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University of Missouri-Kansas City (UMKC)
2002-03 Administrative Portfolio Compiled and submitted May, 2003

My decision to return to teaching during 2003-04 at the University of Missouri-Kansas City (UMKC) Conservatory of Music directly reflects my ultimate goal in higher education: **to pursue a position of leadership where I can be a catalyst for excellence**. My commitment is to be a leader who inspires accomplishment in learning and teaching, creativity and discovery, engagement and integration. I feel that I can accomplish that goal best by “reconnecting” in the classroom as a member of the faculty during the 2003-04 Academic Year.

The purpose of this portfolio is to summarize my accomplishments and effectiveness for the 2002-03 academic year while I was Vice-Provost for Faculty Programs and Academic Quality at UMKC (having served as UMKC’s first Assistant Provost from 2000-2002). A further goal is to describe the broad range of administrative responsibilities I was assigned and the relationship of those duties to my philosophies, attitudes, abilities, skills, and goals.

Institutional context:

UMKC is a medium sized institution located in the heart of one of America’s greatest cities. With an enrollment of approximately 13,000, it is classified as a Carnegie Research Intensive institution. UMKC is also a member of the Urban 13 and Great Cities Universities.

As a member of the various transformative efforts and initiatives (since June, 2000), I contributed and participated in the sessions that helped write, shape and form the following institutional vision, mission, values, and goals.

UMKC’s VISION:

- A Community of Learners Making the World a Better Place:
- Creating New Standards in Higher Education
- Academic Excellence
- Campus Without Borders
- Unleashing Human Potential

UMKC’s MISSION:

- Lead in Life and Health Sciences
- Deepen and Expand Strength in the Visual and Performing Arts
- Develop a Professional Workforce
- Collaborate in Urban Issues and Education
- Create a Vibrant Learning and Campus Life Experience

UMKC’s VALUES:

- Education First
- Discovery and Innovation
- Integrity and Accountability
- Diversity, Inclusiveness and Respect
- Energized Collaborative Communities

UMKC GOALS:

- We are a national leader in scholarship and creative activity.
- We attract, nurture and develop responsible community leaders.
- We are an essential community partner and resource.
- We are a workplace of choice.
- We have the resources to fuel our vision.

Administrative responsibilities in Academic Affairs 2002-03

- 1) **Board of Directors—Kansas City Professional Development Council (KCPDC).** Representing Academic Affairs and hosting/designing developmental events at UMKC and at other Kansas City institutions of higher education, in partnership with Student Affairs.
- 2) **Convocation/Day of Learning 2002** original concept, logistics, facilitation, assessment, and coordination. Led group that changed the format of Convocation, **initiated a community reading**, and sponsored the first campus-wide Day of Learning. This was done in partnership with professional staff from Student Affairs.
- 3) **New Faculty Interactive Orientation** (initial concept, 2-day orientation, assessment and follow-up).
- 4) **Academic Hiring**—signing all academic Personnel Action Forms (PAF's) and extra compensation forms.
- 5) **Academic Course changes and approvals**—final signing authority for course changes and additions.
- 6) Program Director **New Faculty Teaching Scholars**—3 off-campus retreats and 9 on-campus events for faculty development. Monthly face-to-face meetings or conference calls with other Program Directors, plus annual recruitment of NFTS. Also includes assessment of activities.
- 7) Coordinator of recruiting for UMKC's participation in **UM President's Academic Leadership Institute**.
- 8) **COMBAT Poetry Contest**—UMKC host in conjunction with the Jackson County Prosecutor's Office of Drug Prevention (host/sponsor for 3 years in a row)
- 9) **Transformation in Higher Education Workshop** (May—sponsored this for 3 years in a row, partnering with Center for the City)
- 10) UMKC's first Professional Development sessions for **Department Chairs**.
- 11) Organize, assess, and manage the entire **P and T Process**.
- 12) CBHE/COTA **General Education 42-hour matrix** facilitator with Deans and contact for UM System and CBHE/COTA (Coordinating Board for Higher Education and the Council of Transfer and Articulation).
- 13) Support and facilitate **Faculty Roles and Rewards Committee**.
- 14) **New Faculty** Breakfast/Development session every fall (November).
- 15) Host, assess and sponsor 2-campus wide **Promotion and Tenure informational sessions** for tenure-track faculty.
- 16) **Faculty Development**—host/planner/facilitator for **22 events** throughout the year to support best practices in learning and teaching.
- 17) Introduction and application of an **“Early Feedback” mid-semester assessment** for UMKC professors in conjunction with the Project for Excellence in Teaching at UM-Columbia.
- 18) Academic Affairs liaison with **Center for the City**.
- 19) UM System **Reporting Strategies Task Force** (authored the Academic Reporting document for the final report to the UM System VPs).
- 20) **Program Viability Audit** (drafted and designed UMKC approach/response to this initiative).
- 21) Updated the UMKC **Academic Planning** document
- 22) Developed **Provost's web site** and kept policy information up to date.
- 23) Coordinator/facilitator of Lumina Grant from AAHE to send a team to the **DEEP/NSSE Conference** at the AAHE 2003 Summer Workshop
- 24) **Great Cities University** institutional liaison, from 2001-April, 2003.
- 25) Establish UMKC's first developmental **Faculty Resource Room** (for learning, teaching and faculty roles and rewards) in the Miller Nichols Library, Rm. 207.

- 26) Institutional representative, along with Kay Patterson of Student Affairs, for AAHE/Carnegie Core/Cluster project **CLASSiFY** (assessing the effectiveness of the Scholarship of Learning and Teaching in the first-year student experience) led by Portland State and Univ. of Akron.
- 27) Academic Affairs Liaison with **Student Affairs**.
- 28) Academic Affairs Liaison with the **Registrars Office**.
- 29) Academic Affairs Liaison with **Strategic Enrollment Management Task Force**.
- 30) Academic Affairs Liaison for **Summer New Student Orientation**.
- 31) Academic Affairs Liaison with **NSSE** --National Survey of Student Engagement Committee to coordinate outcomes and plan strategies to raise institutional scores (with VC for Student Affairs, Chair of the Faculty Senate, and Institutional Research Officer).
- 32) Academic Affairs Liaison with **Diversity in Action**.
- 33) UMKC Campus **Grievance Officer**

Reflective statement

Intellectual and cultural capital are the principal commodities that I deal with, both at the university and within the community. It is with that perspective that I share the following:

a) Philosophy

I worked throughout the year, both on and off campus, to make UMKC a place:

- Where the institutional reputation evolves from the genuineness of UMKC's achievements as recognized in the network of conversations in higher education. Important transformational innovations are enhancing student learning outcomes while supporting faculty.
- Where the quality of the student body enables the recruitment of prospective students who are attracted to join a vibrant "community of learners".
- Where the walls of UMKC enable both academic and creative freedom, enabling engagement between the "civic" and "academic" collaborative without denying the important setting of each place's venue in the human community.
- Where the institution is positioned as a symbol and actively celebrates the benefits of a creative economy (of intellectual capital and cultural assets). This directly enables more dynamic opportunities to the learners who will become leaders (in Kansas City and nationally) of a new community of the creative class.

My priorities on the institutional level have been to support the **vision** that exists within UMKC, and determine the identification of both strategic intent and action.

In creating an **intended future** for enhanced student learning outcomes, I actively facilitate increased levels of interconnectedness and openness between not only the students and faculty, but also the academic and creative units within the institution.

Experiential and active **community engagement** are essential elements of higher education. This continues to unleash both dynamic and synergistic potentials between the College faculty, staff members, students, alumni, and community partners.

As a member of the UMKC Coordinating Board on Diversity, Academic Affairs Liaison with the **Diversity in Action** project, and Board member of Grupo Atotonilco (Mexican folkloric dance company), Sociedad Hidalgo (Mexican Cultural Society) and the Compassion Foundation (promoting education in the Ciudad Juarez area of northern Mexico), **diversity** is clearly a personally held value.

b) Objectives

My own objectives are global. I will continue to increase my level of efficiency, as well as continue to present at and attend conferences, make site visits, and review the media surrounding the national dialogue in higher education. I feel that my analytical skills and perceptions can be put to good use in turning new strategies and best practices into going past the planning to the “doable” and into the terrain of transformational initiatives that will advance higher education.

As an academic leader, I follow Wolverton and Gmelch’s (2002) three-tiered model of: 1) Building Community; 2) Setting Direction, and 3) Empowering others. The engagement and experiential nature of their model is especially attractive and well suited to my abilities and talents.

c) Strategies

The strategy that I brought to this position was one of a primary focus on outcomes. While process can certainly contribute to the end result, I put the balance of my energy into doing whatever it took to find the end result. To that end, I endeavor to inspire others through focusing on their own strengths and showing them how supporting a particular project can bring them personal benefit. Another component of my ability to motivate others is through the use of Affirmative Inquiry—viewing opportunities and challenges through the prism of “what works”.

d) Methodology

Creativity was the primary methodology, as I’m constantly searching for new ways to engage our faculty, students, alumni and community partners.

And finally, these naught (Aztec) words guided my actions in my positions in the Office of Academic Affairs:

student: momachitiani --Literally: “one who causes/enables himself/herself to know/ learn”

teacher: teyolcuitiani—Literally: “one who causes/enables others to give direction to their potential”

education: neyolmelahualiztli—Literally: “process of giving direction to people’s potential”

Multi-source performance evaluation data (excerpts from the attached evaluative letters from superiors and peers)

I asked for a performance evaluation from 3 Deans, the Director of Minority Student Affairs, the Assistant Vice-Chancellor for Strategic Enrollment Management, Director of the Center for the City, a member of the University of Missouri New Faculty Teaching Scholars, and a staff member who I mentored-prior to her obtaining a tenure-track position at Central Missouri State University.

Dean Robert Piepho of the School of Pharmacy said, "...my faculty really enjoy working with Larry, and respect him for his **leadership**...Larry has always been an extremely effective communicator."

Dean Nancy Mills of the School of Nursing stated, "He has provided **leadership** with improving the undergraduate curriculum...he is helpful when we are negotiating with candidates for faculty positions..."

First-year Dean Bryan Le Beau (A&S) mentioned that, "My greatest need has been for information—especially on policy...What he has sent me has been comprehensive and timely, to which he has added his own thoughts, which have been helpful as well. Larry provides **leadership** in a collegial manner, which, given his particular position, is effective."

Assistant Vice-Chancellor for Strategic Enrollment Management Mel Tyler wrote, "His professional attitude and resourcefulness make him the first person that committees think to consult before making decisions and setting policies. Larry's work towards UMKC's fulfillment of the CBHE General Education Matrix can be characterized as indefatigable; he inspired cross-campus collaboration to define the standards of higher education at UMKC...a competent and innovative **leader** who leads by example."

About my role as Program Director of the UMKC New Faculty Teaching Scholars, faculty member Jennifer Hunter (Nursing) wrote, "Larry has been a committed **leader** for this group, passionate about its mission and sensitive to the needs of the group. He also has an uncanny ability for remembering names and details about people's careers enabling him to connect various individuals with common interests. Larry is a great friend to have at the University and the New Faculty Teaching Scholars Program he has led is a true gift."

Director of UMKC's Center for the City, Linda Taylor, relates, "Larry has always been a strong advocate for the university as a community partner....his **leadership** has been a vital part of the Center's work and success to date."

In November 2001 I was a co-sponsor/host and planner for "Teaching as a Career in Higher Education for People of Color. A UMKC staff member that I mentored this past academic year received a tenure-track position at Central Missouri State University, commencing Fall, 2003. Her name is Crystal Lumpkins and in her attached letter she states, "Dr. Kaptain is genuinely concerned and genuinely excited about research and teaching. He was able to assist me with the concept of active learning and equipped me with the essential tools to enhance learning in the classroom. It was those skills that I was able to utilize as an adjunct professor and build upon to obtain my current position. We are truly becoming a Community of Learners under strong **leadership** such as his."

Efforts to improve/Develop performance

a) Application focuses

I continued to work on self-improvement this past year. In that regard (and on my own initiative) I took executive coaching from Dr. Mary Lou Shearn (of the Center for Creative Leadership) and also attended a session on presentation effectiveness with Katherine Kellner. I also had additional coaching from Gordon Starr.

b) Workshop content

I attended numerous workshops this year at AAHE, AAC&U National, NASULGC, and the AAC&U Living and Learning National Conference.

A also attended the Colloquium on the Scholarship of Teaching and Learning: Collaborating for Change which was co-sponsored by the Carnegie Foundation for the Advancement of Teaching and the American Association for Higher Education.

c) Application of what was learned

What I learned at the AAHE conference will extend into my role as a member of the AAHE/Carnegie Core Cluster Project CLASSiFY. Collaboration for Learning Achievement, Success & Sustainability In the First Year (CLASSIFY) a project led by Portland State University – Portland, Oregon and the University of Akron – Akron, Ohio.

Proposed area of concentration – This cluster will support, promote, and share results from scholarship of teaching and learning (SoTL) efforts aimed at understanding and improving student learning and development during the critical first year of college.

This cluster seeks to identify, develop, and disseminate a portfolio of approaches to define, assess, measure, and communicate common first-year learning outcomes – approaches that can be adapted and used across different disciplines and institutional types. Through SoTL projects, participants in this cluster will develop, field-test, and share a portfolio of effective and efficient approaches for assessing, measuring, and documenting student achievement of common first-year learning outcomes – including curricular, co-curricular, and first-year seminar outcomes.

I attended the AAHE 2003 Summer Academy for the expressed purpose of representing UMKC among the seven institutions selected for participation in this project: University of Akron; Portland State University; Indiana University Purdue University of Indiana; University of Missouri-Kansas City; Miami University; Wagner College; University of Portland --Project on the Future of Higher Education.

I will then share the results with the Provost. He may request that I also share this information with the Vice-Chancellor for Student Affairs, the UMKC Strategic Enrollment Management Task Force, the Steering Committee for Faculty Development, and the Dean of the College of Arts and Sciences.

Evidence of impact on areas of responsibility

There are several letters, appended to this document, that reflect on events I have initiated/hosted, as well as my overall performance as a committed leader.

Eight most significant accomplishments in alignment with UMKC VISION, VALUES, GOALS, AND MISSION

1. Hosting and Producing UMKC's First Annual Day of Learning (including UMKC's first all-campus Community Reading) and a new format for University Convocation.
2. Authored the Academic portion of the final document for the UM System Reporting Strategies Task Force.
3. Made three presentations at national conferences (A National Conference for Carnegie Doctoral/Research Intensive Institutions, AAC&U National Conference, AAC&U Learning Communities National Conference).
4. Leading the team that designed the 42-hour General Education Matrix as mandated by CBHE/COTA (Coordinating Board on Higher Education and the Committee on Transfer and Articulation).
5. Hosting and producing 22 faculty development events (including 2—first time workshops for Department Chairs and 2 sessions for Faculty on Tenure track).
6. Enhanced synergies between Academic Affairs and Student Affairs. Represented Academic Affairs in cooperative projects and endeavors with Student Affairs. Some examples include: Strategic Enrollment Management Task Force; Kansas City Professional Development Council (KCPDC), Convocation/Day of Learning, Academic Affairs Liaison with Student Affairs Directors Group, Goals Group (led by Vice-Chancellor Long), Liaison with the Registrars Office, Liaison with Strategic Enrollment Management Task Force, Liaison for Summer New Student Orientation, and inclusion of Student Affairs in both the NSSE/DEEP Project (funded by a Lumina Foundation Grant), and the AAHE/Carnegie Core/Cluster Project CLASSiFY.
7. A staff member from UMKC that I mentored this past academic year received a tenure-track position at Central Missouri State University, commencing Fall, 2003. This is a result of an event that I co-sponsored and helped plan "Teaching as a Career in Higher Education for People of Color" (November, 2001).
8. Initiated a Balinese Gamelan Project at UMKC (commissioned and procured a Gamelan, as well as a residency by a Balinese Gamelan artist/teacher).

Why were these eight accomplishments significant?

The significance of these eight accomplishments is reflected in the letters of support that were crafted for this portfolio.

What do these eight accomplishments mean to UMKC?

I feel that the cumulative effect of these accomplishments is bringing the discreet units closer together. The Day of Learning is an excellent example of this –with more than 2,300 participants from across the campus.

My work with numerous projects that were led by or collaborative with Student Affairs produced many new synergies. The inclusion of Student Affairs professionals in the NSSE/DEEP project and AAHE/Carnegie Core/Cluster Project CLASSiFY shows that when Academic Affairs and Student Affairs work together as partners, maximum results will be obtained to support UMKC's Bold Goals.

I am most proud of having mentored a UMKC staff member after the “Teaching as a Career in Higher Education for People of Color” (November, 2001). She recently received a tenure-track position at Central Missouri State University, commencing Fall, 2003.

Administrative awards/recognition

Elected a Fellow (by a unanimous vote of the Board of Directors) of the Society for Values in Higher Education. February, 2003—notified in April, 2003.

Contributions to conferences

1. Mission, Values and Identity: A National Conference For Carnegie Doctoral/Research Intensive Institutions
A System-Wide Approach to Faculty Development: New Faculty Teaching Scholars
July 13-15, 2002 Illinois State University, Normal IL. **Presenter.**
2. Percussive Arts Society International Conference—International Collegiate Percussion Competition. November, 2002 Nashville, TN. **Adjudicator.**
3. AAC&U National Conference: The Courage to Question: Liberal Education in the 21st Century New Models of Leadership in Higher Education
January 22-25, 2003 Seattle, Washington. **Presenter.**
4. AAC&U Network for Academic Renewal Conference
Learning Communities: Research Informing Practice Plenary IV: Leading and Sustaining Change April 10-12, 2003 Phoenix, AZ. **Panelist/Presenter.**

2002-03 Goals (set in March, 2002) and 2002-03 Outcomes

1. Catalyzing the action that will transform higher education at UMKC while engaging Kansas City;
 - **Co-sponsorship of “Scholarship in the City” February, 2003**
 - **Co-sponsorship of “Transformation in Higher Education III: The Scholarship of Community Engagement as Applied to Community Health” May, 2003**
 - **Sociedad Hidalgo—Board of Directors (Kansas City-based Latino cultural organization).**
 - **Compassion Foundation—Board of Directors (Kansas City-based foundation to improve education and social conditions of children in the maquiladora district of Ciudad Juarez).**
 - **Grupo Atotonilco--Board of Directors (Kansas City-based Mexican folkloric dance troupe).**
 - **COMBAT 4th Annual Poetry Contest---Planning Committee—hosted by UMKC (sponsored by the Jackson County Prosecutor’s Office).**
 - **KCPDC (Kansas City Professional Development Council) UMKC Board representative with Doug Buchanan (Student Affairs)**
 - **Entrepreneurial Education Group—KU, Rockhurst, UMKC (T.I.E.)**
 - **Kansas City Symphony—Search Committee for a new Music Director**
2. Working with and inspiring faculty to embrace and imbue best practices in producing superior student learning outcomes;
 - **Providing leadership at the Campus and System levels as a Program Director for the New Faculty Teaching Scholars**

3. Demonstrating the understanding and ability to provide leadership and direction in the meaningful assessment and evaluation of the institution, its faculty effectiveness, and student success;
 - **Sponsorship and innovative introduction and application of “Early Feedback” assessment for UMKC professors in conjunction with the Project for Excellence in Teaching at UM-Columbia.**
4. Participating as a transformational leader in strategic planning for UMKC and in building a high performance office of the provost;
 - **Leadership in building a Team of Assistant/Associate Deans and Advisors to design and fulfill UMKC’s 42-Hour General Education Block, as required by the CBHE.**
5. Working with the UM System office in the realization of mutually beneficial linkages with other campuses;
 - **I worked with the Center for Democracy and Citizenship of the Hubert H. Humphrey Institute at the University of Minnesota to explore the formation a series of “Faculty Institutes” that will be designed by Harry Boyte. An initial proposal has been drafted and this is still in the planning stage.**
6. Assuring that UMKC is a central participant and catalyst in the network of conversations in higher education;
 - **Three presentations at national conferences:**
 1. **Mission, Values and Identity A National Conference For Carnegie Doctoral/Research Intensive Institutions Illinois State University, Normal IL July 13-15, 2002**
 2. **The Courage to Question: Liberal Education in the 21st Century January 22-25, 2003 Seattle, Washington**
 3. **AAC&U Network for Academic Renewal Conference Learning Communities: Research Informing Practice Phoenix, AZ April 10-12, 2003.**
7. Expanding UMKC’s efforts to weave diversity into the fabric of everyday life in the institution, while assuring that multiculturalism is central to the student learning experience.
 - **Provost’s Office Liaison with the Diversity in Action Project (see attached letter from Joe Seabrooks).**
8. Inspiring and supporting faculty, students, and administrators to use the world and community as a classroom;
 - **At LK’s suggestion the Missouri Campus Compact held a leading –edge civic engagement program in Kansas City (it was originally slated to be held in Springfield). “Raise Your Voice” Dialogue Facilitation Training. February 1, 2003 Ewing Marion Kauffman Foundation, Kansas City, Missouri.**
9. Working closely with the Director of the UMKC Center for the City and Missouri office of the Campus Compact to stand for innovative possibilities;
 - **I co-hosted and supported two significant conferences at UMKC: 1) Scholarship in the City (February, 2003).**

2) Transformation III in Higher Education. Mapping Our Future: Campus and Community Health Partnerships (May, 2003).

10. Building interdisciplinary opportunities within UMKC and between UMKC and other institutions;
 - **Membership (as UMKC's representative) on the Kansas City Professional Development Council and planner/sponsor of collaborative developmental events (with JCCC, MCC, Baker, KCCC, DeVry, Park, and UMKC).**
11. Confronting directly and transforming any limiting factors into enabling mechanisms for scholarly/creative achievement and student success.
 - **I stayed with the Gamelan artist-in-resident/learning community project through fruition. Planning for this campus-community project/residency began in 1999 with the Urban Mission Task Force and was designated as the primary residency of the International Visual and Performing Arts Center (now the Belger Center).**

Long-term Goals

I am dedicated to being a committed leader and contributor who supports excellence in learning, creativity, teaching, discovery, and the type of community engagement that draws on civic knowledge. I also stand for providing leadership for organizational and curricular transformation and change in higher education at both the institutional and national levels.

Appendices

A. Statements from others (evaluative letters)

- Dean Nancy Mills, School of Nursing
- Dean Robert Piepho, School of Pharmacy
- Dean Bryan Le Beau, College of Arts and Sciences
- Joe Seabrooks, Director of Minority Student Affairs
- Mel Tyler, Associate Vice-Chancellor for Strategic Enrollment Management
- Jennifer Hunter, Assistant Professor of Nursing (UMKC New Faculty Teaching Scholars)
- Linda Gill Taylor, Director, UMKC Center for the City
- Crystal Lumpkins, staff member with UMKC University Communications—Assistant Professor designate—Central Missouri State University

B. National/Regional Conferences Presentations/Participation Conferences Attended:

1. Mission, Values and Identity A National Conference For Carnegie Doctoral/Research Intensive Institutions **presenter**
Illinois State University, Normal IL July 13-15, 2002
2. NASULGC—Chicago Also, business meeting with Van Scoyoc Associates of Washington, DC, and meeting of Chancellor's and their representatives of the Great Cities Universities
3. Percussive Arts Society International Conference—**adjudicator** for International Collegiate Percussion Competition.

4. Educause, State-of-the-Art Learning Environments THE PEW GRANT PROGRAM IN COURSE REDESIGN, Atlanta, GA December, 2002
5. The Courage to Question: Liberal Education in the 21st Century **presenter** January 22-25, 2003 Seattle, Washington
6. Teaching Renewal Conference. February, 2003. Columbia, Missouri.
7. *Cambio de Colores: A Call to Action*. March, 2003, Kansas City.
8. AAHE National Conference March 14-17, 2003, Washington, DC
9. AAC&U Network for Academic Renewal Conference Learning Communities: Research Informing Practice **presenter** April 10-12, 2003 Phoenix, AZ

C. Published essays and articles

Perspectives—Nuances article
 Dos Mundos
 University News-1
 University News-2
 Ingram's Magazine

D. Innovative Programs to Support UMKC Goals

- Scholarship in the City
- First UMKC Chair Development Workshops (2)
- First UMKC Promotion and Tenure General Information Sessions for tenure track faculty (2)
- Transformation III in Higher Education: Mapping a Health Future for Kansas City (faculty development through college community health partnerships)
- Peter Seldin Teaching Portfolio Workshop (in partnership with KCPDC—Kansas City Professional Development Council)

E. Artistic/Creative/Professional Accomplishment

As a performing artist, I was featured with the following ensembles:
 Brevard Music Center (NC)
 Ensemble Sospeso in Carnegie Hall
 The Chicago Symphony (Orchestra Hall—Chicago)
 Phoenix Symphony (Symphony Hall—Phoenix)

F. Academic Accomplishment

Provided leadership for the establishment of UMKC's 42-Hour General Education Matrix.

G. Data to support effectiveness and outcomes

Quantitative Evaluations

H. Letters of support, acknowledgement, and thanks

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