



DATE: April 28th, 2022

TO: Carolyn Thomas, Provost and Vice President Academic Affairs
Su Swarat, Associate Vice President, Institutional Effectiveness & Accreditation Liaison Officer

FROM: Ioakim Boutakidis, Chair and Professor, Department of Child and Adolescent Studies

SUBJECT: Department Response to Dean's Report

This report serves as the Department of Child and Adolescent Studies response to the Dean's Report in the process of our Program Performance Review. The department sincerely appreciates the time and effort that Dean Greenberg has put into reviewing all the materials of the PPR that were submitted for her review, as well as her participation in an on-site meeting with the External Review Team.

We regard her feedback as fair, helpful, and supportive of our goals and mission. We will certainly utilize it in our future planning. Moving onto the specifics, Dean Greenberg noted many of the same strengths highlighted by the External Reviewer's Report. We are heartened by these reinforcing themes of excellent faculty and staff, as characterized by their teaching, service, and scholarly pursuits, and the hard working and highly effective student advising team. Dean Greenberg also identified our work towards creating the Cultural Competence SLO and our efforts at providing resources to faculty to engage in the pedagogical and curricular actions to further develop it within our students. Of course, the source of our SLO assessments is our Programmatic Assessment, which has consistently been lauded as "Excellent" by the OAIE and noted as an example of best practices in this space. We were happy to see Dean Greenberg also indicate this as a notable strength. Finally, our consistently successful efforts at hiring excellent faculty, as well as retaining them through the tenure process, ensures that our strengths will remain so into the future.

Regarding key areas to be addressed and recommendations for future action, once again, there was consensus between Dean Greenberg's assessment and that of the External Review Team. I will point to our more detailed response to their report for a more in-depth reflection. For example, we noted our need for additional advising resources and capacity and have responded as to what we expect in the near term that may help alleviate some of that need. However, Dean Greenberg added greater emphasis to one key area as well as providing a wholly new recommendation that had not appeared before.

Cultural taxation is a very real phenomenon, and we are lucky to have faculty within our department with considerable expertise in the areas of diversity, equity, and inclusivity. However, what is also true is that addressing this burden on faculty, and specifically our faculty of color, is complicated and will require considerable effort and analysis. For one, whatever process of compensation or other meaningful acknowledgement is made for those experiencing cultural taxation must be equitable itself, and for that to be true, it must be a process that is transparent and consistently applied. Furthermore, what exactly qualifies as cultural taxation as opposed to the mentoring and general advising that faculty are expected to provide as part and parcel of their role, must also be reliably assessed and operate in a manner that is consistent across persons and time. This is an enterprise that I feel we are capable of undertaking, but



there is no mistake that it will not be an easy one and will require additional department resources and time. The first steps in this process will begin as we revise our own DPS in the coming academic year.

Dr. Greenberg also recommended that our department consider offering self-support programs as one way of independently raising funds and bolstering our budget. This has been discussed among our faculty, most notably via feedback from our advisors who often communicate with students who have inquired about such programs. However, we have not discussed the possibility in any great detail or depth. Nevertheless, offering certificate programs geared toward specific skills in the child development arena that would translate to competencies that employers might seek, is an idea worth additional consideration in the coming academic year. One initial step could be examining the offering of such self-support programs by departments that are similarly situated as our own.

We once again thank Dean Greenberg for her feedback and careful and thoughtful review of our program and look forward to utilizing it, as well as the External Reviewer's Report and our Self-Study, as guides to further strengthen our department and program.

Respectfully,

A handwritten signature in black ink that reads "Ioakim Boutakidis".

Ioakim Boutakidis, Ph.D.
Professor and Chair of Child and Adolescent Studies.