



THE UNIVERSITY
OF ARIZONA



UNDERGRADUATE EDUCATION REPORT
2022 / 2023

ACADEMIC YEAR 22/23

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A MESSAGE FROM THE VICE PROVOST

Thank you for your interest in Undergraduate Education at the University of Arizona!

The division of Undergraduate Education centers the University of Arizona's institutional commitment to drive student success in a rapidly changing world by addressing the needs of our students from initial enrollment to timely graduation with data-informed, actionable retention and completion strategies for undergraduate students, especially those who need support towards graduation.

Our division is composed of several units varied in purpose but united in providing our students with a navigable, inclusive undergraduate experience. We provide academic cohesion and facilitate collaboration so that all campus stakeholders in undergraduate education achieve student success in the aggregate, not only as individual stakeholders. This shared commitment and our focus on continually improving our programs, policies, procedures, and curriculum keeps the University of Arizona at the national forefront of student-centered undergraduate education practices that enable result-based strategic decisions.

Undergraduate Education supports students by providing unified administrative leadership to campus for transfer articulation, general education, and advising services; holistically considering and improving high-impact practices such as the first-year student experience and undergraduate research; and strengthening university math and writing outcomes. These intentional, coordinated practices positively impact students' academic experiences and support our institutional goals for retention and completion improvements.

As you peruse our annual report, you will learn more about each of our areas, their notable achievements,

and the strategic priorities that serve as a through-line for undergraduate education uniting our collective efforts.

Thank you to the students, faculty, staff, shared governance bodies, administrators, families, and donors for your invaluable partnership and efforts around student success to advance the undergraduate enterprise.

A handwritten signature in black ink, appearing to read "Gregory L. Heileman". The signature is fluid and cursive, with a prominent "G" and "H".

Gregory L. Heileman
Vice Provost, Undergraduate Education



Gregory (Greg) L. Heileman currently serves as the Vice Provost, Undergraduate Education and Professor of Electrical and Computer Engineering at the University of Arizona.

ORGANIZATIONAL CHART



The Office of the Provost oversees the division of Undergraduate Education and Academic Administration. The division of Undergraduate Education seeks to provide all undergraduate students with a dynamic and inclusive educational experience. Academic Administration serves across the university regardless of academic level, inclusive of graduate and professional students.

OFFICE OF THE PROVOST

Undergraduate Education

The A Center

Lead: Sharon Aiken-Wisniewski
Assistant Vice Provost, Academic Advising

Advising Resource Center (ARC)

Lead: Sharon Aiken-Wisniewski
Assistant Vice Provost, Academic Advising

The Office of General Education

Lead: Susan Miller-Cochran
Executive Director

The Office of Transfer & Credit Articulation

Lead: Shelley McGrath
Director

Academic Administration

Curricular Affairs

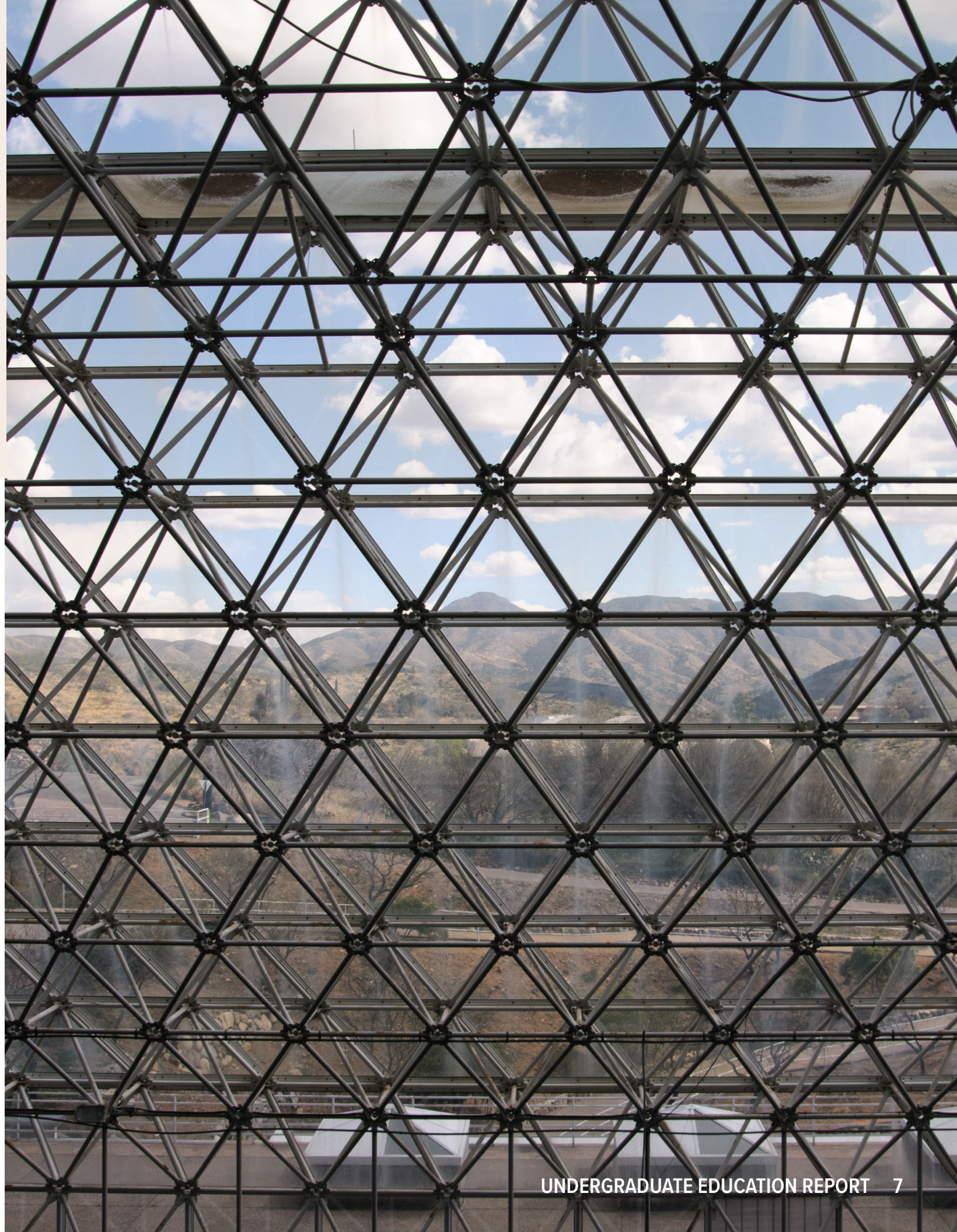
Lead: Liz Sandoval
Director

The Office of the Registrar

Lead: Alex Underwood
University Registrar

University Fees

Lead: Martha Sesteaga
Program Manager





A photograph from the Undergraduate Research Task Force kickoff meeting. Undergraduate Education at the University of Arizona oversees several crosscutting initiatives, including efforts to enhance undergraduate participation in research.

UNIVERSITY-WIDE INITIATIVES

UNDERGRADUATE RESEARCH TASK FORCE

Comprised of faculty, staff, and students, the Undergraduate Research Task Force aims to make world-class research a defining characteristic of the undergraduate experience at the University of Arizona. Phase 1: Discovery and Phase 2: Development were completed during the 2022-2023 academic year. The task force is beginning Phase 3: Implementation to put the emergent priorities of the task force into practice.

Subcommittees

Philosophy

Experiences

Students

Diversity, Equity, & Inclusion

Faculty

Organization

Emergent Priorities

- 1 **DEFINE** Undergraduate Research and Undergraduate Research Experience
- 2 **ASSESS and EVALUATE** Undergraduate Research
- 3 **COORDINATE** Certain Undergraduate Research Functions
- 4 **INTEGRATE** Undergraduate Research **INTO** the **CURRICULUM**
- 5 Purposefully **FUND** and **REWARD** Undergraduate Research



Timeline

DISCOVERY

PLANNING

IMPLEMENTATION

Announcement of task force; collection of information from peer institutions; kickoff event; formation of subcommittees; current practices inventory; faculty survey; student survey.

Collection of subcommittee reports; development of a comprehensive report synthesizing subcommittee findings.

Develop specific infrastructure and funding pathways; develop a strategic implementation plan around the five emergent priorities” or something similar.





PROSPECTIVE TRANSFER STUDENT PORTAL

Undergraduate Education created the initial version of a prospective transfer student portal. This portal will increase transfer efficiency with a tool that students can use to interactively explore possible completion pathways at the University of Arizona in real time.

Transfer students encounter inefficient and opaque credit recognition and application processes that put them at a distinct disadvantage with respect to other student demographics, jeopardizing their opportunities for success in higher education. Because students of color and students from low-income families are far more likely to begin their higher education careers at community colleges, transfer articulation inefficiencies constitute a structural inequity built into the system of higher education. These inefficiencies also lead to students losing on average one year of coursework in the transfer process which negatively impacts time to degree and overall tuition costs. This project aims to improve the efficiency of transferring by providing students individualized degree plans for prospective students.





WILDCAT LEAP

The Wildcat LEAP online summer program provides cost-free, non-credit opportunities for new Wildcats to establish an early connection with the university, prepare for or improve academic placement, and ensure a successful first year at the University of Arizona.

Student Interest Year-Over-Year Increase

1,900% in Writing workshop

130% in Math workshop



UNDERGRADUATE EDUCATION

Undergraduate Education encompasses several different offices and units. Each is committed to student success, teaching excellence, and institutional efficiency.

THE A CENTER



Located in the Bear Down Student Success District, The A Center is the campus home for many students who are undecided about their academic major. Through a variety of interactions, the staff support students as they explore the institution, affirm their educational goals, and attain a University of Arizona degree. The academic advisors directly engage with students through academic advising to identify and confirm majors, minors, and certificates that are a best fit for each student.

ADVISE UNDECLARED STUDENTS

ADVISE FOR ADMISSIONS PREPARATION FOR:

- PRE-HEALTH PROFESSIONAL PROGRAMS
- LAW SCHOOL

OFFER A MAJOR EXPLORATIONS COURSE (SERP 197 P) TO GUIDE STUDENTS THROUGH THE DECISION-MAKING PROCESS

COLLABORATE WITH CAMPUS PARTNERS TO SUPPORT NEW STUDENT ORIENTATION & DESTINATION ARIZONA

COORDINATES THE MAJOR FAIR, MAJOR DECLARATION DAY, PRE-HEALTH BLAST, AND LAW FAIR

7,524

students advised through appointments

946

students engaged through Major Fair

250

students celebrated at second annual Major Declaration Day

96

Law Schools hosted at campus Law Fair

by the numbers

9

Lunch n' Learn
sessions

656

total Lunch n' Learn
attendees

3

full AOP sessions

28

new advisors through
AOP

1,092

students engaged
through Wayfinders

174

advisors attending
Socials (Dec. & May)

services

ADVISOR ONBOARDING PROGRAM (AOP)

LUNCH N' LEARN SESSIONS

CAMPUS ADVISING ORGANIZATIONS
(Academic Advising Council and University
Professional Advising Council)

ACADEMIC ADVISOR WEB DIRECTORY

WAYFINDERS

MONTHLY NEWSLETTER

ACADEMIC ADVISING AWARDS PROGRAM

ARC

The Advising Resource Center



The Advising Resource Center (ARC), located in the Beal Center, provides resources to academic advisors, students, campus partners, parents, and off-campus educators. The ARC provides a continuous opportunity for academic advisor development through workshops and website tools that build skills and share information. Students, parents, and off-campus educators interact with the ARC to identify advisors and contact information for specific majors/minors as well as a resource for finding answers and connecting to units beyond academic advising. Additionally, ARC coordinates the Wayfinders Program. Wayfinders are academic advisors who interact with students across the campus to offer support and direction.

CAMPUS-WIDE INITIATIVES OF ACADEMIC ADVISING

The A Center and ARC report to the Assistant Vice Provost for Academic Advising. Due to this reporting structure, both units have supported several initiatives in FY 23 on behalf of campus-wide academic advising.

CREATING COMMUNITY FOR ACADEMIC ADVISING INITIATIVE

The Creating Community for Academic Advising Initiative focused on developing documents to frame academic advising at the University of Arizona. Through 3 participatory activities stretching from December 2022 to May 2023, the advising community developed philosophy, mission, and vision statements to guide the campus practice of academic advising.

DR. DAVID SPIGHT KEYNOTE ADDRESS

In February 2023, ARC and The A Center supported a keynote address and article discussion by Dr. David Spight to stimulate campus-wide discussion on the art & science of academic advising through various strategies such as assessment. Dr. Spight is an advising administrator at UC Irvine and a past president of NACADA: The Global Community for Academic Advising.

STRATEGIC ADVISING DASHBOARD

As data continues to be a significant element to guide academic advising practice, another initiative focused on the refresh of the Strategic Advising Dashboard. Through collaboration with UAIR, The A Center and ARC supported two focus groups (in-person & virtual) to understand the data needs of the advising community. Over 50 people from across the advising community provided substantial information as the Strategic Advising Dashboard 2.0 emerges in FY 24. Leadership, guidance, and support from these two organizations are paramount to enhancing academic advising at The University of Arizona.



Office of

GENERAL EDUCATION



The Office of General Education (OGE) is a unique unit on campus, created to facilitate the development and implementation of a cutting-edge general education curriculum at the University of Arizona. To serve all stakeholders, including students, instructors, staff, and leadership, OGE has been organized into smaller units that specialize in assisting particular needs from our campus community: assessment, communications, enrollment management, instructor support, and UNIV courses coordination.

services

ASSESSMENT

- Tri-University Writing Assessment
- Quantitative Reasoning Assessment
- Critical Thinking Task Force & Rubric

COMMUNICATIONS

- General Education Newsletter (monthly, with supplements as needed)
- UNIV “Boost” Newsletter (weekly)
- The “Crosswalk,” a report demonstrating alignment between the new general education program and Arizona Board of Regents’ general education policies

ENROLLMENT COORDINATION

- Course Proposal Tracker searchable database
- Business Processing Guide (for more efficient routing of proposals)
- A seat modeling system that has seats in the new general education program at over 98% capacity

INSTRUCTIONAL SUPPORT

- Quick Start Course Proposal Training.
- GenEd Syllabus Refresh Project
- High Impact Practice (HIP) Tips website and monthly newsletter insert
- *Beyond Diversity* podcasts and monthly newsletter insert

UNIV

- Learner-centered & Inclusive Teacher Training
- D2L Lab for Instructors

by the numbers

53k +

seats made available

20k +

students so far
enrolled

327

courses fully approved

16

full-time UNIV
Professors of Practice
hired

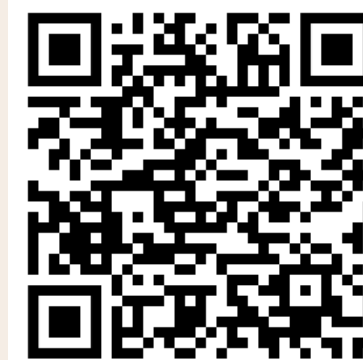


UNIV 101 & 301

UNIV 101: Introduction to the General Education Experience and UNIV 301: General Education Portfolio bookend the general education curriculum, providing students with opportunities to plan, reflect on, and make the most of their general education courses.

UNIV TEXTBOOKS

The textbooks for UNIV 101 and UNIV 301 (Wildcat Perspectives and Wildcat Reflections, respectively) are free and available to all students. In 2022, Wildcat Perspectives was viewed 400,000 times and had a total of 114,000 visitors!



Wildcat Perspectives



Wildcat Reflections

2023 TRELIS PROGRESS DEPARTMENT ACHIEVEMENT AWARD

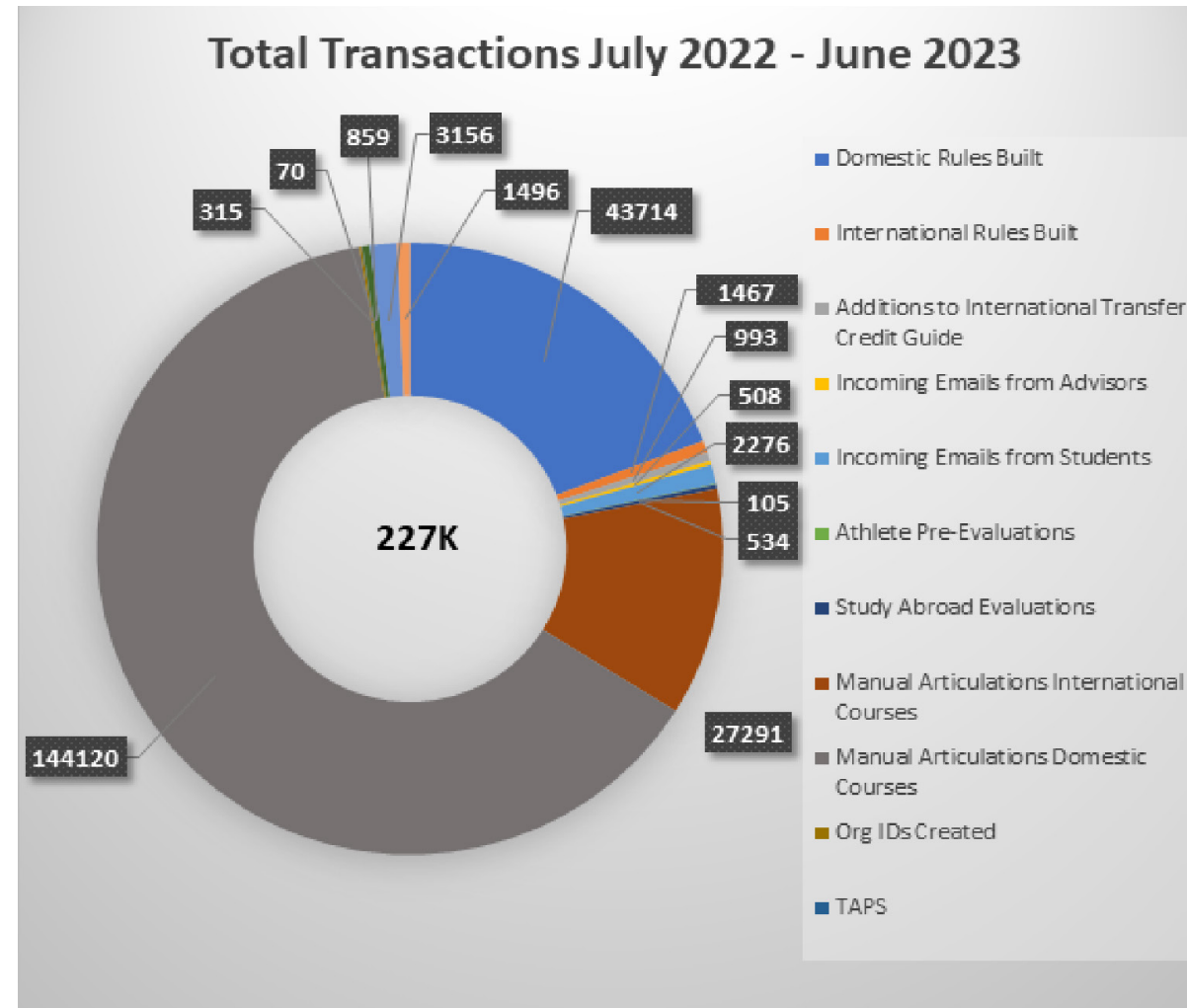
Award given by Student Success & Retention Innovation for the UNIV team's use of Trellis Progress Reports in Fall 2022.

Office of

TRANSFER CREDIT & ARTICULATION



The Office of Transfer Credit and Articulation (TCA) is responsible for evaluating and articulating transfer coursework from international, domestic out-of- and in-state community colleges and universities. The process includes articulating transfer coursework, building rules and manually embedding courses into the student information system while enforcing transfer policies and compliance with the University, Arizona Board of Regents, and our accreditor. The office is an essential partner with advisors, faculty, students, and administrators at the University, and Arizona community colleges. It strives to balance quality, compliance, student success/support to maximize credits earned for all students who have transfer coursework.



In order to fulfill our mission, the Office of Transfer & Articulation must continually coordinate with units inside and outside the University. Improving coordination helps students and staff to make determinations about articulation much more efficient.

Employee Spotlight **MARY ELLEN CLARK**

Mary Ellen Clark has dedicated almost 30 years to the important work of transfer credit articulation. This work has encompassed consultation with external and internal units to determine best practices and strategies to articulate transfer credit efficiently; management of credit-by-exam scores, online routing systems for course evaluations, quality control and continuous improvement; supervision and training of staff; and partnering with AZTransfer as a facilitator and other meetings that required her knowledge and expertise. Mary Ellen demonstrates the highest levels of professionalism, dedication integrity, expertise, and has a long history of increasing responsibilities and professional growth. She embodies all the university values and is a cherished member of the team and the University of Arizona.





TCA 2022-2023

ACHIEVEMENTS

COORDINATION

- Successfully proposed a reorganization to move transcript verification from International Admissions to the Office of the Registrar given that they are the experts and the authority in this area.
- Re-established a Transfer Student Success Committee to bring together multiple internal units to work to improve access to transfer student data, and increase transfer enrollment, persistence, and graduation rates.
- Initiated and led a working group to improve processes for transfer credit articulation with microcampuses. The group included TCA, the Office of the Registrar, Arizona International, and International Admissions. Successfully mapped a better process and established improved relationships between all units.

OPERATIONS

- Encoded over 34,000 new rules in the student information system that allow future transfer of courses to be seamless and permanent in the system.
- Resumed adding and updating 2 + 2 pathways from Arizona community colleges to the University.
- Participated on the Prospective Transfer Student Portal project and assisted with transfer mapping.



ACADEMIC ADMINISTRATION

Housed within the Office of the Provost, Academic Administration works to streamline processes and reduce bureaucratic barriers prioritized toward meeting the larger goals of the University of Arizona strategic plan. We are partners, collaborators, and innovators whose work promotes a student-centered approach to academic support at the university. Together, we create a culture of success while providing effective management of many core campus systems and processes.

CURRICULAR AFFAIRS



Curricular Affairs collaborates with administrators, faculty, university staff, and shared governance bodies to improve programs, practices, and processes that advance the academic mission of the University of Arizona. One of our key responsibilities is facilitating the creation of and changes to academic courses, curriculum, and units. This helps to keep the University at the forefront of academic excellence and ensures that our students are well-prepared for the challenges of the future.

Employee Spotlight **REBECCA DRAKE**

Rebecca graduated from the University of Arizona with a Bachelor of Science degree in Family Studies and Human Development. Currently she is working in Curricular Affairs with the course approval processes and enjoys assisting all campus partners with their various course related needs and being part of a small but collaborative team that is extremely service oriented. She enjoys innovating and uses her love of puzzles and problem solving each day in Curricular Affairs. Rebecca is known for her breadth of knowledge, perseverance, and kindness. Her way of making everyone feel welcome, and always taking the time to make sure everyone has what they need, helps create a high level of respect and professionalism anywhere that Rebecca goes. In total she has been a member of staff at the University of Arizona for almost 14 years and looks forward to continuing to provide high quality customer service and collaborating with campus partners to innovate and improve course management processes.



2022-2023 **PROGRAM PROGRESS**

Our collaborations with various stakeholders are essential to helping our campus partners advance the academic mission and strategic plan of the University. We remain committed to this goal, and we look forward to continuing our work to achieve academic excellence.

	Total	Majors	Minors	Certificates	Emphases
New Programs (Approved)	20	1	7	4	8
Program Changes (Approved)	9	7	1	0	1
New Programs (Pending)	11	8	1	2	0
Program Changes (Pending)	5	1	3	0	1
TOTALS	45	17	12	6	10

UPDATES

Below is a summary of undergraduate curriculum update forms. Total plans are made up of major plans, minor plans, certificates and sub-plans. Plans completed, approved, denied and in-progress (partially approved/denied) are in various distinct states of approval. Plans with no updates are auto-approved but will be reviewed before marking complete.

635 total plans

546 total plans updated

151 plans with no updates

208 plans marked complete

364 plans SA team notified

16 plans in-progress

70 plans department review

COURSE FORMS

2,057 total forms taken action on since January 2022

674 final review approvals

2,965 form total in 2022



Office of the REGISTRAR



The Office of the Registrar is responsible for the accuracy and integrity of the academic record. Serving all students, faculty, academic units, and student support functions; the Office is charged with the implementation of academic and student policies and their alignment to state and federal regulations and accreditation standards. The Office strives to be a leader and thought partner in creating efficient processes that are designed in a way that supports student success and service excellence.

2022-2023 ACADEMIC POLICY REVISIONS

This year's Academic Policy Roadmap was driven to by the Office's ongoing strategy to simplify policies and reduce barriers for students.

Military Excused Absence policy
updated January 2023, effective immediately

Grade Appeal policy
updated May 2023, effective immediately

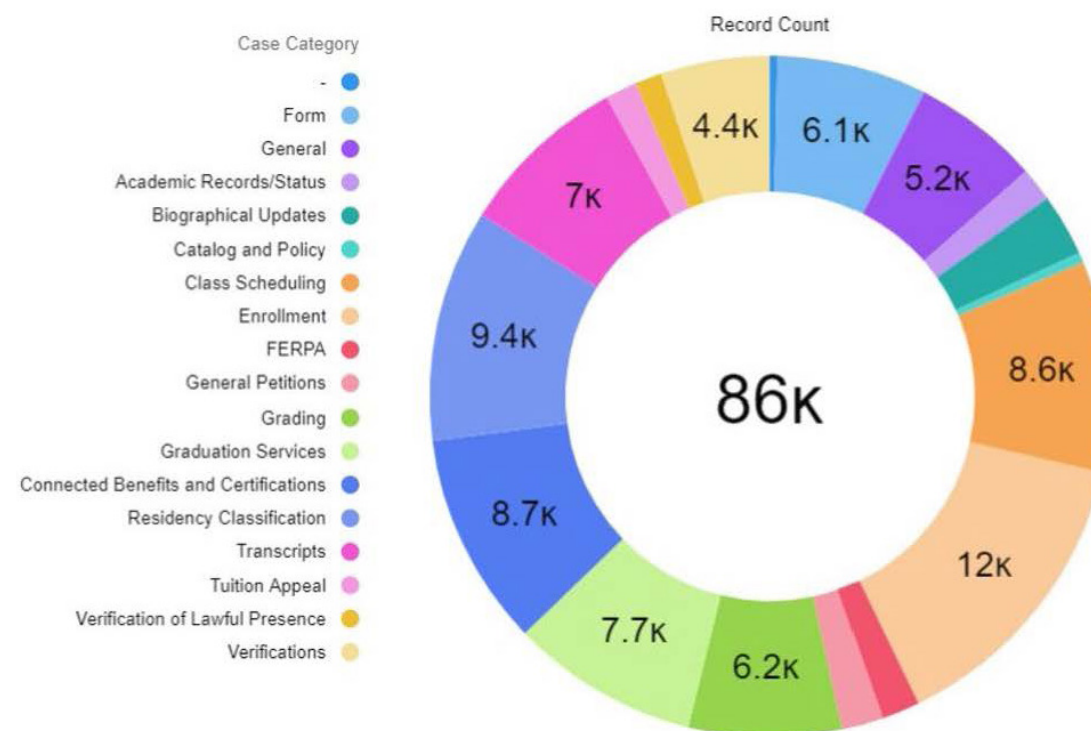
Course Repeat & Grade Replacement Option policy
updated November 2022, effective Spring 2023

Enrollment policies
currently under discussion

Audit Policy
updated March 2023, effective Fall 2023

Grades & the Grading System
currently under discussion

RESOLVING CASES



The Office of the Registrar continues to provide high-impact, high-volume services to students, faculty, and staff. In the 2022 calendar year alone, our office provided support to tens of thousands of cases, successfully bringing 86,000 of these cases to resolution.

NEW TECHNOLOGIES SUPPORTING STUDENT SUCCESS

SURPASS eFORMS

Streamlining University Registrar Processes to Amplify Student Success.

- The Office of the Registrar is providing a solution that streamlines the experience for students and makes it possible to efficiently implement and support existing and changing academic policies and procedures.
- No longer an electronic ‘fill in the blank’ on free-standing, digitized paper forms, each SURPASS eForm is customized for the process to efficiently implement and support existing and changing academic policies and procedures.
- The Gideon Taylor (GT) eForms can securely pull user information directly from PeopleSoft student data platform, drastically cutting down on the need for data entry on either end of the process. The forms also support multiple approval routing options and allow reviewers to approve, deny, even “recycle” forms back to submitters.
- The eForms will improve the service experience for all students, streamline form approval processes and reduce staff time advising on how to navigate disparate form-handling procedures.

NEW ACADEMIC CATALOG

- In partnership with Curricular Affairs, University Information Technology Services, the Graduate College, and Marketing & Brand Management identified a new vendor to create a modernized, mobile-friendly academic catalog.



UNIVERSITY FEES



The University Fees Office assists all campus colleges and departments in the proposal, implementation, and evaluation of academic and non-academic fees. The University of Arizona charges Arizona Board Of Regents (ABOR) approved additional fees to enhance students' learning experiences and high-quality programs, which are part of the undergraduate education division's priorities.

Employee Spotlight **MARTHA SESTEAGA**



The University Fees Office is comprised of one Program Manager: Martha Sesteaga. For the last six years in this role Martha has worked in increasing fee literacy on main campus and automating processes for efficient and effective management of university fees. This is by improving management tools and practices, offering an annual fees orientation, with the main purpose of remaining compliant with ABOR and institutional policies while serving our UA community.

UPDATES & ACCOMPLISHMENTS

New tuition and academic fee growth rates approved in April 2023.

Academic Fee growth rate set at 5%.

New academic fee approval process moved to Fall.

Effective Fall 2023 for Academic Year 2024-2025.

Future Academic Year proposals deadlines (2025-2026 and beyond):

Proposals due to Academic Administration May 1.

Proposals due to ABOR October.

New College Fee Model – Effective Fall 2024.

Pending ABOR approval in November 2023.





CLEMENT 1966