



COLLEGE OF ARTS & SCIENCES
DEPARTMENT OF FASHION & APPAREL STUDIES

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December 2, 2013

To Whom It May Concern:

The Department of Fashion and Apparel Studies is submitting a self-study report for the Permanent Status Program Review underway regarding our Master of Science in Fashion and Apparel Studies. ***I am highly supportive of continuation of this MS program and urge that approval be granted.*** The MS is closely aligned with the mission and values of the Department, College of Arts and Sciences, and the University and has allowed the Department to make important contributions to UD's Path to Prominence and CAS's Leading the Way strategic goals, as well as the Department's own goals. These contributions are outlined below along with challenges we face and opportunities for improvement of the program as we move forward with permanent status.

As background, the following three strategic goals are pursued by the Department and relevant to the graduate program.

- *We will achieve excellence in graduate education and research/scholarship in three key intellectual areas: apparel innovation and technology, fashion consumer behavior, and social responsibility and sustainability.*
- *We will become a national resource for international research and education focused on the apparel and retailing industries.*
- *We will become a world leader for education and research/scholarship related to social responsibility and sustainability in the apparel industry.*

It is probably obvious from these goals how the Department's scholarly work aligns with UD's Initiative for the Planet and the Global Initiative, but this work also contributes to UD principles and CAS values for partnership, social responsibility, engagement, and impact. Through their thesis research and innovative non-thesis projects, our students and their faculty mentors engage in compelling social and scientific challenges related to environmental and cultural sustainability and social justice. Together, our faculty and graduate students are building a foundation of knowledge needed for sustainability and social responsibility policy and practice within the apparel industry. For example, a recent graduate of the MS program examined a new approach to addressing worker rights issues among the most invisible and vulnerable in apparel global supply chains—homeworkers.

In support of more deeply impacting the problems we face with our scholarship, the Department recently created a non-thesis option for the MS, not because we needed a "dumbed down" version of the master's degree, but because some solutions to the grand social and environmental challenges faced in the industry are unlikely to fit in a five-chapter, bound document destined for a bookshelf in the

library. We want to enhance recruitment of students with big ideas for addressing looming human and environmental resource constraints related to global apparel supply chains (i.e., new products/processes, business models, strategies for increasing consumer awareness).

Partnership and engagement is central to ensuring that the problems we address are ones that matter. For example, two current students are working with a newly formed sustainable textiles cluster in South Africa that we are part of to help build in the systems and values needed for creating a credible, transparent supply chain with measurable social and environmental benefits. Furthermore, we are a member of the founding circle of the Sustainable Apparel Coalition, an international organization of industry, nongovernmental organizations, and academic partners representing over 30% of the global production of apparel worldwide. As part of the Coalition, graduate students and faculty work side-by-side with members such as Nike, Patagonia, and DuPont, in working groups tackling tough sustainability challenges. To further increase our impact we disseminate our scholarship through innovative academic and industry venues, including the Department's FIBERcast series and Socially Responsible and Sustainable Brief Courses for industry, and by engaging directly in various industry organizations including the Coalition, the American Apparel and Footwear Association, and the Fair Labor Association.

We are looking forward to expanding the scope and impact of our work through partnerships for graduate education and research we are exploring with Donghua University in China and Seoul National University in South Korea. Additionally, we remain alert for opportunities to embed our scholarship in the messy "real world" where we can test theory and develop conceptual ideas that work in practice. If fully funded, our partnership with the South Africa Sustainable Textiles Cluster will involve every faculty member in the department and numerous graduate and undergraduate students. The department's faculty and graduate students strongly believe that the excellence of our scholarship is increased with our engagement—even though sometimes the quantity of our output is reduced as we navigate the obstacles that can emerge in collaborating with international and non-academic partners.

Like the College and University, the department values diversity and our MS students in the Department contribute to diversity in many. The students we have enrolled are highly diverse in ethnicity, with nearly 50 percent being students of color. They are also recruited from multiple disciplines (e.g., engineering, ecology, communications, and others). We draw students from across the country and internationally. Having a graduate program has increased the intensity of our research, but having such a diverse graduate program has expanded the breadth and interdisciplinary perspectives of that scholarship.

Challenges Faced and Opportunities for Improvement

One thing the faculty has learned over the last five years is that starting a new graduate program is difficult, not only because of constraints on time and funding, but also because a new culture must be developed that supports graduate student success in the program. For those of us who had been involved with long-standing PhD programs, we underestimated the effort we would need to make to help the new students understand some of the simple expectations of graduate school that are otherwise relayed informally among students further along in a program. However, we were alerted to student struggles as part of an academic program review a few years ago and were quick to respond by formalizing the onboarding process and support structure for first year students by developing clear accountability for that with a new Director of Graduate Programs. We have also made changes to coursework that as a result of assessment that revealed the majority of our students need assistance with professional development for non-academic careers. Additionally, in examining the data for the self-study, I recognized that three of four students who had not yet finished had taken internships in the

summer between their first and second years and had not followed through on commitments to also “make progress” on their thesis proposals. While we believe that non-thesis students may not be negatively impacted from an internship, we will be strongly encouraging thesis students not to do this and thus increase the likelihood that they will graduate “on time” in two years as we expect.

The Department has also been challenged in implementing the graduate program due to budget constraints related to faculty lines and assistantships. While we were able to hire for the two faculty positions discussed as a required resource in the master’s program proposal five years ago, searches for two additional sustainability-focused faculty lines that CAS had agreed to have not been authorized and subsequent retirements of three tenure-track faculty have stretched us thin and prohibited our making changes that would strengthen recruitment and the excellence of our research and our pursuit of additional entrepreneurial initiatives that would augment the Department’s financial support for research and graduate education. We have also decreased rather than increased secretarial and administrative support for the Department since the graduate program was launched.

The number of assistantships we have been able to offer has also been limited and we have consistently lost potential students to competitors that were able to better fund them. The College has provided only two GTA positions each year and a few tuition scholarships. The Department has consistently provided on or two additional assistantships each year through grants and entrepreneurial activities. Alone, the tuition scholarships have not been an adequate incentive for many graduate students to come to UD and we lose qualified students who are admitted because we cannot offer them assistantships. Being able to consistently offer four to six College-funded assistantships to new students each year rather than two would make a difference in reaching our goal of six to eight incoming students annually.

We could also do a better job with recruitment by implementing a formal recruitment program. We had initially planned to recruit from several schools but we have not formalized a plan for doing that. The Director of Graduate Programs is currently working on such a plan and our emerging relationships with Donghua University and Seoul National University should facilitate recruitment from those strong institutions. As part of upcoming strategic planning, I will also be asking the faculty to consider whether we should fine-tune the emphasis of our MS program and how we market it given the changing landscape of competitor institutions with PhD programs that have recently started pursuing sustainability research. We need to continue to be able to distinguish the scholarships students can do here at UD that they cannot do anywhere else. I believe our strong partnerships and engagement with industry and other organizations in tackling critical sustainability problems that are faced in the real world are key to our competitive advantage.

In conclusion, in addition to the alignment of our graduate program with University and College mission, values, and goals, the MS in Fashion and Apparel Studies contributes to the Department’s goals and our mission, which is

to prepare professionals with essential knowledge and critical skills to influence fashion and apparel-related fields in creative ways. Our graduates are aware of and able to act with accountability toward issues of social responsibility and sustainability. We teach, conduct research and creative scholarship, and interact with local and global communities in ways that are innovative and collaborative. We value work that is student-centered, relevant to business and society, built upon international and cultural diversity, and which contributes to continuous learning.

Over the last five years we have built a strong foundation from which to further improve our MS program. Graduate students are critical to the Department as the faculty strive to improve the excellence of our scholarship. I hope that you will agree that moving forward with permanent status is the right thing for the Department.

Sincerely,

A handwritten signature in blue ink that reads "Marsha Dickson". The signature is written in a cursive style with a large initial 'M' and a long, sweeping tail.

Marsha Dickson, PhD
Irma Ayers Professor of Human Services and Department Chair

Belinda Orzada <orzada@udel.edu>

need letter of support

Dickson, Marsha Ann <dickson@udel.edu>
To: "Orzada, Belinda T" <orzada@udel.edu>

Tue, Sep 3, 2013 at 7:34 PM

From: Ferretti, Ralph P
Sent: Tuesday, September 03, 2013 5:08 PM
To: Dickson, Marsha Ann
Cc: Glass, Laura Simmering
Subject: Re: need letter of support

Dear Marsha,

I'm pleased to support the inclusion of EDUC 665 as a required course, and EDUC 607 as an elective, in the The Department of Fashion and Apparel Studies' Master of Science in Fashion and Apparel Studies. Please call on me if I can be of further assistance as you seek permanent status for your program.

Ralph Ferretti

Ralph P. Ferretti
Director and Professor
School of Education
113 Willard Hall Education Building
Newark, DE 19716
(302) 831-1644



From: <Dickson>, Marsha Ann <dickson@udel.edu>
Date: Tuesday, September 3, 2013 3:31 PM
To: "Ferretti, Ralph P" <ferretti@udel.edu>
Cc: "Orzada, Belinda T" <orzada@udel.edu>
Subject: need letter of support

[Quoted text hidden]



Belinda Orzada <orzada@udel.edu>

letter of support

Dickson, Marsha Ann <dickson@udel.edu>
To: "Orzada, Belinda T" <orzada@udel.edu>

Mon, Sep 9, 2013 at 6:00 PM

Sent from my iPad

Begin forwarded message:

From: "Hall, Susan J." <sjhall@udel.edu>
Date: September 9, 2013, 5:04:01 PM EDT
To: "Dickson, Marsha Ann" <dickson@udel.edu>
Subject: RE: letter of support

Dear Marsha,

The Department of Human Development and Family Studies is pleased to support your inclusion of HDFS615 as an options for research methods in your proposal for permanent status for the M.S. in Fashion and Apparel Studies. We wish you every success with the program.

Sincerely,

Susan J. Hall

Interim Chair, Human Development and Family Studies

From: Dickson, Marsha Ann
Sent: Tuesday, September 03, 2013 3:38 PM
To: Hall, Susan J.
Cc: Orzada, Belinda T
Subject: letter of support

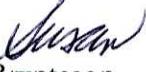
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September 30, 2013

Memorandum

To: Marsha A. Dickson
Chairperson and Irma Ayers Professor of Human Services
Department of Fashion and Apparel Studies

From: 
Susan Brynteson
Vice Provost and May Morris University Librarian

I am responding to your request to supply information about the capability of the University of Delaware Library to support the proposed Master of Science degree in Fashion and Apparel Studies in the College of Arts and Sciences.

The University of Delaware Library with its strong interdisciplinary and electronic collections is well able to support the proposed new degree. Enclosed is a description of collections, resources and services available for this purpose.

I would be pleased to respond to any questions.

SB/nb
Enclosure

- c: Belinda T. Orzada, Professor and Associate Chairperson, Department of Fashion and Apparel Studies
- Linda L. Stein, Librarian, Reference and Instructional Services Department
- Francis C. Poole, Head, Film and Video Collection Department
- Shelly L. McCoy, Head, Student Multimedia Design Center
- Sandra K. Millard, Associate University Librarian for Services, Outreach and Assessment



September 30, 2013

Report on Library Services and Collections in Support of the
Department of Fashion and Apparel Studies
for the College of Arts and Sciences

General Description

The University of Delaware Library includes the Hugh M. Morris Library, where the main collection is housed; two branch libraries located on the Newark campus, the Chemistry Library and the Physics Library; and a third branch library, the Marine Studies Library, located in Lewes, Delaware. The Library collections parallel the University's academic interests and support all disciplines. The new degree proposal is directly supported with the Library's strong collections in Fashion and Apparel Studies, Business Administration, Economics, Environmental Sciences, Material Culture, Psychology, Sociology, Social Responsibility of Business and other interdisciplinary resources.

Books, periodicals, microforms, government publications, databases, full-text electronic journals and other electronic resources, maps, manuscripts and media provide a major academic resource for the University of Delaware, the surrounding community, the state of Delaware and the nation. Library staff members provide a wide range of services, including reference assistance, circulation, interlibrary loan, instructional programs, multimedia design, and assistance to the visually impaired.

The University of Delaware Library is a U.S. depository library and a U.S. patent depository library and contains a complete file of every patent the U.S. Office of Patents and Trademarks has issued.

The online catalog, DELCAT, provides access to millions of items by author, title, subject and keyword.

Library collections number over 2,800,000 and are broadly based and comprehensive. In 2012/2013, the Library Web <www.udel.edu/library/> received over 1,500,000 virtual visits.

The University of Delaware Library collects and makes available electronic resources (e.g., electronic journals, electronic books and databases) to support the instructional and research needs of University of Delaware students, faculty and staff. Providers of electronic resources employ licenses as a legal means of controlling the use of their products. The University of Delaware Library abides by legally binding license agreements for the use of the electronic resources.

The University of Delaware Library is a member of the Association of Research Libraries, OCLC (including the OCLC Research Partnership), the Center for Research Libraries, LYRASIS, CIRLA (The Chesapeake Information and Research Library Alliance), NERL (NorthEast Research Libraries), Portico and the HathiTrust.

Specific Support for the Department of Fashion and Apparel Studies

Funds are designated at the beginning of each fiscal year for the support and strengthening of the collections including those related to Fashion and Apparel Studies. Support for the Department of Fashion and Apparel Studies is supplemented by funds used to purchase materials in other areas as well as funds for the licensing of electronic resources.

The Library subscribes to hundreds of print and electronic journals which support Fashion and Apparel Studies. A list of electronic journals by subject is available by clicking on "E-Journals" on the Library Web page <www.udel.edu/library/>. The Library makes available many electronic databases which support Fashion and Apparel Studies. These databases are enhanced further by an array of reference sources, films and videos (see "Research Guides" on the Library Web page).

The Library also subscribes to RefWorks, a web-based bibliographic and database management system that can be used with most databases.

An expanded, selected list of databases and electronic resources includes:

Biographical databases: American National Biography, Biography and Genealogy Master Index, Biography in Context, Biography Reference Bank, Dictionary of National Biography

Business databases: ABI/INFORM Global, Business Insights: Essentials, Business Source Premier, Company ProFiles, EconLit, EDGAR Database of Corporate Information, General BusinessFile ASAP, Global Forecasting Service, Industry Norms and Key Business Ratios, Mergent Online, Reference USA, RIA Checkpoint, Standard and Poor's NetAdvantage, Value Line Research Center

eBooks, Current: Berg Fashion Library, Credo Reference, Knovel, OECD iLibrary, Safari Books Online, Springer eBooks

eBooks, Historic: African Writers Series, Caribbean Literature, Early American Imprints (Evans), Early English Books Online, Eighteenth Century Collections Online, Gerritsen Collection, Making of the Modern World, Past Masters

eJournal databases: 19th Century UK Periodicals, APS (American Periodicals Series) Online, International Index to Black Periodicals Full Text, HarpWeek, IEEE/IET Electronic Library, JSTOR, Opinion Archives, Project MUSE, ScienceDirect (Elsevier), Springer eJournals

General multidisciplinary: Academic OneFile, COS Pivot, Expanded Academic ASAP, General OneFile, LexisNexis Academic, Nineteenth Century Masterfile, Opposing Viewpoints in Context, Periodicals Index Online, ProQuest Dissertations and Theses, SCOPUS, Statistical Abstract of the United States, Web of Science (Science Citation Index; Social Sciences Citation Index; Arts and Humanities Citation Index)

General Reference: Credo Reference, EIU Country Profiles, EIU Country Reports, EIU ViewsWire, Oxford English Dictionary, WorldCat

Government: American State Papers (1789-1838), CQ (Congressional Quarterly) Researcher Plus Archive, CQ Weekly, LexisNexis Congressional Publications, Parliamentary Papers (House of Commons, 1801-1900), Statistical Abstract of the United States, U.S. Congressional Serial Set (1817-1994)

Image databases: AP Images, ARTstor, Berg Fashion Library, Worth Global Style Network (WGSN)

Literature databases: African Writers Series, Black Drama, Caribbean Literature, Essay and General Literature Index, Literature Online, Literature Resource Center, MLA International Bibliography

Multimedia databases: American History in Video, Theatre in Video, VAST: Academic Video Online

Music databases: American Song, Classical Music Library, Contemporary World Music, Jazz Music Library, Naxos Music Library, Oxford Music Online, Smithsonian Global Sound for Libraries

Newspapers, Current: Ethnic NewsWatch, LexisNexis Academic, ProQuest Newspapers, World News Connection

Newspapers, Historic: 17th-18th Century Burney Collection Newspapers, 19th Century British Library Newspapers, 19th Century U.S. Newspapers, Accessible Archives, African Newspapers, African American Newspapers 1827-1998, America's Historical Newspapers, British Newspapers 1600-1900, Early American Newspapers, The Illustrated London News (1842-2003), Latin American Newspapers, New York Times (1851-2009 updated annually), South Asian Newspapers, Times Digital Archive (1785-1985), Times Literary Supplement Historical Archive (1902-2008 updated annually), Times of India (1838-2001), Wall Street Journal (1889-1993)

Science/Technology/Medicine databases: AGRICOLA, Aquatic Sciences Set, Biological Abstracts, Biological and Agricultural Index Plus, Biological Sciences Set, CINAHL Plus with Full Text, Cochrane Library, Compendex, Engineering Village, Environmental Sciences and Pollution Management, General Science Abstracts, GreenFILE, GREENR, Health and Wellness Resource Center, Health Reference Center Academic, Inorganic Crystal Structure Database, Journal Citation Reports, MEDLINE, PubMed, Reaxys (formerly Beilstein), ScienceDirect, SciFinder (Chemical Abstracts), Springer Protocols, and the Web of Science

Social Sciences/Humanities databases: America: History and Life, Anthropology Plus, Art Abstracts/Art Index Retrospective, Berg Fashion Library, Black Drama, Black Studies Center, Black Thought and Culture, China: Trade, Politics, and Culture 1793-1980, Communication and Mass Media Complete, Education Full Text, ERIC, Grove Art, Grove Music, Historical Abstracts, Hospitality and Tourism Complete, Linguistics and Language Behavior Abstracts, Oxford Art Online, PAIS International, ProQuest History Vault, PsycINFO, Sociological Abstracts, WGSN (Worth Global Style Network)

A full list of databases is available on the Library Web (see: <www.udel.edu/library/>). Census information and other demographic data are available as is a wide range of printed and electronic reference sources.

Marsha A. Dickson
September 30, 2013
Page 4

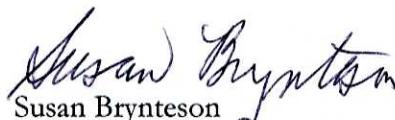
The Library also maintains an Institutional Repository (see: udspace.udel.edu/), which archives research reports and documents and other resources produced by University of Delaware faculty.

The Library has strong collections of film and video which cover a wide range of subjects and are available for use by students and faculty in the Department of Fashion and Apparel Studies. The video collection is heavily used; is increasing in size; and there has been much consultation about it by Francis C. Poole, Librarian and Head of the Film and Video Collection Department, with faculty in a number of disciplines.

The Library has a nationally recognized Student Multimedia Design Center located on the Lower Level of the Morris Library which provides University of Delaware students, faculty and staff access to technology and training related to the creation of multimedia programs. The Student Multimedia Design Center includes 80 workstations, six studios, and two classrooms focused on multimedia creation, and is open all hours the Library is open. University of Delaware users may also borrow a wide variety of multimedia equipment. The Student Multimedia Design Center also provides assistance to faculty and students related to multimedia literacy skills to help integrate multimedia into instruction. Shelly L. McCoy is Head of the Student Multimedia Design Center. More information is available at: www.lib.udel.edu/multimedia/.

An experienced librarian, Linda L. Stein, Librarian in the Reference and Instructional Services Department, serves as liaison to the faculty in the Department of Fashion and Apparel Studies. Suggestions for purchases received by the Library for materials related to Fashion and Apparel Studies are directed to Ms. Stein, who also regularly consults faculty about priorities and the direction the collections should take. Ms. Stein is also available for instruction in the use of the Library for Department of Fashion and Apparel Studies students and faculty.

Ms. Stein maintains a subject website for Fashion and Apparel Studies which can be accessed from the Library Web www.udel.edu/library/ via the "Research Guides" search box on the main Library Web page or directly by the URL guides.lib.udel.edu/fashion/. The research guide contains detailed descriptions of reference works, subject databases and selected primary resources in Special Collections.



Susan Brynteson
Vice Provost and May-Morris University Librarian

13 December 2013

As Dean of the College of Arts and Sciences (CAS), I wish to express my support for the Master of Science in Fashion and Apparel Studies (FASH) to receive Permanent Status.

CAS values excellence in teaching and research, diversity, and social responsibility as it pursues strategic goals of developing an outstanding faculty; advancing critical thinking, open inquiry, and full participation; leading the way in student learning and engagement; and engaging local, national, and global communities. The FASH MS Program supports these values and strategic goals through the research the graduate students collaborate on with faculty and the projects they engage in with international institutions to tackle tough social responsibility and sustainability issues affecting the global apparel industry.

Through integrated teaching and scholarship, the scholarly work of the Fashion and Apparel Studies faculty and graduate students' impacts public and private policies for improved social and environmental performance and informs the implementation of these policies. Hands on opportunities provided to students in the MS program are unique and provide outstanding opportunities to understand diverse intellectual approaches and facilitate student success. Through the MS, FASH has expanded interdisciplinary collaboration with faculty in other social science departments with the CAS and broader university.

FASH has been resourceful and entrepreneurial in pursuing engagement with international academic, nongovernmental, and industry partners and provides an example for others in the college in carrying out engaged scholarship that makes a difference. The college will work with FASH to ensure the MS Program is successful in pursuing mutually shared goals and values.

Sincerely,



George H. Watson, Dean
College of Arts and Sciences
University of Delaware