

University College
Academic Plan 2017-2023

I. Introduction



A. State your department/school/college mission statement.

University College is committed to student achievement within and outside of the classroom. We will create a positive climate for learning with an emphasis on individual responsibility and accountability. We will promote student persistence, retention and graduation through the development of innovative programs, best practices and services designed to encourage learning and empower learners.

B. Outline briefly your “vision” for the 2017-2023 planning cycle.

By 2023, University College will have achieved its goals as a result of our commitment to the following principles. Our programs and services will focus on each student as an individual, understanding that while our journeys differ our goal remains the same – graduating from college. We will succeed as a result of collaborative efforts, appreciating the talents and abilities all bring to our shared mission. We will align our programs with standards for excellence and measure our progress authentically. Finally, we will be bold and develop innovative responses to challenges faced by our students, faculty and staff.

C. List and briefly describe your top five priorities for the 2017-2023 planning cycle and indicate the university initiative / goal to which the unit’s goal is linked.

- 1) Institutionalize advising / mentoring / coaching model on campus.
- 2) Fully implement A3 analytics model to improve freshman and transfer success.
- 3) Expand academic services for student athletes.
- 4) Strategically expand research on and capture of funding for student success and historically under-represented populations
- 5) Develop and implement Innovation as Common Experience topic in 2018-2019.

D. Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2017-2018 academic year and in the remaining 2-6 years.

Note: University College proposes that each new faculty member be hired with a 75% / 25% FTE split appointment between University College and the Honors College, contingent upon hiring approval by the Honors College dean.

AY	Positions Needed	Cost
AY 2018	Senior Lecturer in BGS (25% FTE Honors College)	\$42,000 + Summer Salary
	Program Faculty in University College Academic Programs	\$42,000 + Summer Salary
AY 2019		
AY 2020	Senior Lecturer in BGS	\$42,000 + Summer Salary
AY 2021		
AY 2022	Senior Lecturer in BGS	\$42,000 + Summer Salary
AY 2023		

- E. Based on the unit goals outlined in your plan, estimate the total amount of new funding, excluding faculty lines, that your unit will realistically need in the 2017-18 academic year and in the remaining 2-6 years.**

AY	Positions Needed	Cost
AY 2018	Peer Mentors for PACE and Minority Males Initiative N = 40	\$180,000
	Academic Coaches for Minority Males Initiative ¹ N = 7	<u>\$84,000</u>
	Sum	\$264,000 ²
	Learning Specialist / Student Development Specialist II, Athletic Academic Center N = 1	\$48,000
	Administrative Assistant III, Student Services and Common Experience N = 1	\$38,000
	Student Development Specialist I, University Seminar / Peer Mentoring N = 1	\$38,000
AY 2019	Peer Mentors for PACE and	

¹ Estimates for academic coaches based upon an estimated 1.5% annual increase in enrollment annually with the goal of reducing caseload per graduate assistant from 75 students to 50 students by 2023.

² Exploring the opportunity to prioritize work study funding to the Peer Mentoring program would offset pressures on Student Success Fee and other potential resources.

	Minority Males Initiative N=5	\$22,500
	Transfer Academic Advisors (Student Development Specialists I, N=2)	\$76,000
AY 2020	Peer Mentors for PACE and Minority Males Initiative N=5	\$22,500
	Academic Coaches for Minority Males Initiative N = 1	<u>\$12,000</u>
	Sum	\$34,500
AY 2021	Peer Mentors for PACE and Minority Males Initiative N=5	\$22,500
	Academic Coaches for Minority Males Initiative N = 1	<u>\$12,000</u>
	Sum	\$34,500
AY 2022	Peer Mentors for PACE and Minority Males Initiative N=5	\$22,500
	Academic Coaches for Minority Males Initiative N = 1	<u>\$12,000</u>
	Sum	\$34,500
AY 2023	Peer Mentors for PACE and Minority Males Initiative N=5	\$22,500

F. State the facilities (e.g., offices, research and lab space, classrooms) that will be required for anticipated growth and new unit goals.

Unit	Facility Needs
Athletic Academic Center	Student athlete academic support and counseling needs are exceeding space available in Harris Underground. As such, a new location is requested in order to maintain high standards of academic achievement among Texas State student athletes.
Mentoring and Coaching Center	As of fall 2016, 91 peer mentors 17 academic coaches have been engaged in providing direct services to students. Limited space in the Undergraduate Academic Center and Commons Hall are available to serve ~70%

	of our freshman class. An ideal location for a permanent Center for Peer Mentoring would be the Learning Commons in Alkek Library.
Faculty Offices	With the renovation of the University College Dean’s Conference Room into two offices and ~40% of the UC Work room for two offices, there is no additional space for renovation to house General Studies faculty.
Staff Offices	Since 2012, University College has received ~\$13M in external funding in support of strategic university initiatives. All UC space in the Undergraduate Academic Center has been allocated and no additional space is available for renovation.
First-Call Classroom	University College has three first call classrooms that are heavily used by the US 1100 program. A training laboratory in UC has been modified to allow GNST 3350 and 4350 class scheduling; however, this is a temporary solution. Opportunities to share a first-call classroom with the Honors College would be welcomed.

To fully implement our advising, peer mentoring, and academic coaching model and in addition to physical space(s), the support of information technology will be required in order to achieve a goal of strategic importance: a single-sign on system through which appointments are made and services are confirmed. Texas State lacks such a system and, as such, reports regarding the magnitude of service received cannot be gathered in a transparent manner. Further, variation in how information is gathered results in an inability to describe relationships between services (academic advising, academic coaching, Math Lab, peer mentoring, supplemental instruction, testing services, tutoring, Writing Center, and others) and student success.

Unit	Technology Needs
University College Academic Services	A web-based portal should be identified or developed to facilitate the scheduling and confirmation of appointments for academic services on campus. Until such a tool is available, technological-crosswalks importing this information from campus academic services should be linked to a database in University College.

G. The Planning Process

Timeframe	Planning Process
Fall 2016	University College senior leadership developed draft goals for the unit.
December 12, 2016	University College Council participated in a retreat titled ‘Planning for a New U’ where goals and initiatives were discussed. A call for new initiatives from the units was

	shared with the submission deadline of February 10.
February 3, 2017	University College faculty and staff engaged in a college-wide conversation regarding the 2017-2023 strategic plan.
February 10, 2017	Proposals for new initiatives due from units to the dean.
February 2016	Final plan drafted.

II. Program Maintenance



A. Briefly identify anticipated maintenance needs for the 2017-2023 planning cycle.

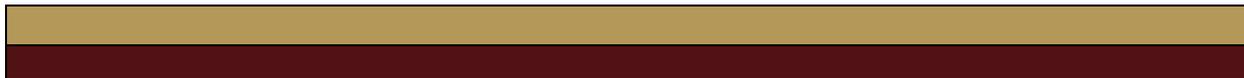
- 1) Peer Mentors (N = 65) and Academic Coaches (N=10)
- 2) Program Faculty in Academic Programs (N = 1)
- 3) Bachelor of General Studies Faculty members (N=3)
- 4) Student Development Specialist II / Learning Specialist in the Athletic Academic Center (N = 1)
- 5) Transfer Advisors (N = 2)

B. For each identified need, address the reason for the need, the estimated cost, and the result of funding (funding source and/or proposed reallocation of existing resources).

Position	Rationale and Details		
Peer Mentors (N = 65) Academic Coaches (N = 7)	Reason: To institutionalize grant-funded peer mentors as Title V MAC grant concludes on September 30, 2017, increase percentage of freshmen served by peer mentors, and respond to enrollment increases over time. To institutionalize grant-funded academic coaches as Title V MAC grant concludes and provide direct services to increasing numbers of minority male freshmen and students identified through A ³ assessment. To reduce caseload per academic coach from 75 students to 50 students over time.		
	<table border="0"> <tr> <td style="vertical-align: top;">Estimated Cost:</td> <td> AY 2018: \$264,000 AY 2019: \$22,500 AY 2020: \$34,500 AY 2021: \$34,500 AY 2022: \$34,500 AY 2023: \$22,500 </td> </tr> </table>	Estimated Cost:	AY 2018: \$264,000 AY 2019: \$22,500 AY 2020: \$34,500 AY 2021: \$34,500 AY 2022: \$34,500 AY 2023: \$22,500
	Estimated Cost:	AY 2018: \$264,000 AY 2019: \$22,500 AY 2020: \$34,500 AY 2021: \$34,500 AY 2022: \$34,500 AY 2023: \$22,500	
Result of Funding: Increased student success, especially for minority male and at-risk students.			
Program Faculty in Academic Programs	Reason: To strengthen transfer student matriculation and achievement through timely articulation of transfer		

(N = 1)	equivalency requests.
	Estimated Cost: \$42,000 annually plus summer salary.
	Result of Funding: Additional support to transfer matriculation, including rapidly increasing transfer equivalency requests. Direct point of contact for academic advising and articulation issues between community colleges and university. Representation on campus committees and councils engaged in transfer process.
Bachelor of General Studies faculty (N = 3)	Reason: To support continuing growth of BGS program, which has grown from 42 students only two years ago to over 250 students today.
	Estimated Cost: \$42,000 annually plus summer salary.
	Result of Funding:
Learning Specialist in the AAC (N = 1)	Reason: To plan, implement, monitor, and assess academic support programming in the AAC at two locations on campus (Harris Underground and Bill Miller Room at Bobcat Stadium).
	Estimated Cost: \$48,000
	Result of Funding: Enhanced oversight and supervision of academic services for student athletes, including tutoring and supplemental instruction in both the Harris and Bobcat Stadium facilities. Achievement of Academic Progress Rate (APR) outcomes.
Transfer Advisors (N = 2)	Reason: Two student development specialists are requested to support transfer student matriculation goals. These advisors will be housed in the University College Advising Center and will be assigned a caseload of students to serve from specific community colleges, to be identified by Enrollment Management.
	Estimated Cost: \$76,000
	Result of Funding: Increased transfer student applications, yield, and matriculation.

IV. Planning Goals



University College has crafted five goals³ to be achieved by 2023 that will result in continuing and substantial change to the perception of and attitude toward University

³ Goals developed from The Undergraduate Experience: Focusing Institutions on What Matters Most. Felten, P., J.N. Gardner, C.S. Schroeder, L.M. Lambert, and B.O. Barefoot. Jossey-Bass, 2016. 247 pp.

College. The synergism developing through goal achievement will result in improved learning and student success, initiated at the freshman year but threaded across and along the undergraduate student experience. These five goals are:

Goal 1. Excellence in **teaching and learning** serves as the foundation for student success.

- Take responsibility for student learning.
- Create opportunities for learning in and out of the classroom.
- Help students integrate learning experiences.
- Promote and reward learning.

Goal 2. Student engagement and success are enhanced by high-quality academic services.

- Make relationships central to learning.
- Create pathways to lead students into relationships with peers, faculty, and staff.
- Nurture learning and belonging through relationships. Celebrate and reward relationship building.

Goal 3. Our success stories must be shared through **research and scholarship**.

- Recognize that authentic assessment is fundamental to improvement.
- Focus research on improving what matters most.
- Commit to using evidence to inform changes.
- Cultivate an ethos of positive restlessness.
- Share results for the greater good.

Goal 4. Collaboration supports the development of high-impact programs and services in a fiscally-responsible manner.

- Develop collaboration as a leadership principle.
- Articulate clear, aspirational, and shared goals linked to mission and values.
- Cultivate an institutional culture that establishes students and learning as community expectations.
- Working together, make strategic choices and take informed risks.

Goal 5. The benefits of **innovation** must be invested in future student success endeavors.

- Make innovation a shared goal.
- Leverage the benefits of innovation.
- Align administrative practices and policies innovatively with the goal of capitalizing resources.

A. **List any major initiatives proposed in support of each of the four university goals for the 2017-2023 planning cycle.**

Goal 1. Promote the success of all students.

UC Initiative 1: Institutionalize advising, mentoring, and coaching model on campus.

UC Initiative 2: Develop model for undeclared freshman and transfer students.

UC Initiative 3: Expand academic services for student athletes.

UC Initiative 4: Develop Freshman Scholars program for at-risk FTIC.

UC Initiative 5: Strengthen academic engagement among minority males.

UC Initiative 6: Fully implement A³ low-tech analytics model.

Goal 2: Offer high quality academic and educational programming.

UC Initiative 1: Enhance and develop general degree requirement programs.

UC Initiative 2: Champion development and assessment of marketable skills.

UC Initiative 3: Expand faculty professional development to enhance pedagogy and strengthen cultural fluency.

Goal 3: Achieve significant progress in research and creative activity as measured by national standards.

UC Initiative 1: Capture external funding in support of strategic university initiatives.

UC Initiative 2: Implement UC Faculty Fellows initiative.

UC Initiative 3: Develop US 1200 Introduction to Research and Discovery

UC Initiative 4: Develop and implement Innovation as the common experience theme in 2018-2019.

- B. For each identified initiative, describe (1) the proposed timeline for completion, [one year or two to six years]; (2) new resources needed, if any; (3) cost; (4) how the unit plans to obtain those resources; (5) criteria for assessing the proposed initiatives; and (6) direct linkage to specific university initiatives.**

Note: Assessment criteria for students impacted by University College programs and services are provided below and will be referenced accordingly within the descriptions of criteria for assessing proposed initiatives below.

Outcome	Measures
Retention Rate	One-year retention rate by race/ethnicity and gender One-year retention rate by college
Graduation Rate	Four- and six-year graduation rate by race/ethnicity and gender Four- and six-year graduation rate by college
Transfer Success	One-year transfer retention rate by race/ethnicity and gender One-year transfer retention rate by college Four-year graduation rate by race/ethnicity and gender Four-year graduation rate by college
UG Degree Productivity	Number of UG degrees granted by race/ethnicity and gender Number of UG degrees granted by college Number of UG degrees granted to students entering TXST with TSI obligation

Goal 1. Promote the success of all students.

UC Initiative 1	Institutionalize advising, mentoring, and coaching model on campus
Proposed Timeline	AY 2018 – AY 2023

New Resources Needed	According to staffing models
Cost	According to salary models
Funding Source	Student success fee; student service fee; externally funded (Title III grant project 2016-2021)
Assessment Criteria	Student / advisor ratio; student / advisor ratio by college; % of FTIC served by peer mentor; % of FTIC serviced by academic coach
Linkage to University Plan	Goal 1: Promote the success of all students

UC Initiative 2	Develop model for undeclared freshman and transfer students
Proposed Timeline	AY 2018 – AY 2019
New Resources Needed	None
Cost	Minimal
Funding Source	Student success fee
Assessment Criteria	Time to major declaration; retention rate outcomes; graduation rate outcomes; transfer success outcomes
Linkage to University Plan	Goal 1. Promote the success of all students

UC Initiative 3	Expand academic services for student athletes
Proposed Timeline	AY 2018 – AY 2023
New Resources Needed	Learning Specialist (Student Development Specialist II) New physical location for AAC staff and students
Cost	Salary: \$48,000 annually Facility: TBD
Funding Source	Salary: Student success fee, E&G Facility: HEF
Assessment Criteria	Academic progress rate; one-year retention rate; one-year retention rate by race/ethnicity; six-year graduation rate; six-year graduation rate by race/ethnicity
Linkage to University Plan	Goal 1: Promote the success of all students

UC Initiative 4	Development Freshman Scholars program for at-risk FTIC
Proposed Timeline	AY 2018 Pilot AY 2019 – AY 2023 full implementation according to enrollment targets
New Resources Needed	Scholarship funds for Freshman Scholars students
Cost	\$2,000 per year, per Freshman Scholar
Funding Source	University Advancement

Assessment Criteria	Retention rate outcomes; graduation rate outcomes
Linkage to University Plan	Goal 1: Promote the success of all students

UC Initiative 5	Strengthen minority male academic engagement
Proposed Timeline	AY 2018 – AY 2023
New Resources Needed	Academic coaches (N = 7 for AY 2017 and increasing to 11 by AY 2023, contingent upon continued minority male enrollment increases)
Cost	AY 2018: \$84,000 recurring AY 2019: \$12,000 recurring AY 2020: \$12,000 recurring AY 2021: \$12,000 recurring AY 2022: \$12,000 recurring
Funding Source	Student success fee; student service fee; E&G
Assessment Criteria	Retention rate outcomes; graduation rate outcomes; UG degree production outcomes
Linkage to University Plan	Goal 1: Promote the success of all students

UC Initiative 6	Fully implement A³ low-tech analytics model
Proposed Timeline	AY 2018
New Resources Needed	Graduate assistantship (N = 1)
Cost	\$12,000 recurring
Funding Source	E & G
Assessment Criteria	One-year retention rate; one-year retention rate by race/ethnicity; six-year graduation rate; six-year graduation rate by race/ethnicity
Linkage to University Plan	Goal 1: To promote the success of all students

Goal 2: Offer high quality academic and educational programming.

UC Initiative 1	Enhance and develop teaching and learning in University College
Proposed Timeline	AY 2018 – AY 2023
New Resources Needed	None
Cost	Minimal
Funding Source	Student Success Fee
Assessment Criteria	Faculty satisfaction with professional development provided to enhance teaching, learning, and student success in US 1100.

Linkage to University Plan	Goal 1: Promote the success of all students
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UC Initiative 2	Champion development and assessment of marketable skills
Proposed Timeline	AY 2018 – AY 2023
New Resources Needed	None.
Cost	No additional costs anticipated.
Funding Source	N/A
Assessment Criteria	Plan for implementing marketable skill self-assessment in US 1100 developed and implement; new minor designed to strengthen marketable skill acquisition developed and approved by Curriculum Committee
Linkage to University Plan	Goal 1: Promote the success of all students

UC Initiative 3	Expand faculty professional development to enhance pedagogy and strengthen cultural fluency
Proposed Timeline	AY 2018 - AY 2023
New Resources Needed	None
Cost	Minimal
Funding Source	Student Success Fee
Assessment Criteria	Faculty satisfaction with professional development provided to enhance teaching, learning, and student success in US 1100.
Linkage to University Plan	Goal 1: Promote the success of all students

Goal 3: Achieve significant progress in research and creative activity as measured by national standards.

UC Initiative 1	Capture external funding in support of strategic university initiatives
Proposed Timeline	AY 2018 – AY 2023
New Resources Needed	None
Cost	Senior Lecturer (0.5 FTE)
Funding Source	Title III and Title V grant programs
Assessment Criteria	Number of proposals submitted; number of research / sponsored program awards; total research and sponsored program activity; restricted research expenditures
Linkage to University Plan	Goal 3: Achieve significant progress in research and creative activity as measured by national standards

UC Initiative 2	Implement UC Faculty Fellows initiative
Proposed Timeline	AY 2018 – AY 2021
New Resources Needed	Faculty fellows engaging in research on student success, especially for diverse / under-represented groups, from within and outside of Texas State
Cost	Budgeted at \$36,000 per year for an annual research convening and stipends for UC Faculty Fellows
Funding Source	Title III HSI STEM and Articulation Grant
Assessment Criteria	Number of presentations at state, regional, and national meetings; number of publications in peer-reviewed journals
Linkage to University Plan	Goal 3: Achieve significant progress in research and creative activity as measured by national standards

UC Initiative 3	Develop US 2100 Introduction to Research and Discovery
Proposed Timeline	AY 2018 – AY 2023
New Resources Needed	Per-course funding for US 1101 faculty Minimal costs for faculty development and programming
Cost	\$1,500 for a one-hour course \$20,000 annually for faculty development and programming
Funding Source	E & G Student Success Fee
Assessment Criteria	Increased awareness and knowledge of research procedure in discipline areas; development of a personal plan for immersion in research and scholarship as an undergraduate.
Linkage to University Plan	Goal 3: Achieve significant progress in research and creative activity as measured by national standards.

UC Initiative 4	Develop and implement Innovation as the common experience theme in 2018-2019
Proposed Timeline	AY 2018 – AY 2019
New Resources Needed	To assist with the Common Experience, in general, and the 2018-2019 theme, more specifically, an Administrative Assistant III has been requested for the Office of the University College dean. This position would be shared by the Associate Dean for Student Services and Director of the Common Experience.
Cost	\$38,000
Funding Source	E & G
Assessment Criteria	AA III hired
Linkage to University Plan	Goal 3: Achieve significant progress in research and creative activity as measured by national standards

**Appendix A: Brief Description of University College Initiatives for 2017-2023
Strategic Plan linked to University Goals.**

Goal 1. Promote the success of all students.

UC Initiative 1: Institutionalize advising, mentoring, and coaching model on campus.

Great progress has been made to implement standard processes for academic advising, peer mentoring, and academic coaching since the Texas State QEP was implemented in fall 2012. This foundation will serve as the basis for continuing to provide direct services to students of the highest quality, with special attention to maintaining staff caseloads at appropriate levels, to the extent possible.

UC Initiative 2: Develop model for undeclared freshman and transfer students.

To improve persistence, retention, and graduate rates for all transfer students, new exploratory students will be required to participate in a one-hour appointment with a PACE / University College career advisor during their first term (new transfer students) or within their first year on campus (new freshman students). Connecting new exploratory students to a major should result in improved outcomes and reduced time to degree completion.

UC Initiative 3: Expand academic services for student athletes.

Staffing increases have been key to continued academic achievement by Bobcat student athletes. Pressures on space for services, however, has resulted in the expansion of tutoring and supplemental instruction, in particular, from Harris Underground to the Bill Miller Room in Bobcat Stadium. A learning specialist (student development specialist II) would play a pivotal role in coordinating, managing, and assessing academic services for student athletes. This is especially important given travel expectations for other AAC staff as we compete in the Sun Belt Conference.

UC Initiative 4: Develop Freshman Scholars program for at-risk FTIC.

Other universities have experienced success in developing a pipeline program for incoming freshmen who arrive from under-performing high schools. That is, while rank-in-class is high, ACT and/or SAT scores are discouraging. Such a provisional admission program will be piloted in University College in 2017-2018 (PACE Scholars). Over time, such an approach could benefit other colleges at Texas State as departmental, program, and major criteria for entrance advance.

UC Initiative 5: Strengthen academic engagement among minority males.

Data has demonstrated that under-represented males are not being retained and graduating at rates similar to their majority and female peers. University College is committed to positively impacting African American and Hispanic male achievement by increasing academic engagement. That is,

we will improve the quality of interactions with the university community, especially within the academic service realm. In addition, promoting involvement in academic clubs and organizations will be key to future success.

UC Initiative 6: Fully implement A³ low-tech analytics model.

Evidence obtained to date hints at the value of the A³ low-tech analytics model (Assessing Attrition for Action). Implementing this broadly and with the support of information technology and the student information system will be key to further improving outcomes. A grant-funded research analyst will provide essential support to this project as campus partners are connected to A³ results earlier and more intentionally.

Goal 2: Offer high quality academic and educational programming.

UC Initiative 1: Enhance and develop teaching and learning in University Seminar.

Teaching and learning in US 1100 will be strengthened through collaboration and professional development.

UC Initiative 2: Champion development and assessment of marketable skills.

Leading the charge on developing marketable skill development and assessment is a natural role for University College as a continuation and expansion of our PACE experience.

UC Initiative 3: Expand faculty professional development to enhance pedagogy and strengthen cultural fluency.

Beginning in US 1100 and with the support of external funding, faculty cultural fluency will be strengthened through professional development as a means to bridge the cultural gap developing as student and faculty demographics diverge.

Goal 3: Achieve significant progress in research and creative activity as measured by national standards.

UC Initiative 1: Capture external funding in support of strategic university initiatives.

Where appropriate to the university and college mission, University College will pursue and obtain external funding enhancing achievement of strategic goals.

UC Initiative 2: Implement UC Faculty Fellows initiative.

Faculty and practitioners in the field of student success will be collaborate with University College on research and related projects. Funded initially through a Title III grant project, it is anticipated that resources obtained through collaborative efforts will offset costs for the UC Faculty Fellows Initiative in the future.

UC Initiative 3: Develop US 2100 Introduction to Research and Discovery

US 2100 Introduction to Research and Discovery will be a one-hour elective offered to freshmen and sophomores interested in learning more about becoming involved in undergraduate research. The course will serve as an introduction to research principles in discipline areas, including literature searches and data collection. An important outcome of this class will be the development of a personal plan for immersion in research and scholarship as an undergraduate.

Noted in the above information was the direct relationship of this course to discipline areas. Building on the 'signature course' experience at the University of Texas at Austin, we hope to identify Texas State faculty scholars would be interested in and willing to teach a section of US 2100 focused on research and discovery in areas as diverse as the sciences, social sciences, and literature and the arts. By doing so, we would achieve important goals for connecting lower-division students to tenured / tenure-track faculty and develop a pool of undergraduates interested in pursuing undergraduate research opportunities.

UC Initiative 4: Develop and implement Innovation as the common experience theme in 2018-2019.

University College plans to introduce students and the campus community to the 'innovation ecosystem' at Texas State through traditional and non-traditional means. New elements of this common experience will include an Innovation Week highlighting campus efforts and (hopefully) culminating in the LBJ Distinguished Lectureship. It is the college's goal to bring the common experience to new heights of participation, visibility, and learning through a variety of programs, activities, seminars, and performances.