

## **Strategic Planning Update for the College of Liberal Arts January 30, 2004**

NOTE: For a complete listing of CLA strategic planning achievements through AY2002-03, see the College of Liberal Arts Fall 2003 Area Plan, submitted October 29, 2003.

### **I Offer the Best Undergraduate Experience in a Research University**

**Improved General Studies and Advising Programs.** In an effort to assure the best undergraduate experience for over 250 on-campus majors and over a thousand distance degree and urban campus students in our General Studies program, the College re-allocated resources to establish a separate General Studies unit under the leadership of a faculty director. In addition to providing a home-base for general studies students, the office provides advising services for liberal arts students who are “undecided” about their major and a place where faculty can “incubate” interdisciplinary undergraduate options. With the leadership of Dr. Erich Lear, appointed in January, the following new initiatives have been completed: 1) coordinated all advising for general studies, including urban campus and distance degree programs; 2) conducted a virtual career fair for Liberal Arts students, 3) completed a survey of 250 general studies programs nation-wide, 4) coordinated student referrals from Athletics, and the McNair, ROTC, DRC, and TRIO programs, 5) improved processes for former students to complete degrees, and 6) re-designed funding for the general studies distance degree to integrate with on-load academic programs.

**Expanded opportunities for undergraduate research.** Fueled by a new, internally funded College Departmental Innovation Award, our academic departments have significantly increased opportunities for undergraduate research. Examples include:

- Anthropology students have expanded field school opportunities with other universities and internships at the Department of Energy Hanford site; five undergraduates are now completing an internship in Belize.
- Theatre students can test their skill at play writing and production by producing original one-act plays; two plays were chosen this year to be showcased at the annual American College Theatre Festival.
- Psychology students compete for scholarships to complete research and present results at an annual symposium; last year’s symposium featured 11 student projects.

#### **Redeveloped undergraduate programs to respond to student interests and market needs.**

All CLA undergraduate program revisions and additions have been designed to meet educational needs; new for this year are:

- B.A. in Psychology, inaugurated Fall 2003, is designed for students who wish to apply their undergraduate training to a career in business; expected to attract nearly 300 additional majors;
- B.A. degrees in English, History, and Psychology are now offered on our WSU Tri-Cities campus; these degrees were designed to meet student need for specific study in these areas as an alternative to the existing general studies degree.
- B.A. degree in Digital Technology and Culture, offered through the English department, combines coursework in English, Communication, Fine Arts, and Psychology; prepares students to work in industry on communications involving multi-media and digital technology.

- Launch of Japanese language instruction; now offering two courses in Pullman; responds to academic needs of the Asia Program and the program in international business.

## **II Nurture a World Class environment for Research, Scholarship, Graduate Education and Engagement.**

**Received federal funding for the Plateau Center for American Indian Studies and Northwest Regional Native American Project.** With nearly \$100K in federal funding, the College of Liberal Arts has established a planning committee to define the mission for a Plateau Center for American Indian Studies, a research center devoted to study about Plateau and other Native American peoples and to advancing higher education opportunities for Native Americans. Working with tribal leaders and faculty and staff across campuses, the College will sponsor a national conference on Plateau culture to be held September 29-30, 2004. This local project is linked to the Northwest Regional Native American Project, also inaugurated by CLA, a consortium of WSU, the University of Alaska—Fairbanks, the University of Idaho and Montana State University working to advance educational and research opportunities for and about Native Americans. Project goals have been endorsed by the Affiliated Tribes of Northwest Indians (ATNI).

**Created research partnership between the Thomas S. Foley Institute and International Christian University (Tokyo) to study peace and security.** Supported by a \$10M grant over five years, ICU has partnered with CLA faculty in coordination with the Foley Institute to conduct research on the conditions for peace and security. The project was inaugurated this fall in Tokyo at a reception attended by President Rawlins, Regent William Marler, ICU President Kinukawa, ICU Provost Norihiko Suzuki, Dean Barbara Couture, Associate Dean Marina Tolmacheva, Prof. Edward Weber (Project Director), and Prof. Noriko Kawamura (Project Associate Director). Following the reception, several WSU faculty members joined with ICU faculty for an intensive planning session and five WSU graduate students participated in a symposium on Northeast Asia security concerns. The partnership will sponsor a major international conference to be held in Pullman this fall on the topic, “What is Security?”.

**Expanded graduate degree programs.** Responding to university goals to increase the population of WSU graduate students, the College of Liberal Arts inaugurated the following programs:

- Ph.D. in Intercultural Communication; this degree will prepare future faculty in the area of intercultural communication, as well as professionals who will serve as experts in this field in industry.
- M.A. in Ethics (joint with the U. of Idaho); restoring a master’s degree in Philosophy, moribund since the late 70s, this option was cited by the Higher Education Coordinating Board as a model of inter-institutional collaboration.
- M.A. in American Studies, concentration in digital diversity; students pursuing this degree will help communities and industries increase access and opportunity for diverse cultural groups to the messages conveyed by digital media.
- Revised Ph.D. program in English; the program has been re-designed to focus on learner-centered education.
- Proposed new Ph.D. programs in Audiology and Criminal Justice; both degrees will offer advanced study in areas of excellence in our graduate programs.

### **III Develop a Shared Commitment to Quality in all of our Activities**

**Increased resources and university commitment to Murrow Symposium and Festival of Contemporary Art Music.** As a way of integrating our public outreach, research and teaching missions to advance quality, the College has partnered with University Marketing to enhance the visibility and stature of the Edward R. Murrow Symposium and the Festival of Contemporary Art Music. This year's Murrow symposium will honor news broadcaster Peter Jennings, selected by our faculty as winner of the Edward R. Murrow Award for Lifetime Achievement in Broadcasting, and will be preceded by an awards banquet attended by executives and journalists in the broadcasting, newspaper, marketing, and public relations industries. The College reallocated resources to hire a permanent coordinator for the symposium and partnered with University Marketing to designate the symposium a university event. The 15<sup>th</sup> annual Festival of Contemporary Art Music (formerly called The New Music Festival), featuring faculty and student compositions and composer Stephen Michael Gryc, who will conduct his own works, has been enhanced through increased donor funding and is now celebrated annually with a commemorative poster and. Several other annual events, sponsored by departments, the College and donors, now bring quality arts, humanities, and social sciences educational programs to the university:

- “Who Speaks for America?” series has brought nationally known authors and activists such as Maxine Hong Kingston to campus annually.
- The Forst Visiting Artist series brings internationally known artists in residence; Joe Feddersen, Native American artist, visited recently.
- Visiting Writer Series has sponsored such name-artists as Galway Kinnell
- Lewis and Clark series was inaugurated with a panel on the controversy surrounding the tribal identity of Sacagewea.

**Reallocated resources to continue and enhance support for scholarly journals produced and edited by faculty members of the College of Liberal Arts.** Scholarly journals are the mainstay of publications that advance knowledge in multiple disciplines. The College has permanently reallocated resources to assure support for a complement of top academic journals whose faculty editors have resided in the College; among them are: *American Antiquity*, *Poe Studies*, *Rocky Mountain Review of Language and Literature*, *World History Connected*, *French Politics*, *The Western Journal of Black Studies*, and *ESQ: A Journal of the American Renaissance*. *ESQ* editor Al von Frank, will co-sponsor with Yale University in November a conference on “American Literary Globalism.”

**Targetted external funding drives to enhance quality in teaching and scholarship.** With a \$675K gift from the Allen Foundation, we have now completed installation of equipment a world-class recording studio in the School of Music and Theatre Arts, recruited a recording engineer, and oriented students and faculty to the capability of the studio. Again, through targeting development efforts, and partnering with the department chair emeritus faculty in Sociology, the College completed Phase I of a campaign to endow faculty research, receiving gifts and pledges totaling nearly three-quarters of our \$1M goal.

**Partnered with the WSU graduate dean and university marketing to enhance recruiting for top graduate students.** The College received and distributed 21 graduate scholar awards this academic year to enhance graduate recruiting; with funds from the graduate school, we advanced regional graduate student recruiting for the Psychology Department, resulting in a 100% increase of applicants to the experimental Ph.D. program, enrolling more top candidates (7 out of 9 offers) than ever before.

**Maintained and enhanced 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. A list of working groups can be found at: <http://www.libarts.wsu.edu/college/faculty-staff/workgroups.html>. With support from the Thomas S. Foley Institute for Public Policy and Public Service, the Department of Women's Studies, and the College of Liberal Arts, faculty members from the College of Liberal Arts established "Gendering Research Across the Campuses" (GRACe), a new interdisciplinary group representing all University campuses. The group has grown to more than 70 members whose research and teaching involves gender as a central theme. The group represents 3 campuses, 4 colleges, and over 20 departments/programs. Collectively the group boasts more than \$1.1 million in research and teaching grants on gender. GRACe will hold its first symposium February 13.

#### **IV Create an Environment of Trust and Respect in All We Do**

**Increased faculty participation in decision-making for resource allocation.** The College of Liberal Arts has made annual improvements to an assessment procedure, adopted in 2000 that involves unit leadership and representative faculty in decision-making for resource allocation. Each year, all academic units prepare updated five-year plans and an annual productivity assessment. These plans are reviewed by all unit heads, dean's office staff, and a nine-member faculty committee (Dean's Advisory Committee on Resource Allocation). All units are ranked annually into three groups: those meriting resource enhancement, those meriting maintained resources, and those whose plans suggest funding revision. We have added to this procedure unit development plans, which will be subject to the review described above and provide input for setting college-wide development priorities.

**Expanded opportunities to recognize and reward student, faculty, and unit achievements.** Within the last two years the College has expanded the Author's Recognition Ceremony, a semi-annual event, inaugurated in 2001, recognizing faculty authors, composers, and artists for their recent publications, performances, and exhibitions (see <http://www.libarts.wsu.edu/college/faculty-staff/events/authors/> for more information). The College also has: 1) created an annual College Fellows Award (\$2,000 for each of two years) to recognize sustained achievement in teaching and scholarship, 2) developed a \$5,000 departmental innovation award to encourage departments to improve and enhance curriculum, and 3) expanded our Outstanding Senior Award (formerly given to one student annually) to recognize a student from each department and program; these students are honored at a brunch preceding spring commencement attended by their family and department chairs.

**Produced a plan to recruit and retain a diverse faculty.** A committee of four department chairs, appointed by the dean, worked in conjunction with the Assoc. Vice Provost for Human Relations and Diversity to develop a plan for recruiting and maintaining a diverse faculty. Their report was discussed by all department chairs, reviewed in faculty meetings by each of our academic units, and submitted to the Provost. The College is now developing ways to implement these recommendations.