



A Message from the Provost

As I reflect on this Fall semester, my first with you all, I want to thank each of you for your extraordinary work on behalf of our University. Your dedication and passion for the breadth of work you do, from teaching and research to service, makes such a profound difference to our students and to our world. You’ve made my first semester here one filled with excitement and inspiration. It has been a whirlwind for sure, but these last few months have been the most rewarding of my career. I am thankful that, on top of your many responsibilities, you also are sharing your wisdom and expertise in support of our University strategic planning. The strategic plan will continue to be a primary focus in Spring and your input has ensured the centrality of our academic core. Your vision is coming into sharp focus and from this, the evolution of academics will lead to many exhilarating opportunities. Our success will build on many of the accomplishments you all contributed to this semester.

To everyone who contributed ‘nuggets’, keep them coming! To see the 2019 [August to October Nuggets](#) scroll down on Provost/Academic Affairs page on the intranet. To submit a new nugget, click [here](#).

The Student Experience

- The University bolstered and expanded student support services to include the new **Office of Undergraduate Advising**. Working collaboratively with academic faculty and staff, the Student Success Center, Student Administrative Services (SAS), and many other campus offices, we are realizing the vision of truly holistic advising that ensures our students are successful in all of their endeavors. Our goal is to provide our students with a one-stop shop that serves all Clarkson University undergraduate students seeking academic support, with coordinated referrals to academic services across campus.
- We’ve expanded the support needed for academic units to systematically assess student learning **outcomes assessment** to all academic units ensuring that we have the data needed to map student success onto the curricula we offer. This is a critical step in meeting our programmatic and institutional accreditation needs. More importantly, continuous assessment of our programs will reinforce our competitive advantage in the complex landscape that is today’s higher education market.
- We established a **Task Force on the Common Experience** incorporating faculty and staff from across campus. Taking a deep dive into our current Common Experience curriculum and re-imagining the possibilities for the future, the Task Force will provide advice and feedback to explore possible changes to our Common Experience curriculum.

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The Faculty Experience

- We acquired [Academic Performance Solutions \(APS\)](#) which provides real time data to department chairs, directors, and deans to support smart scheduling, connection of financial and enrollment data, and models to evaluate faculty teaching loads, enrollment trends, and unit-level academic performance. This system allows us to thoughtfully plan our academic programming and compare performance against institutional peers. Using APS we will ensure that our offerings are robustly enrolled and support the allocation of resources to better advance our academic mission. The system will be installed in Spring 2020 and will go live with 'test' units in Fall 2020. By Fall 2021 all units will have full access to the system.
- To support and enhance faculty review and empower faculty to capture their successes and better support departmental, programmatic, and university review we acquired [Interfolio](#). Interfolio is a platform used by academic institutions to manage faculty data, reporting, dossier, and CV management. Excitingly, by Fall 2021, tenure and promotion binders will be a thing of the past! For faculty who enjoy the binders we will offer scrapbooking workshops...
- In Spring 2020 we will launch the [Office of Faculty Achievement](#). Under the leadership of Associate Provost Chris Robinson, the Office will coordinate faculty development programming, support school and programmatic initiatives, and much more! AP Robinson will continue to lead the Office of Diversity and Inclusion's Teaching and Learning for Diversity and Inclusion programming and will, in this new role, connect IT's Teaching and Learning Corner with these efforts as well as expand and support workshops and seminars to maintain our collective instructional excellence. This office will also launch a new faculty fellowship program so keep an eye out for that this spring.
- Our [Clarkson School](#) will be led, in spring 2020, by Interim Head of School Dr. Jennifer Knack. With the intrepid Prof. Jon Goss on sabbatical this spring, we seized the opportunity to advance his vision to split leadership of Honors and the Clarkson School while maintaining close programmatic collaboration. Under the leadership of Dr. Knack and Ms. Brenda Kozsan, the Clarkson School will continue to develop dynamic and distinctive early college program experiences that ensure our Clarkson School remains one of the top residential early college programs in the U.S.

Research

- The University continued taking steps to elevate the capabilities of the [Office of Sponsored Research Services](#) to coordinate, support, and grow research activity and collaborative scholarship. Our plan is to further enhance this office and expand its scope in a way that provides greater support to faculty for grant writing, technology transfer and commercialization, award applications, and other critical tasks. We are eager to hear from you!
 - Our [Scientific Advisory Board](#) was briefed in November on current and future directions of our four strategic research foci. Thank you to the over 70 faculty who participated in these conversations! Advice from the SAB will lead the tightening of our technology transfer to commercialization pathway, identification of strategic areas for investment of personnel and capital, and new connections to funding opportunities.
 - We are launching a search for an [Associate Vice Provost \(AVP\) for Research and Technology Transfer](#) who will begin their work this summer. The position will support the internal coordination of research and technology transfer and serve as a key connector of faculty to opportunities to advance their research.
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- Once our new AVP search is underway we will kick off a search for a new full-time **Vice Provost for Research and Strategic Initiatives** who will lead our research enterprise and grow faculty research through the development of new programs and new external partnerships.
- Our **Center of Excellence in Healthy Water Solutions** is seeking a Co-Director who will, along with their peer at SUNY ESF, lead the Center into its second year. This year has been very successful with our launch at SUNY ESF, a workshop on PFAS and other emerging contaminants at our Beacon campus, announcement of pilot funding to support emerging research programs, and our partnership with the NYS Department of Environmental Conservation to remediate harmful algal blooms (HABs). The current research project on HABs is being led by Yang Yang and Stefan Grimberg. Competing against SUNY ESF's team, the 'Clarkson HAB Terminator' will destroy the competition and HABS this summer.
- In Spring 2020 we will kick off the internal search for new co-directors or director for **CAMP**. Over the past year, under the leadership of co-directors Andreescu and Shipp, CAMP has build a strong internal network of researchers and CAMP has continued to thrive. Working with CAMP's current leadership, faculty researchers, and staff, the new director(s) will continue to advance the role of CAMP in supporting New York's advanced materials industries.

Transitions

As we look towards the future, new leaders emerge. Some positions are new to the University, some are holding down the fort while talented colleagues take a breather from the constant action that is Clarkson academics.

- Professor Chris Robinson will assume the role of Associate Provost for Faculty Achievement on January 12, 2020.
- Professor Jennifer Knack will assume the role of Interim Head of the Clarkson School on January 12, 2020.
- Professor Tom Langen will step into the role of Interim Dean of the School of Arts and Sciences on January 12, 2020 and will support the search for a new Dean of the School of Arts and Sciences with the help of Haley and Associates.
- Graduate School Dean Kerop Janoyan will take on the additional role of supporting the faculty and staff of the new Lewis School of Health Sciences and will work with colleagues to kick off the search for the Founding Dean of the School of Health Sciences with the support of a national search firm.
- Professor Jon Goss, Director of the Honors Program, will be on sabbatical in Spring 2020.
- Professor Chuck Thorpe resigned his position as Dean of Arts and Sciences and will spend the Spring 2020 semester reconnecting with his roots in robotics research.
- Professor Michael Twiss will take on the role of Interim Chair of the Department of Biology.

News and Updates

Our office is busy working across campus to better support the academic core. Initiatives below will evolve over time and you will receive more information from your chairs, directors, and deans as we kick off different phases of these initiatives.

- **Clarkson Scholars** is a new enrollment pathway and scholarship program for students admitted to Clarkson and interviewed, but not selected, for our Honors Program. These students will participate in Honors leadership programming and new innovation programming as well as non-research thesis based capstone programming ensuring that Clarkson enrolls and retains these high-achieving students;

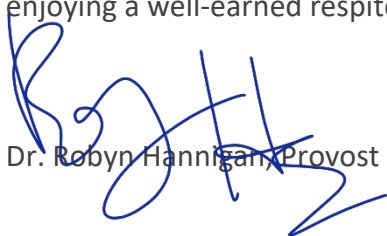
- Academic Affairs will continue a strong partnership with the Academic Leadership Council and Faculty Senate to close gaps in **policy and governance** to better support faculty excellence and to better steward our resources. The Office of Faculty Achievement, discussed above, is just one of many early outcomes of this collaboration;
- The NSF-funded **ADVANCE** project will launch in Spring 2020. The project will support unique professional development and leadership training to faculty and will coordinate with Academic Affairs and Faculty Senate to examine and, when needed, adapt inclusive policies and regulations that ensure the success of our diverse faculty;
- We continue to re-build and revive our community ties to the Haudenosaunee , specifically the Mohawk Nation at **Akwesasne**, through K-12 outreach programming with our Institute for STEM education and the Office for Diversity and Inclusion (ODI). ODI and Academic Affairs are working closely with our friends to bring Clarkson academic programs and research expertise to Nation and to create an inclusive, culturally competent environment for Native American students on Clarkson’s virtual and material campuses;
- Information Technology is working closely with Academic Affairs to support and advance the use of technology in the delivery of courses and programs whether online or in person. In Spring we will launch planning for testing a new **Learning Management System** and will continue work to expand our online course offerings at the undergraduate and graduate level;
- **Faculty workload equity** planning will begin in Spring 2020 under the leadership of academic deans and directors. Working with chairs and their faculty a faculty workload policy will evolve for units, schools, and academic affairs that ensures equity in workload within and across programs enabling merit of the breadth of work done by our faculty;
- Collaborating with the Office of Institutional Planning and Analysis and the Office of Facilities and Services, we will a **space utilization** study that will develop smart, data informed, decisions around space quantity, quality, and use; and
- Working with the Office of Budget and Planning we will initiate, in Spring 2020, a modified base **budget process** that is designed to increase transparency in budgeting, empower chairs, directors, and deans to optimize resources and strategically invest in excellence.

In Closing

I am grateful to all of you who gave your time, energy, and expertise the above activities and to many other individual and collective efforts that enhance academic excellence at Clarkson University.

I am also thankful for your support and candor this semester. In my first semester, I’ve discovered some exciting opportunities. I’ve seen the power of transformation begin to take shape and am eager to join forces and continue conversations with you as we collaborate to advance the academic vision and mission of Clarkson University.

Whether you’re traveling over the break, teaching a J-term class, conducting research or writing or just enjoying a well-earned respite, I look forward to continuing our work this Spring.



Dr. Robyn Hannigan, Provost