

**From:** [Justin Esterberg](#)  
**To:** [Amy Everett](#); [Anne Sullivan](#); [Benjamin Gross](#); [Christopher Boucher](#); [Christopher Mauriello](#); [Cleti Cervoni](#); [Elizabeth Blood](#); [Francesca Pomerantz](#); [Glenn Macnutt](#); [Jeanne Cercoran](#); [John Purisky](#); [Joseph Aiyeku](#); [Judi Cook](#); [kanishkan.sathasivan@salemstate.edu](#); [Leah Ritchie](#); [martin.kurguman@salemstate.edu](#); [Mary-Jo Grenfell](#); [Michelle Priore](#); [Patricia Ould](#); [Shelley Steenrod](#); [Jeannette Lindholm](#); [Stephen Young](#); [William Cunningham](#)  
**Cc:** [Amie Goodwin](#); [Ariane Greenstein](#); [Neal DeChillo](#); [K Brewer Doran](#); [Jude Nixon](#); [Susan Cirillo](#); [Emerson Baker](#)  
**Subject:** Academic Planning Calendar  
**Date:** Tuesday, February 23, 2010 1:56:04 PM  
**Attachments:** [Sample\\_OPTION E1 PART A \(2\).pdf](#)

Dear Colleagues:

I want to thank you again for a highly productive meeting on Friday the 12<sup>th</sup>. I appreciate both your willingness to meet on the Friday before a long weekend and the thoughtfulness with which you take your roles as chairs.

As promised, I'm sending you a counterproposal for the academic planning calendar. I heard your concerns that you needed time to have a more deliberative process with your departments and your concerns about workload. I also heard your desire to know the criteria currently being developed by the President's Advisory Committee on Academic Planning before completing your departmental reports.

I believe as well you heard my concerns about the urgency of our task and my concern that we keep the longer deadline in sight. This work is intricately connected with our NEASC accreditation. We have important decisions to make about our academic offerings, our processes of assessment, and the budget, and your participation is critical.

### **This Academic Year**

Here, then, is my counterproposal. Essentially, I am asking you to complete the more objective parts of the report this academic year, while leaving the remaining sections (Action Plan, Recommendations) for next fall.

- I'm asking you to complete the attached Inventory of Educational Effectiveness Indicators, which we need for our NEASC self-study, by the middle of March (no later than March 15). These would substitute for the longer, more involved section on outcomes in Part III (p. 2) of the draft format and guidelines for departmental reports. Regardless of the academic planning process, the NEASC Standard IV subcommittee will need this information quickly in order to complete the draft of its section this spring.
- I'm asking you to complete Section IV, Indicators, by May 31. This section entails providing a narrative on the department's demographic data (enrollment by course and section, major, and so forth). This is currently available on the Z drive, and I will make this available to you again in hard copy if you like. For departments that need help working with the data or finding information about career opportunities for their graduates, I am committed to finding assistance.

I've heard concerns expressed about the quality of the data, especially for programs in which students cannot matriculate until they have reached a particular milestone. I believe that triangulating the various sources of data should serve us well here—analyzing graduates as well as majors or concentrators and course enrollments should give us an overall picture. But I would also

ask for your help in coming up with some alternative measures that would be helpful across the college. I would ask for your comments on these by March 1 so that we can generate any additional measures and distribute them to you promptly.

### **Next Academic Year**

I would ask that departments complete their Action Plan and Recommendations (sections V and VI) by the end of fall semester, 2010 and that the spring semester calendar be adjusted so that I have final recommendations from the task force reviewed by the campus and submitted to All College by the end of the academic year (May 2011).

Again, I thank you for the seriousness with which you take this work, and I thank you for your cooperation in helping us ensure that this process moves forward with all deliberate speed. I look forward to continuing our discussions at our next meeting on March 3.

My best,

Kristin

Kristin G. Esterberg, Ph.D.  
Provost and Academic Vice President  
Salem State College  
352 Lafayette Street  
Salem, MA 01970

978.542.6246  
kesterberg@salemstate.edu