

# **College of Liberal Arts Area Plan Spring 2002**

**Preface:** The College of Liberal Arts Area Plan (Spring 2002) reflects the outcome of continuous planning inaugurated in fall 1998. At that time, the Dean appointed an eight-person Steering Committee which worked in coordination with task forces comprised of over 50 faculty and staff members to complete the College of Liberal Arts Strategic Plan, ratified by unit chairs and directors in December 1999.

The College of Liberal Arts Area Plan (Spring 2002) has been arranged to relate to the major goals and initiatives of Washington State University's new strategic plan. It reflects extensive discussions with our chairs and directors and with our Dean's Advisory Committee on Resource Allocation. The plan also incorporates initiatives from five-year department plans submitted by our 15 academic units in December 2001. In addition, this Area Plan reflects our anticipated progress in achieving the remaining goals of our two earlier plans, a five-year Macro Plan submitted in Spring 2001 and the December 1999 College of Liberal Arts Strategic Plan.

The Macro Plan submitted in Spring 2001 (Appendix A) lists specific strategies, to be implemented over a period of five years, that address the goals and objectives of our December 1999 strategic plan (Appendix B). Progress to date on the Macro Plan has been indicated by call-out boxes in the margins of the plan (Appendix A).

Finally, our plan is consistent with and prepared in concert with area plans for Liberal Arts at our branch campuses, which we have attached in Appendix C.

## **UNIVERSITY GOAL: Offer the Best Undergraduate Experience in a Research University**

### **Accomplished in AY2000-2002:**

- **Global Studies Minor**
- **Electronic Media and Culture (major/degree)**
- **Certificate in American Indian Studies**
- **Undergraduate Research Program support (Psychology)**
- **Implementation of American Diversity General Education Requirement (44 courses, plus 26 cross-listings)**

### **Objectives for AY2003+:**

- **Redevelop Undergraduate Programs to Respond to Interest and Need.**

The College will continue to reformulate undergraduate offerings to assure quality and relevance. We will strive to ensure that undergraduate students have the opportunity to interact with all ranks of faculty in the classroom setting. New and redesigned options anticipated are outlined in Appendix D. New programs with potential high-demand include: B.A. in Psychology; B.A. in Electronic Media and

Culture; and new liberal arts offerings in Anthropology, History, and Women's Studies on the branch campuses.

**Meets College Strategic Plan Goal** to “define and continuously review CLA curricular priorities.”

**Meets University Strategic Plan Goal** to “Continually improve the quality of our program offerings and their delivery.”

- **Establish a Liberal Arts Advising Center.**

During AY2001-2002, the College conducted discussions with the Dean of the College of Science and the new Vice President for Student Affairs about establishing a student advising center specifically for Liberal Arts students as well as the large population of students with “undecided” majors. The Center will provide, in the main, faculty advising for the 250+ majors of our campus General Studies program. In the course of our discussions, we concluded that “undecided” and general studies majors in the College of Science are well-served by existing advising programs; however, Liberal Arts students would benefit from a dedicated service to:

- a) Assist “undecided” students and prospects in choosing a major;
- b) Cross-train academic advisors in the liberal arts and student services units;
- c) Provide training and release time for faculty temporarily assigned to full-time advising in the Center;
- d) Develop a peer-advising network;
- e) Identify and reward “best practices” in student advising; and
- f) Develop and distribute advising workshops and guides.

Our goal is to establish a temporary advising center, staffed by the Director of General Studies (see below) in AY2003, and complete an articulated plan for a permanent advising center during that academic year.

**Meets College Strategic Plan Goals** to “Upgrade and coordinate academic advising within the College to increase retention of undergraduate students” and “Improve articulation between College advising and retention programs and those elsewhere in the University.”

**Meets University Strategic Plan Goals** to “Create an academic culture that promotes and rewards one-on-one faculty-to-student and student-to-student interactions”; “Provide student advising and mentoring that empowers students to complete their programs of study, improves retention, increases student satisfaction, and bolsters academic achievement”; and “Recognize and reward faculty and staff for exemplary teaching, advising, mentoring, and leading.”

- **Provide Academic Direction for General Studies Program.**

In AY2001-2002, the College reallocated funding to create the position of Academic Director for General Studies; this appointment will be made in AY2002-2003. The Director will coordinate the development of curricular tracks within General Studies and direct advising efforts, keeping university advisors informed of the General

Studies program and redirect students to other majors as appropriate. The Director will help build student identity with and understanding of the program as a liberal arts program and improve the coherence and quality of its options. The College will use the General Studies track to incubate multi-disciplinary options and certificate programs that bundle courses to reflect possible career specializations. Currently General Studies is our third largest major.

**Meets College Strategic Plan Goal** to “Increase knowledge about the liberal arts curriculum and what it has to offer (including marketable skills) among existing WSU students, potential students, and individuals in a position to influence students’ choices of program of study.”

**Meets University Strategic Plan Goal** to “Continually improve the quality of our program offerings and their delivery.”

- **Re-design the General Studies Distance Degree to Incorporate Internet Technologies.**

The current Liberal Arts General Studies distance degree generates 300+ student FTE. The program was created over a decade ago and is delivered through videotape recordings accompanied by some instructor intervention. The program needs to be revised to incorporate new digital, interactive technologies. Currently, the program is funded at about \$1,200 per student FTE. We wish to increase funding to the University DDP standard of \$2,450 FTE; the additional funding will be used to redevelop the program and provide for increased instructional time implied by an interactive, internet-based program. This plan involves abandoning the current taped BGS distance degree program, as well as its funding structure.

**Meets College Strategic Plan Goal** to “Provide access to programs and courses through advanced information technologies and prepare students to manage and evaluate information delivered through these technologies.”

**Meets University Strategic Plan Goals** to “Provide technologies that enhance effective links among teaching, research and outreach and that increase quality” and “Determine where technology can efficiently, and usefully, enhance the educational process and implement these enhancements.”

- **Encourage Undergraduate Inquiry Programs across the Liberal Arts Curriculum.**

The College will continue to direct internal resources to support departmental programs that integrate comprehensive research experience with coursework, incorporate the arts as intellectual work, and develop learning communities. More specifically, we will:

- a) Direct resources to maintain undergraduate laboratories such as those in Psychology and Anthropology that have proven successful in involving students in research experience in laboratories and in the field;

- b) Increase the visibility of undergraduate research and creative work, and explore the sponsorship of a College of Liberal Arts exhibition of undergraduate student projects;
- c) Develop interdisciplinary inquiry courses for the Tier III General Education requirement that center on meaningful scholarly investigation into applied problems that cross disciplinary boundaries; and
- d) Participate in the McNair Achievement programs and sponsor corporate internships for undergraduates, building on successful program in Communication and Fine Arts.

**Meets College Strategic Plan Goal** to “Provide regular opportunities for students to participate in the research and service activities of the College and become creative and responsive contributors to their communities after graduation.”

**Meets University Strategic Plan Goals** to “Provide increased opportunities for undergraduates to be exposed to ‘hands-on’ research” and “Provide opportunities for more out-of-class interaction between students and faculty.”

- **Develop Partnerships with Communities, Schools, and Professional Organizations.**

The College will encourage service-learning opportunities in all departments and work with the Dean of Extension to build connections with communities and organizations across the state. We continue to support a partnership established in AY2000 with Cooperative Extension to support the Division of Governmental Studies and Services and we will investigate possible links with student 4H clubs.

**Meets College Strategic Plan Goals** to “Foster an interactive environment among the various colleges of WSU and support the interdisciplinary activities that result from such an environment” and “Provide regular opportunities for students to participate in the research and service activities of the College and become creative and responsive contributors to their communities after graduation.”

- **Increase Opportunities for Study of International Topics, Exposure to International Students, and Study-abroad Programs.**

During the next few years the College will continue to develop several projects aimed at preparing our students for work in a global, international economy:

- a) Continue exchange relationships established in AY2002 with International Christian University, Sophia University, and Waseda University in Japan and continue to develop exchange relationships with Nihon University, as well as establish relationships for faculty and student exchanges with Yeung Nam University in Korea;
- b) Continue to develop innovative ways to deliver second language instruction on-line;
- c) Increase opportunities for student exchange programs in Europe, Asia, and Canada;
- d) Provide student/faculty grants for international travel and exchange; and

e) Develop intern programs for students abroad.

**Meets College Strategic Plan Goal** to “Strengthen and continue to build interdisciplinary programs and partnerships that focus on American and global diversity and change.”

**Meets University Strategic Plan Goals** to “Infuse international content into curricula to prepare citizens to become effective participants in the global economy and in an increasingly diverse and multicultural society, and provide incentives to units and individuals to achieve this goal” and “Foster opportunities for study, internships, and experiential learning abroad to attract high quality students.”

## **UNIVERSITY GOAL Nurture a World Class Environment for Research, Scholarship, Graduate Education, the Arts, and Engagement**

### **Accomplished in AY2000-2002:**

- **Implemented 12 faculty research work groups**
- **Established three new faculty positions in Communications, and Speech and Hearing Sciences**
- **Re-allocated budget to obtain permanent funding for additional teaching assistantships**
- **Established grant-tracking system**
- **Revised and submitted proposal for Ph.D. in Intercultural Communication**
- **Developed International M.A. in Anthropology**
- **Revised Ph.D. in American Studies**
- **Created 5 College of Liberal Arts Graduate Scholar Awards**

### **Objectives for AY2003+:**

- **Increase Recruitment of Diverse, High Quality Faculty and Graduate Students.**

In AY2001-2002 the College reallocated funds to allow for recruitment of three additional tenure-track faculty in departments with growing programs; and we funded five graduate student recruiting scholarships, in addition to the ten awarded to our College by the Graduate School. For AY2003+ we have pledged the following:

- a) Make our first funding priority the preservation and expansion of graduate student assistantships;
- b) Establish a post-doc program in the Department of Sociology and other CLA centers of excellence to encourage mentoring and recruitment of future faculty of color, supported in part by donations from faculty and alumni;
- c) Continue application of active strategies for recruiting and retaining faculty of color through effort of the Liberal Arts Diversity in Recruiting Committee and our department chairs, working in collaboration with the office of the Associate Vice President for Human Relations and Diversity;
- d) Continue our support of the Minority Doctoral Fellows Program; and

- e) Enhance College faculty orientation and tenure and promotion mentoring programs.

**Meets College Strategic Plan Goal** to “Increase financial assistance for faculty and graduate student research and creative activity, including funding from alumni, corporations, and foundations.”

**Meets University Strategic Plan Goals** to “Recruit, develop, and retain outstanding faculty researchers, scholars and artists” ; “Develop targeted funding pools for effective recruitment and retention of faculty, assuring attention to underrepresented groups”; and “Assure that high standards for annual review, promotion, and tenure are publicly communicated and uniformly applied.”

- **Establish and Fund the Plateau Center for American Indian Studies.**

In an unprecedented effort, the College of Liberal Arts over a period of three years has developed a joint-funding proposal with four Northwest land-grant universities that has been submitted as a university priority for federal funding to support curriculum development, scholarships, transitional programs, and research to benefit American Indian students and enhance the education of all WSU students in the culture, languages, history, politics, and social, educational, and economic development of American Indians. Formally titled the Northwest Regional Native American Project, this proposal, if funded, will be applied at Washington State University to support programs of the Plateau Center for American Indian Studies. In AY2001-2002, the College of Liberal Arts established a steering committee to outline the functions and organization of the center. For AY2003+ the College will support capital planning to build space to house the Plateau Center and develop a plan for internal budget reallocation as well as state, federal, and private funding to support the administrative and programmatic infrastructure of the Center.

**Meets College Strategic Plan Goals** to “Promote and develop educational partnerships with diverse ethnic communities within the Northwest” and “Strengthen and continue to build interdisciplinary programs that focus on American and global diversity and change.”

**Meets University Strategic Plan Goals** to “Establish a culture of engagement with problems and issues of interest to external constituencies”; “Through partnerships, apply university knowledge and expertise to address and solve local, state, national, and worldwide problems and issues”; and “Develop institutional programs that enable all members of the community to productively participate in a multicultural, pluralistic university.”

- **Establish a Mini-Campaign to Enhance Research and Innovative Curriculum Development in the Edward R. Murrow School of Communication.**

For a period of three years, the College of Liberal Arts has worked with the Directory, faculty and Advisory Board of the Murrow School to create proposals and suggest an infrastructure to support a major fund-raising campaign for the School. We will:

- a) Appoint a half-time faculty director of the Murrow Symposium who will work with School faculty, Integrated Marketing, and School and College advisors to bring the Symposium to national prominence;
- b) Direct College resources to make fundraising for the Murrow School a top priority;
- c) Support the School's efforts to define new research centers that may attract external funding, including, for instance, The Center for New Global Communications, an interdisciplinary research effort combining expertise across the College with communication professionals in industry; and
- d) Redirect College resources to support faculty hiring in new curricular areas of intercultural communication and new media technologies.

**Meets College Strategic Plan Goal** to "Provide access to programs and courses through advanced information technologies and prepare students to manage and evaluate information delivered through these technologies."

**Meets University Strategic Plan Goals** to "Strategically develop areas of excellence in collaborative research, scholarship, and the arts"; "Develop targeted strategies to attract extramural funding"; and "Recruit, develop, and retain outstanding faculty researchers, scholars and artists."

- **Establish Targeted Areas for College Support of Departmental Efforts to Enhance Research and Improve Curriculum.**

During AY2002-2003, the College will continue to direct fundraising and distribution to the following efforts:

- a) *Dean's Excellence Fund.* Using unrestricted funds generated through combined endowments, the Dean's Office will supply funds to provide "stacking" scholarships to top undergraduate recruits, enhance stipends for top graduate students, and support the College's "Departmental Innovation" and "College Fellows" awards.
- b) *Sociology Faculty Research and Support.* With leadership provided by emeritus faculty member James Short and the Sociology Department, the College's Development Office will approach alumni and faculty to build an endowed fund of \$2M dedicated to providing faculty resources to maintain this department's national ranking and international status. In addition, the College will assist the department in fund raising and resource reallocation to develop a postdoctoral program designed to attract minority students as potential faculty.
- c) *Music Recording Studio.* The Music Program has been identified as area of strength and focus for the university and the College of Liberal Arts. Based upon the broad strengths and the diversity of achievements already in place, Kimbrough Hall and its state-of-the-art recording studio will help form the core of SMTA's planned Center for Contemporary Music. The Recording Studio, recently funded by a \$625K grant from the Allen Foundation for Music, was conceived as a multi-purpose facility in which recordings of student and faculty performances could be achieved at world-class quality.

The facility also will also allow students to learn and participate in the many processes that are involved in music production and recording.

- d) *Anthropology Visiting Scholar Endowment*. An endowed fund in honor of Professor William D. Lipe will bring an international scholar in archaeological method and theory to campus every year for a one-week period to work with graduate students in a core course, spend time with students in small work groups, and present a public symposium to the community.

**Meets College Strategic Plan Goal** to “Increase financial assistance for faculty and graduate student research and creative activity, including funding from alumni, corporations and foundations.”

**Meets University Strategic Plan Goals** to “Develop targeted strategies to attract extramural funding” and “Recruit a diverse, high quality graduate student body and provide a supportive environment.”

- **Develop an Integrated Plan for the Fine and Performing Arts.**

Responding to recommendations of the Design Teams involved in university-wide planning, the College will develop an integrated plan for promotion of the Fine and Performing Arts as sites of intellectual activity in the academy and society. We have begun this discussion by declaring AY2002 a “year of planning” for the Theatre Program. The Theatre Program’s plans for renewal will be discussed with a view toward implementation in Spring 2003; development of a more comprehensive arts plan will follow. Topics to be covered will include:

- a) The role of theatre in the liberal arts curriculum;
- b) Connections among the Fine Arts, English, and information technology programs;
- c) The place of music and art in contemporary society as this has implications for curriculum;
- d) The placement of art-making courses in the general education curriculum, and
- e) Ways to connect music and arts programs to programs at the public schools, communities across the state, and the University of Idaho.

**Meets University Strategic Plan Goals** to “Strategically develop areas of excellence in collaborative research, scholarship, and the arts” and “Strengthen the infrastructure that supports research, scholarship, and the arts.”

- **Increase the Public Visibility of the Thomas S. Foley Institute for Public Policy and Public Service, Enhancing its Capacity to Improve the Stature of the Department of Political Science.**

Within a period of two years, the College will permanently fund the Foley Institute operations and establish the Director as a shared faculty position within the department. The College will continue to advocate for capital dollars to remodel Johnson Tower and expand the public presence of the Institute, featuring the replica

of Senator Foley's senatorial office, his collection of artifacts, and space for research and public lectures.

**Meets College Strategic Plan Goal** to "Improve the performance and public/professional reputation of CLA faculty and graduate programs."

**Meets University Strategic Plan Goals** to "Strengthen the infrastructure that supports research, scholarship and the arts"; "Align capital development priorities to support top-flight undergraduate curricular and extracurricular programs"; and "Establish a culture of engagement with problems and issues of interest to external constituencies."

- **Redevelop and Enhance Graduate Programs to Reflect New Interdisciplinary Scholarship and Incorporate New Media Technologies.**

In AY 2002-2003, the College of Liberal Arts will direct resources to support the development of the following programs:

- a) New M.A. in Philosophy, a joint effort of WSU and University of Idaho;
- b) New M.A. degree in American Studies combining multimedia studies with multicultural studies of the U.S.;
- c) Development of DDP degrees in Interdisciplinary Studies and Disaster Management;
- d) Joint M.A. degree in History with Portland State University;
- e) Proposed M.A. in Global Security and Justice combining International Relations, Criminal Justice, and National Security Studies; and
- f) Revision of Ph.D. in English to incorporate interdisciplinary study and new media technology.

For a full list of graduate programs in development, see Appendix E.

**Meets College Strategic Plan Goal** to "Promote scholarship and graduate training through partnerships with public and private sector organizations.

**Meets University Strategic Plan Goal** to "Strategically develop areas of excellence in collaborative research, scholarship, and the arts."

- **Continue to Provide and Enhance Funding Support for Scholarly Journals.**

Currently, the College has pledged support for 14 scholarly journals whose editors are members of our faculty, including the internationally acclaimed American Antiquity, the Western Journal of Black Studies, Emerson Society Quarterly, French Politics, and Communication Education. Many of these are supported in partnership with scholarly professional organizations. We will continue to provide release time, part-time editorial assistants, and graduate research assistantships to support these efforts that highlight the world-class research of our faculty.

**Meets College Strategic Plan Goal** to "Promote scholarship and graduate training through partnerships with public and private sector organizations."

**Meets University Strategic Plan Goal** to “Strengthen the infrastructure that supports research, scholarship and the arts” and “Identify and support scholarly publications emanating from WSU (e.g., Tier I journals).”

## **UNIVERSITY GOAL: Create an environment of trust and respect in all we do**

- **Continue to Evaluate Departments and Programs Using the Departmental Assessment Rubric Endorsed by all Departments in the College Strategic Plan.**

The College of Liberal Arts will continue to apply a standard rubric for evaluating departments and employ the Dean’s Advisory Committee on Resource Allocation (DACRA) to advise the Dean in establishing College priorities. Meetings with DACRA were held in February of 2002; priorities in AY 2002-2003 will be to support and enhance programs in these departments/schools:

- Anthropology
- Communication
- Music and Theatre Arts
- Philosophy
- Political Science
- Sociology

**Meets College Strategic Plan Goals** to “continue to make efficient use of its resources; “Adopt administrative procedures that facilitate . . . participation in the allocation of resources; and hold “the College and units within in accountable for allocating resources to achieve their missions.”

**Meets University Strategic Plan Goal** to “Create and support classroom and workplace environments that actively encourage substantive dialog and communication among members of the university community.”

- **Increase College Awards Distributed to Faculty and Staff in Recognition of Their Research, Teaching and Service Contributions.**

In AY 2002-2003, the College of Liberal Arts will direct development funds to support the newly established College Fellow Award and Departmental Innovation Award Competition and expand ways to acknowledge staff achievement. In addition, the College will increase efforts to renew outstanding instructors on three-year contracts and acknowledge superior performance through promotion.

**Meets College Strategic Plan Goal** to “Support and enhance faculty and graduate student scholarship, teaching, and participation in externally funded research.”

**Meets University Strategic Plan Goal** to “Align reviews for all faculty, staff, and administrators with institutional goals and university values, including diversity.”

- **Continue to Sponsor Effective Training Programs for College and Departmental Faculty and Administrative Leadership.**

The College will continue and enhance workshops and retreats for faculty and staff training, including:

- a) Tenure and Promotion Workshops
- b) Fall and Spring Chair Retreats
- c) New Faculty Orientation Workshops
- d) Departmental Mentoring Plans
- e) Bi-weekly Meetings for Chairs and Department Administrative Managers/Assistants

**Meets College Strategic Plan Goals** to “Develop incentives for excellent performance in scholarship and graduate teaching”; “Improve departmental and CLA mentoring programs for untenured faculty and graduate students”; and “Adopt administrative procedures that facilitate the flow of information and participation in the allocation of resources.”

**Meets University Strategic Plan Goals** to “Align reviews for all faculty, staff, and administrators with institutional goals and values, including diversity” and “Develop a balanced program of incentives, rewards, and recognition of the achievements and contributions of reviewing employees at all levels.”

**UNIVERSITY GOAL: Develop a culture of shared commitment to quality in all of our activities.**

- **Expand College Interdisciplinary Workgroups that Encourage Cooperation Across Departments.**

The College has created a structure for leveraging interdisciplinary workgroups to enhance curriculum development, research and extramural support. Sixteen workgroups exist at present, coordinated through the Dean’s Office (see Appendix F). Workgroups cross several departments and programs. We will expand efforts to bring together faculty across college and branches. In support of the latter effort, we will give particular attention to the workgroup project to establish a:

*Center for Social and Environmental Justice.* This center, in the formative stage, will support projects that bridge the university and community through research, internships, grant writing assistance, and other means to increase community capacity to address social and environmental issues.

**Meets College Strategic Plan Goals** to “Foster an interactive environment among the various colleges of WSU and support the interdisciplinary activities that result from such an environment”; “Cultivate and publicize (within WSU, the state, and nationally) innovative efforts in research, teaching, and service”; and “Strengthen and continue to build interdisciplinary programs and partnerships that focus on American and global diversity and change.”

**Meets University Strategic Plan Goals** to “Strategically develop areas of excellence in collaborative research, scholarship, and the arts” and “Establish crosscutting interdisciplinary work groups.”

- **Increase Support for College Departmental Efforts to Engage in Integrated Marketing.**

In AY 2002-2003, the College will:

- a) Complete a College suite of integrated marketing brochures;
- b) Assist departments in completion of the redesign of their web pages; and
- c) Develop a new College publication that defines and promotes excellence in Liberal Arts programs, scholarship, and research.

**Meets College Strategic Plan Goals** to “Define and demonstrate the continuing relevance of the liberal arts to all WSU undergraduates and increase the visibility, stature, and centrality of the College of Liberal Arts”; “Cultivate and publicize (within WSU, the state, and nationally) innovative efforts in research, teaching, and service”; and “Provide students with appropriate information about career opportunities for which their Liberal Arts education prepares them.”

**Meets University Strategic Plan Goals** to “Attract, recruit, and retain a diverse high quality student body.”

- **Maintain Recruitment of College External Advisory Council to Assist with College Development, Student Recruitment and Public Relations.**

The College will continue development work with the 24-member external Advisory Council established in September 2000. We will strengthen relationships between the Council members and our departments, and continue to engage the Council’s subcommittees on public relations, student recruitment, and fund-raising in concrete activities to promote and meet the mission of the College and the University.

**Meets College Strategic Plan Goals** to “Cultivate and publicize (within WSU, the state, and nationally) innovative efforts in research, teaching, and service” and “Increase financial assistance for faculty and graduate student research and creative activity, including funding from alumni, corporations, and foundations.”

**Meets University Strategic Plan Goals** to “Develop targeted strategies to attract extramural funding” and “Establish a culture of engagement with problems and issues of interest to external constituencies.”

- **Maintain and Expand Collaborative Planning with the Branch Campuses.**

During AY2001-2002 the College more actively sought the participation of branch campus leadership in planning activities (see branch campus plans, Appendix C); liberal arts coordinators from the Vancouver and Tri-Cities campus now attend the quarterly meetings of the College of Liberal Arts Administrative Leadership Team. We will continue to develop ways to work effectively with branch campuses to develop and support curricula, mentor faculty, and expand opportunities for student and faculty engagement across campuses and colleges.

**Meets College Strategic Plan Goals** to “Acknowledge and capitalize on synergistic relationships and resources available through better integrating liberal arts efforts in teaching and research on all four campuses” and “Foster an interactive environment among the various colleges of WSU and support the interdisciplinary activities that result from such an environment.”

**Meets University Strategic Plan Goals** to “Create a university culture that supports efficient and effective collaboration”; “Establish a culture of engagement with problems and issues of interest to external constituencies.”