Branch, Vice Chancellor for Diversity, Inclusion, and Community Engagement
Advancing Diversity at Rutgers-New Brunswick
- Mar 13, 2020 Developing closer pathways for communications and information sharing
COACHE project outcomes and joint working groups
- Apr 24, 2020 Christopher Molloy, Chancellor

Background

- **2017 Task Force Report**

- Responding to an NBFC resolution from April 2016
- “A Proposal to Improve the Evaluation of Teaching at Rutgers University”
- Convened by SVP Barbara Lee
- **Recommends the use of “multiple measures of teaching quality” including peer review of teaching materials, peer course observations, and the development of self-study documents in the form of a teaching portfolio as well as the student evaluation of teaching survey instrument (SIRS).**
- Debate in the NBFC and the University Senate (Fall 2017) was highly favorable to the development of multiple measures of teaching quality. Both bodies recommend that we discontinue the summative use of student evaluation of teaching surveys in reappointment and promotion processes.

Background cont'd

- **2018 Task Force Report**

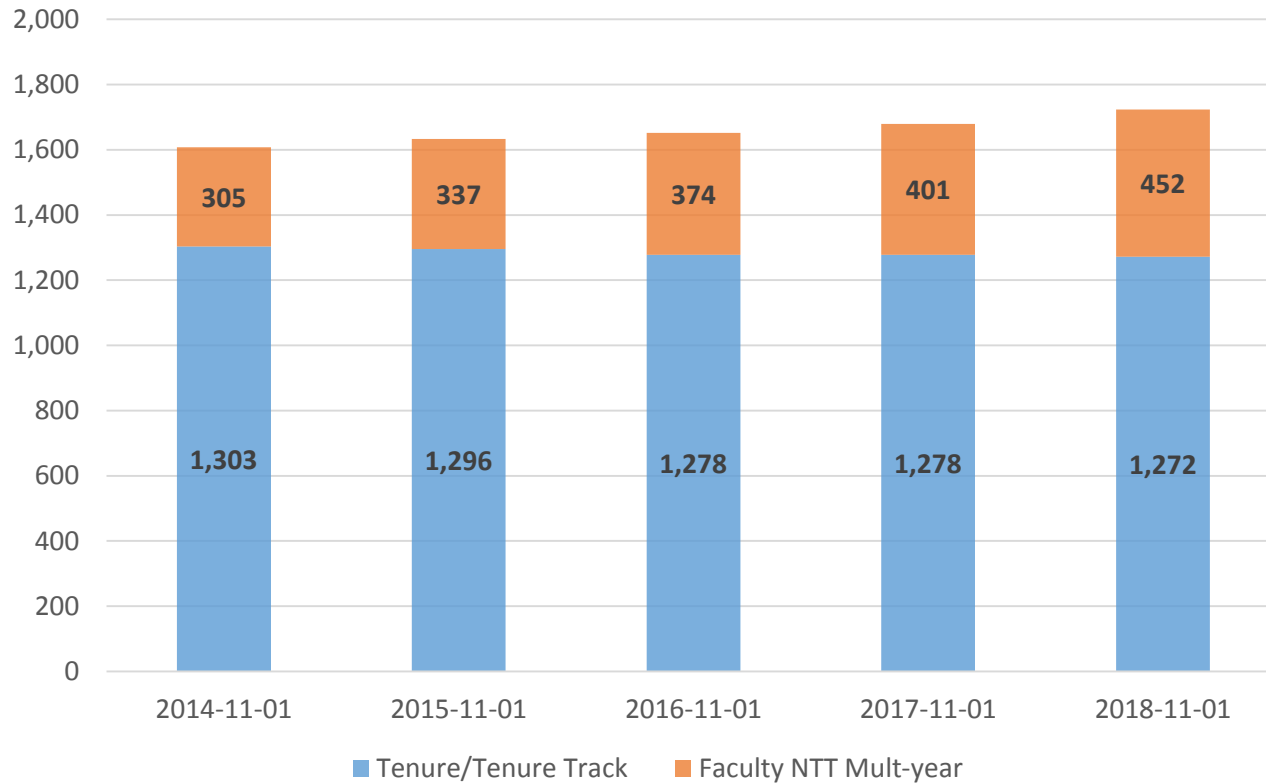
- “Student Feedback Task Force Report”
- Chaired by Professor Jenny Mandelbaum (School of Communications and Information)
- 10 of the 19 members of the Task Force are RU-New Brunswick Faculty
- **Recommends considerable modifications to the structure and implementation of the SIRS survey in the context of multiple measures of teaching quality, but also endorses continued use of summative questions (“9 and 10”) in reappointment and promotion processes.**

Background Cont'd

- In a letter to the University Senate (dated September 13, 2018) President Barchi endorsed the combined recommendations of the two task force reports.
- In 2018-2019, the Bloustein School and the School of Management and Labor Relations piloted peer observation and evaluation systems.
- CTAAR has held a series of workshops on the New Brunswick campus for deans and chairs and for individual faculty on peer observation protocols and creation of teaching portfolios.

Note: This is only instructional NTTs

All New Brunswick Full Time Faculty



- In 2014, NTTs made up 19% of full time faculty.
- This percentage has steadily risen to 26% in 2018, with a total increase of 147 NTT faculty members.
 - The School of Arts and Sciences accounts for 73.5% of this increase, or 108 NTT faculty members.
- Except for the School of Social Work, all other schools have seen increases in the percentage of NTTs.