

College of Liberal Arts Area Plan

Fall 2003

Preface: The College of Liberal Arts Area Plan (Fall 2003) has been arranged to relate to the major goals and initiatives of Washington State University's new strategic plan. It reflects extensive discussions with department chairs and program directors and with our Dean's Advisory Committee on Resource Allocation. The plan also incorporates initiatives from revised five-year department plans submitted by our 15 academic units in December 2002. In addition, this Area Plan reflects our anticipated progress in achieving the remaining goals of our earlier plans: the College of Liberal Arts Area Plan, spring 2002; a five-year Macro Plan submitted in spring 2001; and the December 1999 College of Liberal Arts Strategic Plan. We have included updates in each section below that refer to objectives accomplished related to these previous plans. In addition, Appendix A contains the CLA Area Plan for spring 2002 with callouts pointing to specific objectives completed.

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)**
- **Film Studies Minor**
- **Supported partnership, with Cooperative Extension, for Division of Governmental Studies and Services**

Accomplished in AY2002-2003:

- **B.A. in Psychology**
- **B.A. in Digital Technology and Culture**
- **Undergraduate Research Program support (Psychology)**
- **Liberal Arts General Studies and Advising separated from Sciences**
- **General Studies Director appointed**
- **Presentations to chairs/directors from Cooperative Extension, Service Learning Center, and faculty using service learning in courses**
- **Increased efforts to internationalize the curriculum on several fronts, including large grants for curricular partnerships in Ukraine and China, launch of Japanese language instruction, increased enrollment in Foreign Languages and Asia Program, and first videoconferenced class to ICU in Japan**

Objectives for AY2004+:

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

The college will continue to reformulate undergraduate offerings to assure quality, relevance, and engagement with all ranks of faculty. The college will strive to increase involvement of students with communities through internships and service learning and to provide students with varied approaches to learning in the classroom as well as through and about technology. The college will balance its array of curricula among specialized programs, general education, and multi-area curricula (see program plans, Appendix B). Specific new initiatives to receive attention will include:

- a) Extend B.A.'s in English, History, and Psychology to Tri-Cities;
- b) Explore multi-area degree/minor/certificate initiatives in American Studies, Anthropology, Comparative Ethnic Studies, English, Foreign Languages and Cultures, Theatre, Philosophy, Speech and Hearing Sciences, Women's Studies, and General Studies options;
- c) Expand internship and service learning opportunities, targeting first opportunities in General Studies and English composition; and
- d) Improve and increase Liberal Arts on-campus and distance instruction through and about technology (see DDP initiative below).

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.”

- **Redesign the Liberal Arts Distance Degree to Provide a State-of-the-Art Array of On-line Courses, Maintained by Departments and Guaranteed Available to DDP and On-campus Students.**

The College of Liberal Arts program offerings do not include enough on-line courses, consistently maintained to meet the needs of both residential and distance degree students. The current Liberal Arts array of DDP General Studies and Criminal Justice courses, plus numerous GER courses from college units, generates 250+ student FTE. The program was created over a decade ago and, for roughly half its offerings, still employs in the main antiquated videotape recordings accompanied by some instructor intervention. The program needs to be revised to incorporate new digital, interactive technologies. We wish to increase funding to the college's DDP from its current rate of about \$1,200 to the standard of \$2,450 FTE. Additional funding to redevelop the program would allow the college to:

- a) Involve full-time faculty in developing and teaching courses in-load, thus bringing them to the high standard maintained for on-campus offerings;

- b) Guarantee on-line offerings to both residential and distance students as part of the degree programs offered by departments on campus;
- c) Offer frequent incorporation of internships, service learning, and other enhancement opportunities now only available to students taking courses in our campus-based programs; and
- d) Offer a substantive summer program of distance courses.

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.”

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

During AY2002-2003, the college separated its General Studies and Advising staff and offices from those of Sciences. The center currently provides, in the main, faculty advising for the 300+ majors in our campus General Studies program. Having concluded that “undecided” and general studies majors in the College of Sciences are well-served by existing advising programs and that Liberal Arts students would benefit from a dedicated center, our goal during AY2003-2004 is to develop the advising center, led by the director of General Studies, and complete an articulated plan for a permanent advising center 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.

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.”

- **Continue Academic Development for General Studies Program.**

In AY2002-2003, the college filled the position of academic director for General Studies, an effort to build student identity with the program and improve the coherence and quality of its options as a liberal arts program. The director coordinates and develops curricular tracks within General Studies, directs student advising, keeps university advisors informed of the General Studies program, and redirects students to other majors as appropriate. The General Studies track will be used to incubate multidisciplinary options and certificate programs that bundle courses to reflect possible career specializations. General Studies also will provide internship and service learning, supporting student/community-engagement activities throughout our liberal arts program.

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.”

- **Increase Efforts to Recruit and Retain Top Undergraduate Students.**

The college over the past five years has enhanced efforts to recruit and retain top undergraduate students through: 1) hiring a permanent recruiting coordinator; 2) coordinating recruitment efforts across the college with Student Affairs; 3) providing alumni leadership to sponsor Regents Scholars Receptions; 4) reallocating unrestricted funds to provide “stacking scholarships” for top students; 5) sponsoring departmental curriculum innovation; and 6) increasing college recognition of outstanding students. For AY2004 the college will:

- a) Continue sponsorship of coordinated recruitment, stacking scholarships, and departmental curricular innovation;
- b) Continue sponsoring an outstanding senior from each department for college recognition awards; and
- c) Continue participation in Regents Scholar events.

- **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) Assure that interdisciplinary inquiry courses for the Tier III General Education requirement center on meaningful scholarly investigation into applied problems that cross disciplinary boundaries, and redevelop courses as needed; and
- d) Participate in the McNair Achievement Programs and sponsor corporate internships for undergraduates, building on successful programs 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 Cooperative Extension, 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 and with our General Studies program. 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 4-H 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**

The college met several of its objectives for increasing our ability to address the needs of an increasingly global society and economy in AY2003 as reported above. Specific departmental curricular initiatives to support internationalization of our program are outlined in Appendix B. General objectives for AY2004 include:

- a) Develop new ways to support and reinvigorate departments’ participation in international exchange programs;
- b) Support continued efforts to internationalize the curriculum and encourage global studies;

- c) Develop promising and effective ways of building a cooperative relationship with International Christian University (ICU), while maintaining existing arrangements with other institutions in Japan;
- d) Increase the national and international visibility of the Thomas S. Foley Institute for Public Policy and Public Service through association with ICU;
- e) Support and encourage faculty participation in international teaching consortia, such as the Northwest Consortium for Study Abroad;
- f) Strengthen and expand the teaching of Asian languages and cultures at WSU; and
- g) Increase the number of graduate students involved in international and multicultural research.

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

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 Communication 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 five College of Liberal Arts Graduate Scholar Awards**

Accomplished in AY2002-2003:

- **Received federal funding for Northwest Regional Native American Project consortium and Plateau Center for American Indian Studies**
- **Established M.A. in Philosophy, jointly with University of Idaho**
- **Established Ph.D. in Intercultural Communication and redirected resources to appoint faculty in this area**
- **Developed proposal for Ph.D. in Audiology**
- **Proposed new Ph.D. degree program in Criminal Justice**
- **Developed proposal and received approval for M.A. degree program in History at WSU Vancouver (joint with Portland State University)**
- **Developed new M.A. degree option in American Studies (multimedia, multicultural)**

- **Worked on revising Ph.D. program in English to incorporate interdisciplinary study and new media technology**
- **Developed four on-line graduate courses in English to support the English Teaching option in the M.A. degree program (MAET)**
- **Established new faculty positions in Communication and Music, increasing faculty productivity**
- **Brought Murrow Symposium to national prominence through appointing permanent coordinator and collaborating with Integrated Marketing**
- **Made fund-raising for Murrow School top priority, establishing new corporate contacts and developing federal priority proposal**
- **Increased recruitment incentives for graduate students through adding stacking awards from the Graduate School and the college**
- **Developed a comprehensive plan for recruiting and retaining a diverse faculty, adopted and endorsed by all departments**
- **Supported minority doctoral fellows program**
- **Increased mentoring programs for new faculty**
- **Employed \$23,000 from Dean's Excellence Fund to enhance stipends for top graduate students, and supported two new college award programs, distributing one Departmental Innovation Award (\$5,000) and two faculty College Fellows Awards (\$2,000 each)**
- **With leadership provided by emeritus faculty member James Short and Chair Greg Hooks, raised approximately \$750,000 in gifts, pledges, and bequests toward the total goal of \$1 million for the Sociology campaign**
- **Hired a recording studio engineer and successfully completed design and installation of cutting-edge equipment and related technology for the Music Recording Studio**
- **Successfully established the Anthropology Visiting Scholar Endowment at required funding minimum**

Objectives for AY2004+:

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

In line with university objectives to increase graduate student enrollment to 25% of total student enrollment, for AY2004 the college will:

- a) Make recruitment and retention of excellent faculty in top programs our top priority through reallocating resources and seeking new funding;
- b) Continue to assure the preservation and expansion of graduate student assistantships through allocation of temporary or permanent funds;
- c) Inaugurate the "Faculty Alternative Assignment Program" (Appendix C) to maximize faculty expertise across programs;
- d) Work toward implementing 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;

- e) Implement recommendations for recruiting and retaining a diverse faculty in the report from the Liberal Arts Diversity in Recruiting Committee, working in collaboration with the office of the Associate Vice President for Human Relations and Diversity;
- f) Continue our support of the Minority Doctoral Fellows Program; and
- g) Continue to upgrade 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. Funding obtained for the Northwest Regional Native American Project (NRNAP) will be used to support the consortium and will be applied at Washington State University to support programs of the Plateau Center for American Indian Studies. For AY2004+ the college will:

- a) Seek internal funds, new and reallocated, to appoint a director and associate director for the Plateau Center;
- b) Seek additional federal and private funding for NRNAP and the Plateau Center; and
- c) Hold a major conference on Plateau studies scholarship and issues related to Native studies and recruitment of Native students.

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 Focused Major Gift Fund Raising Effort to Enhance Research and Innovative Curriculum Development in the Edward R. Murrow School of Communication.**

Academic year 2003-2004 marks the fourth year that the College of Liberal Arts has worked with the director, faculty, and advisory board of the Murrow School to support a major fund-raising campaign for the school and enhance the Murrow Symposium. Accomplishments for AY2002-2003 are listed above; during AY2003-2004 we will:

- a) Work with Integrated Marketing to complete a high-quality advancement publication for the Murrow School to position it for substantial external support;
- b) Direct college resources to make fundraising for the Murrow School a top priority;
- c) Support a federal priority funding proposal for the Center for New Global Communications, an interdisciplinary research effort combining expertise in the Murrow School and across the college with communication professionals in industry; and
- d) Continue to direct college director of development to give top priority to major gift fund-raising for Murrow projects, including assisting faculty with foundation and corporation proposals and making personal visits with potential donors with the school director and/or Murrow faculty.

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 Donor, Corporate and Foundation Support of Departmental Efforts to Enhance Research and Improve Curriculum.**

The college has directed all fund-raising to follow an annual plan that is directed by the strategic priorities of the college and our departments. For AY2004+ we will continue stewardship and development of projects launched last year and meet new objectives. Stewardship of ongoing projects will include:

- a) *Dean's Excellence Funds*. Continue to use unrestricted Dean's Excellence Funds to recruit high ability students and support faculty research and instruction;
- b) *Sociology Faculty Research and Support Campaign*. Launch Phase II (tier 2 major gifts and annual support) with a focus on direct mail appeals to alumni and friends and follow-up calls on major gift prospects identified to date; and
- c) *SMTA Recording Studio*. Ramp up studio services to 100% for the start of the school year; orient the School of Music students and faculty to the studio equipment, capabilities, and policies; develop course work in recording and audio production to be implemented in fall 2004; and recruit a recording studio student employee workforce to assist the recording engineer.

In addition to these stewardship efforts, we will:

- a) Formally secure funding for and market appropriately college's first endowed chair faculty position;
- b) Formally secure funding for and market appropriately Department of Foreign Languages and Cultures' first distinguished professorship;
- c) Suggest infrastructure and seek funding for Entrepreneurship and the Arts Program;
- d) Suggest infrastructure and seek funding for Entrepreneurship and Service Learning Program;
- e) Working with the Department of Political Science, DGSS, and the WSU Libraries, suggest infrastructure and seek funding and related support for world-class data center with focus on Stowell data sets; and
- f) Work with a major donor and business leaders to sponsor "major influencer" dinners to support key departments.

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 began this discussion by declaring AY2002 a "year of planning" for the Theatre Program. The Theatre Program's plans for renewal were to be discussed with a view toward implementation in spring 2003; however, this project was not completed in 2003 and will continue for AY2004. Topics to be addressed in a comprehensive plan include:

- a) The role of theatre in the liberal arts curriculum, the University, and the community;
- 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, and Enhance Its Capacity to Improve the Stature of the Department of Political Science.**

In AY2002-2003, the Foley Institute enjoyed an increased presence on the Pullman, Spokane, and Vancouver campuses with a varied series of well-attended public programs including such diverse topics as energy conservation, racial profiling, and establishing international collaborations. For AY2003-2004, the college will:

- a) Continue work toward our goal to permanently fund the Foley Institute operations and establish the director as a shared faculty position within the department;
- b) Continue to advocate for capital dollars to remodel Johnson Tower and expand the public presence of the institute, featuring the replica of Speaker Foley’s office in Washington, D.C., his collection of artifacts, and space for research and public lectures; and
- c) Create an academic partnership between the Foley Institute and International Christian University for the purpose of faculty, student, and curricular exchange.

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 2003-2004, the College of Liberal Arts will direct resources to support the development of the following programs:

- a) Implement Ph.D. in Criminal Justice
- b) Continue revising Ph.D. in English to incorporate interdisciplinary study and new media technology;
- c) Develop Aud.D. degree in Spokane (Speech and Hearing Sciences);
- d) Develop new M.A. option in Global Security and Justice (PoliSci & CrmJ);
- e) Develop an international track in M.A. degree program in American Studies;
- f) Develop DDP master's level degrees in Disaster Management and Interdisciplinary Studies;
- g) Implement M.A. in History (joint with Portland State) at WSU Vancouver (starting fall 2003);
- h) Implement M.A. in Philosophy (starting fall 2004); and
- i) Continue development of on-line graduate courses to support the English Teaching option in the M.A. degree program (MAET).

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 Promote 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*, *ESQ: A Journal of the American Renaissance*, *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

Accomplished in AY2002-2003:

- **Expanded Authors' Recognition and College Recognition Ceremonies**
- **Expanded Outstanding Senior Award to include recognition brunch honoring a student in each department and their faculty mentor/chair**
- **Evaluated all departments and programs using Departmental Assessment Rubric with assistance of Dean's Advisory Committee on Resource Allocation**

Objectives for AY2004+:

- **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 May and June of 2003; priorities in AY2003-2004 will be to support and enhance programs in these departments/schools:

- Anthropology
- Communication
- Foreign Languages and Cultures
- Philosophy
- Political Science
- Psychology

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 it 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."

- **Expand College Awards and Promotional Opportunities for Faculty and Staff in Recognition of Their Research, Teaching and Service Contributions.**

In AY2002-2003, the College of Liberal Arts established the College Fellows Award and Departmental Innovation Award competition to expand ways to acknowledge staff achievement. In addition, the college increased efforts to renew outstanding instructors on three-year contracts and acknowledge superior performance through promotion. Goals for AY2003-2004 include:

- a) Review pay structures for instructors across the college for equity based on discipline and workload;
- b) Increase opportunities to recognize staff performance and include staff participation in college planning; and
- c) Provide leadership for nomination of faculty and staff for university and college awards.

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.**

In AY2003-2004, the college will continue to offer and improve workshops and retreats for faculty and staff training, including the following:

- 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.

Accomplished in AY2002-2003:

- **Produced first issue of *ask.* magazine, designed to re-engage the Liberal Arts community of alumni and highlight achievements of faculty, staff, and alumni**
- **Provided assistance to departments in aligning brochures and Web sites with university standards**
- **Created college-sponsored public relations pieces and posters to highlight key department events**
- **Established a workgroup for the Center for Social and Environmental Justice**
- **Engaged faculty in ongoing interdisciplinary workgroups**
- **Maintained commitment of College Advisory Council, holding two annual meetings, recruiting new members, and appointing new chair**
- **Involved urban campus Liberal Arts coordinators in college administrative team meetings and retreats**

Objectives for AY2004+:

- **Maintain and Enhance 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. Nine work groups exist at present, coordinated through the dean's office (see Appendix D). Work groups cross several departments and programs. In AY2003-2004, we will expand efforts to bring together faculty across colleges and urban campuses. 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 2003-2004, the college will:

- a) Continue publication of *ask.* magazine, enhancing its relationship to other premier university publications;
- b) Produce a development piece for the Edward R. Murrow School of Communication to enhance fund-raising in concert with inaugurating the new building addition;
- c) Continue to improve department and college Web sites to maintain consistency with university marketing efforts;
- d) Work in partnership with University Marketing to feature graduate student recruitment in print and Web materials, with a focus on Sociology; and
- e) Provide quality publications to enhance high-profile college events, such as the New Music Festival and the Edward R. Murrow Symposium.

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 Goal 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 Collaborative Planning with the Urban Campuses.**

During AY2003-2004, the college will continue to develop ways to work effectively with urban campuses to develop and support curricula, mentor faculty, and expand opportunities for student and faculty engagement across campuses and colleges. Special attention will be given to collaborative opportunities on the Spokane campus to:

- a) Effectively enhance the Speech and Hearing Sciences program;
- b) Increase collaboration in the Design Institute; and
- c) Create graduate and undergraduate service learning opportunities.

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” and “Establish a culture of engagement with problems and issues of interest to external constituencies.”