



## **2014-15 CAS Annual Report**

**Submitted by**

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**Submitted to**

**C. Jack Maynard**

**Interim Provost and Vice President for**

**Academic Affairs**

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## Executive Summary

The accomplishments of the College comprised of work of individual faculty and departments are numerous. During the past academic year:

- **Student Credit Hour Production:** During the 2014-15 academic year, the College taught a total of 161826 student credit hours. The College taught 80 percent of all Foundational Studies credits.
- **New Faculty:** This year, we welcomed the following new regular faculty into the college:
  - Tenure-track: Dr. Yongshen Bai (Biology), Dr. KyuHong Cho (Biology), Dr. Christopher Drew (English), Dr. Cody Hanson (LLL), Dr. Charles Barnett (LLL), Dr. Aresh Rafiey (Math and Computer Science), Dr. Carly Schmitt (Political Science), Dr. Amanda Lubold (Psychology), Julia Heath (School of Music),
  - Instructors: Adrienne Gilbert (Chemistry and Physics), John Moody (Chemistry and Physics), Tamara Arrington (Communication); Kathy Pine (Communication), Elaine Farrugia (English), Stephanie Krassenstein (English), Caitlin Marin (English), Jeffery Wireman (English), Donald Maxwell (History), Kate Christie (LLL), Derrick Bowman (Math and Computer Science), Joan Dreher (Math and Computer Science), Richard Harden (Math and Computer Science), Dr. Laila Kteily-O’Sullivan (School of Music), Eddie Ludema (School of Music), David Valdez (Theater)
- **Retiring or Terminating Faculty:** Dr. Swapan Ghosh (Biology), Dr. Rich Kjonaas (Chemistry and Physics), Dr. Steven Pontius (Earth and Environmental Systems), Mr. Aaron Morales (English), Dr. Leslie Barratt (LLL), Dr. Betty Phillips (LLL), Dr. Judy Barad (Philosophy), Dr. Patrick Bennett (Psychology), Dr. William Davis (School of Music), Dr. Peggy Balensuela (School of Music), Ms. Linda Janosko (Theater)
- **Grants and Contracts:** Between July 1, 2014 and June 30, 2015 the College submitted 56 proposals totaling nearly \$5 million. During that same period, 33 proposals were funded in the form of grants and contracts. These proposals total \$1,064,407.
- **Community Semester:** This was the third year of the CAS Community Semester. This series of lectures, panel discussions, concerts, exhibitions, and other events took place over the 15 weeks of the spring semester. This year’s theme was “Past, Present, and Future,” and we held 21 events (half as many as in years past). Despite holding one-half of the events, over 5000 individuals attended the events ( 5076 were counted). Approximately 70 percent of the events were held off-campus. Next year’s theme will be “From Theory to Practice.”
- **University Awards:** The CAS faculty were highly representative among this year’s university award recipients:
  - Caleb Mills Award (Teaching): Dr. Valentina French (Chemistry and Physics)
  - Theodore Dreiser Research and Creativity Award: Dr. Betty Phillips (Languages, Literatures, and Linguistics); Dr. Tony Rathburn (Earth and Environmental Systems); Dr. Guo Ping Zhang (Chemistry and Physics)
  - Faculty Distinguished Service Award: Dr. Darlene Hantzis (Communication)
  - Lloyd Benjamin Award for International Service: Dr. John Conant (Economics)

- President's Medal: Dr. Mark Hamm (Criminology and Criminal Justice)
- **CAS Awards**: Education Excellence Award. The award rotates annually through the areas of Teaching, Scholarship, and Service. Two awards are made: one for a tenured or tenure-track faculty member and one for a non-tenure track faculty member. This year the award was for teaching. The tenured/tenure-track award went to Dr. Caitlin Brez (Psychology); the non-tenure track award went to Mr. Jeff Carr (English)
- **Tenure and Promotion**: the following individuals
  - Tenured and/or promoted to Associate Professor: Stephen Aldrich (Earth and Environmental Systems)
  - Promoted to Professor: Dr. Scott Buchanan (Music), Dr. Ann Chirhart (History), Dr. Tim Hawkins (History), Dr. Keri Yousif (Languages, Literatures, and Linguistics)
- **New Department**: The Department of Multidisciplinary Studies will commence as a unit, replacing Interdisciplinary Programs and subsuming the Department of Philosophy and the Sociology faculty (3, currently residing in the Department of Psychology). The new department will be chaired by Dr. Donna Selman, who was hired this year and will start August 1. The MDS department will deliver philosophy, sociology, and interdisciplinary programs courses as well as serve as an incubator of new programs and research.
- **Other Accomplishments**:
  - BA/BS: For many years, the CAS has awarded a disproportionate number of Bachelor of Science (BS) degrees (compared to Bachelor of Arts (BA) degrees) including areas that are obviously in the humanities (Communication, English, Philosophy). The Faculty Council voted to approve a proposal that will define a Bachelor of Science degree and Bachelor of Arts degree at the level of the college. Next year, each academic department will put through the normal curricular process a request to define their major as a BA, BS, or both. If the department faculty vote to award both degrees, then they must have distinctive curricula.
  - New Promotion and Tenure Guidelines: The Faculty Council approved revised guidelines for Promotion and Tenure. These guidelines have been submitted to the Promotion and Tenure Oversight Committee for review.

## Outcomes for Initiatives and Actions for 2014-15

### Initiative One: Improve CAS Assessment Procedures

**Action 1: add new academic programs that will increase enrollment in the College (General Studies, Arts Management, Genetic Counseling).**

**Done.** General Studies is now implemented (and can be done on line). Arts Management is still in development. Genetic Counseling (Masters) has been approved by the Indiana Commission for Higher Education. This program will begin in Fall 2016.

**Action 2: Make contact with Janet Clark, Provost at SMWC, to discuss resurrecting consortium. Ultimate goal is to increase the number of ISU students taking advantage of the SMWC consortium.**

**Not done.** Although I met with Janet Clark and she showed enthusiasm, neither of us have moved past this initial conversation. This is something that should be revisited in 2015.

**Action 3: Provide chairs assistance to work through their departmental recruitment and retention plans. The goal is to help departments to meet their goals as we stated on their plans.**

**Done.** Department chairs submitted plans for student success, most of which involved the request of supplemental funds. A summary of progress was presented at a "report out" in April, and they are moving forward.

**Action 4: Create and refine advisement system for "second year and beyond." I will ask Associate Dean Dennis Ballard to lead this effort, as he works with Holly Hobaugh and the faculty.**

**In progress.** We are working on this large, comprehensive initiative. I would like to explore the possibility of using professional advisors for some of the programs in the college. This has been done by the College of Health and Human Services (with the hiring of two advisors).

**Action 5: Create a Student Advisory Group at the college level. I will ask Associate Dean Dennis Ballard to obtain two student representatives from every department.**

**Done.** We have a leadership group (president, two Vice Presidents, secretary, treasurer). The leadership has appointed undergraduates to be representatives to this group.

### Initiative Two: Improve Visibility of CAS

**Action 1: Improve website and connection of it to departments (via Drupal). Migrate college pages with select department pages by May 2015**

**In progress.** Martin Collins (employee of Marketing and Communications) now has an office in the Dean's suite in Stalker. He has attended two CAS Chairs council meetings and is spearheading the migration of CAS and CAS department pages over to either the Drupal server or the www2 server. The

college will be switching to the Drupal format during the week of June 15, 2015, and this will take approximately one week.

**Action 2: Continue with CAS Community Semester: Increase number of attendees to 6000.**

**Done.** With the theme “Past, Present, and Future,” we hosted half the number of events of years past (20) but achieved attendance of over 5000. Over 70 percent of the events were held off campus.

**Action 3: Work with the Office of Communications and Marketing to establish a more convergence model of Twitter/Facebook/Monthly newsletter/State magazine. Revise format of monthly newsletter (Cornerstones) and put feed stories from Twitter/Facebook to State magazine.**

**Partially done.** The College now has an active Facebook and Twitter presence. We have combined forces with Marketing and Communication and have dropped our College magazine (*Via Solaris*). The result is *State* magazine, and it is much less expensive for the colleges (there is content relevant to all colleges in *State*). We are not producing a monthly newsletter. *Cornerstones* was becoming stale. I have as a goal for next year to work with Martin Collins to come up with a replacement.

## **Initiative Three: Hire and Retain Faculty and Staff**

**Action 1: Put forward a position request list that aligns with FTE model. Put forward a request that allows for 274 FTE.**

**Done.** This request was submitted.

**Action 2: Replace large number of retiring faculty with lines that continue strong programs or enhance programs that need enhancing. Consider thoughtfully the replace or re-deployment of each retiring/resigning faculty member.**

**Done.** We had a successful year and replaced most faculty who left. We hired or shifted the appointment type (e.g., from instructor to Tenure-track) of 27 faculty.

**Action 3: Establish a college-level Faculty Mentoring program (for 2<sup>nd</sup> year and beyond). Allow this program to support those pre-tenure faculty who have already experienced NFO but still need support and mentorship.**

**NOT done.** I began work on this and received very little support from the faculty. I will not move forward on this goal. Faculty get mentorship through New Faculty Orientation and through their departments. I will encourage department chairs to assign a mentor to any new faculty member.

**Action 4: Update the P & T guidelines that have already been revised by faculty, and process them by CAS faculty Council.**

**Done.** This was at minimum a two-year process. The revised guidelines have been approved by Faculty Council and are now being reviewed by the Promotion and Tenure oversight committee. Primary changes involve clarification of procedures and processes. There was no global change to the requirements for tenure and promotion, compared to the existing guidelines. However, the faculty have had a formidable role in crafting these guidelines.

## **Initiative four: Review and Improve the Structure of the College**

**Action 1: Review CCAs Standards and Practices. Establish a Task Force to examine the College with respect to these standards and practices.**

In progress. This goal was not completed during the academic year, but it was discussed with college leadership. The CCAS guidelines will be reviewed internally over the summer, and the results will be brought forward in fall, to serve as a basis for an adjustment to the existing college strategic plan.

**Action 2: Establish the new MDS Department so as to enhance interdisciplinarity in the College. Take the work of the summer 2014 Task Force to move the MDS Department through university governance in fall 2014.**

**Done.** This was also a minimum of two years, in the making. The department was proposed through a workgroup. Bylaws have been approved by the faculty in the department. And we hired a new chairperson (Dr. Donna Selman)

**Action 3: Use MDS to begin to offer more sociology courses with the goal to bring back the minor and the major.**

**Not done.** This goal was premature. It needs to be spear-headed by the new department.

## **Initiative Five: Continue to Improve the Fundraising Infrastructure**

**Action 1: Continue to build member of the CAS Advancement Board. Raise the number of members from 8 to 15.**

**Partially done.** I added one new member. We now have 10 members:

Gayle Webb; Clyde Harris; David Hooper; Joyce Hemphill; Ross Hemphill; Larry Blackerby; Brenda Blackerby; Roger Duncan

**Action 2: Employ the board more actively in fundraising. Specifically, ask the board member to increase the number of donors to the college (at least 2 per board member).**

**Not done.** I did not do this with the board. I did work with the board to attend events held in Indianapolis and Chicago.

**Action 3: Create at least two events inviting local emeriti faculty. Specifically, host at least two receptions over the year; give a report of the college and discuss fundraising goals.**

**Partially done.** One event was held in late summer 2014, and another two open, alumni events were held (one in Indianapolis and one in Chicago).

**Action 4: Continue to work with CAS Development Officer to increase giving to the CAS.**

**Done.** I meet almost weekly with Ken Menefee, have taken a number of day trips and over night trips with him to visit donors. Giving has increased, compared to last year. I met with the Board on June 6, 2015 to discuss fundraising status and goals for 2015-16, and plan events.

## **Initiative Six: Raise Additional Funds for the College of Arts and Sciences**

**Make at least one ask for an Endowed Chair/Professorship.**

**Done.** Dr. Sudipto Roy has a planned gift of an endowed professorship in the Department of Criminology and Criminal Justice.

**Make at least one ask for endowed speaker's series.**

**Done.** I did not make the ask, but Dr. Richard Bash has established a new speaker's series (20<sup>th</sup> Century American Literature) in the Department of English.

**Make at least one ask to name a space in the College.**

**Done.** I did not make the ask, but Dr. Richard and Linda Easton (former chairperson of the Department of Math and Computer Science) made a planned gift to name a classroom for math education in Root Hall.

**Work with the new dean of the College of Graduate and Professional Studies to increase the number of grant submissions and more grant dollars realized. Increase total amounts and number of submissions by 10 percent (compared to last year).**

**This was not done.** Unfortunately, there were fewer proposals this year compared to last year. I have not reached out to the CGPS on this matter.

## **Initiative: Seven: Improve Professional Development**

**Action 1: For me: Attend the CCAS meeting in November**

**Done.** This meeting is an extremely valuable professional development activity. I also brought my Associate Deans, Bassam Yousif and Dennis Ballard, with me to this meeting.

**Action 2: For me: Do the "Becoming a Provost Academy Program"**

**Done.** I participated in this year-long series. It was helpful to me.

***Action 3: For me: Write at least one article for publication, submitting an article related to the Community Semester to Change or a similar publication.***

**Done.** I wrote a chapter for a book, and the chapter is currently being reviewed by the book's editor. I also published an op-ed piece about the Community Semester in the local newspaper (Tribune Star).

**Action 4: For chairs: send at least two new chairs to the CCAS Chairperson's workshop (Ganis and Bro).**

**Done.** I sent both of these new chairs to this workshop. I also did a one-year review on them, and both are doing well.

***Action 5: For chairs: have content on chair development for all CAS chairs. Do this at the fall 2014 Chairperson's retreat.***

**Done.** I brought in Dean Elizabeth Dunn from Indiana University, South Bend, and she conducted a workshop on personnel for the chairs.

## Accomplishments by Department/Unit

### Art and Design

- After two years, a successful hire was made for a tenure-track Graphic Design assistant professor.
- Successful transition of Permanent Art Collection to the Henderson Library. Jason Krueger (MFA alum, ISU) is the curator.
- Revision of role of Gallery Director; successful hire made (Meredith Lynn); integration with academic programming.
- NASAD re-accreditation successful obtained

### Biology

- The Department approved curricular changes to the major and the minor that will allow for a simple 3-year assessment cycle.
- The Department showed an increase in the number of undergraduate majors and a stable number of graduate students
- Nineteen out of 21 external grant proposals were funded, totaling \$613,392 in external funds. Additionally, this was an extremely strong year for faculty and student scholarship
- We conducted a successful search for a Human Embryologist

### Chemistry and Physics

- Through the “dual-lab” teaching paradigm piloted by the department in 2013-14, the department has effectively doubled the number of students taught in chemistry laboratory sections, from five years ago.
- A new course (CHEM 100, Preparatory Chemistry) was debuted to serve those student who need preparation to take the required chemistry course for their major.
- Guo Ping Zhang received renewed funding on a large (\$300K) grant from the Department of Energy
- The SURE program, administered by the Department, has been very successful in recruiting students: summer 2015 will involve participation of 53 students.

### Communication

- Strong participation from faculty and graduate students at academic conferences
- The Department completed new by-laws
- The Department forged new study abroad programs with Edgehill University and Stirling University (UK)

### Criminology and Criminal Justice

- Successfully completed a departmental internal review (self-study), which had not been done for 15 years.
- Informed by assessment, devised a plan to restructure the curriculum to add writing-intensive courses
- Created the Randy Steidl Excellence in Justice award

#### Earth and Environmental Systems

- The faculty have had an excellent year scholarship-wise, including a publication in Nature by Jennifer Latimer. Similarly, Tony Rathburn won one of this year's Dreiser Award for Research. Qihao Weng is editor of a very prestigious international journal in remote sensing.
- Strong student participation in research and experiential learning (graduate and undergraduate)
- Strong faculty staff accomplishments in service to the department, college, university, and profession.

#### Economics

- Econ 331 (Public Finance, a UDIE) is now available on line (first offering summer 2015)
- Econ Minor is now all available on line
- Award recipients: Benjamin Award for International Service (Conant); SGAs Outstanding Academic Advisor Award (Israel)

#### English

- New undergraduate curriculum revision is now in its fourth year (successfully), and has very few students remaining on the old curriculum.
- Department website is far along in revision process
- Book about Joseph Schick is likely to be complete by Fall 2015
- David Bash, a generous donor, has provided funds for a new lecture series in modern American Literature
- Writing at Indiana State and Graduate Studies in English at Indiana State University have been completed and clarifies programs and policies in place.

#### History

- Increased number of undergraduate and graduate majors
- Very strong scholarship, including a prestigious editorship (Anne Foster)
- Revision of US History survey sequence

#### Interdisciplinary Programs

- IP faculty engaged wrote and approved by-laws for the new Department of Multi-disciplinary Studies
- Women's Studies program and courses were changed officially to Gender Studies

- The Women's Studies faculty proposed a new major in Gender Studies through a designated concentration in the Multidisciplinary Studies major
- We now have the first faculty-designated minor in Multidisciplinary Studies, with a concentration in Genomic Advocacy

#### Languages, Literatures, and Linguistics

- The Department exceeded benchmark goals in recruitment and retention for 2014-15
- Enrollment continues to grow in the undergraduate program; grad program is holding steady
- Two new courses developed: LLL350 (online delivery); LLL390 (for teachers)
- Revised curriculum to require study abroad and eliminate internship option to complete LS major

#### Math and Computer Science

- Computer Science and Math graduate programs have made significant curricular changes
- Service courses in Math are undergoing formal course redesign/transformation;
- Creation of a new minor in Middle School Mathematics Teaching
- Significant scholarship and grant activity

#### School of Music

- 11-year old uniforms were replaced with funding from the Provost
- The School of Music commissioned a fanfare from Libby Larsen for ISU's Sesquicentennial and CMF's 50<sup>th</sup> Anniversary next year, with funding from the Provost
- The School of Music's Advisory Board met and had substantive suggestions for future development.

#### Philosophy

- Judy Barad taught PHIL 425/525 (Bioethics of Genome Science) for the first time. This course is part of the graduate certificate and new MS program in Genetic Counseling
- Development of a new course in Feminist Philosophy (Namita Goswami)
- Phil 201 offered for the first time as a mid-semester 8-week course

#### Political Science

- The legal studies program hosted an Indiana Court of Appeals oral argument session for the fourteenth year running.
- A number of faculty took students for experiential learning opportunities in Washington DC, including sitting in on the Supreme Court during a hearing.
- The faculty had a strong year in scholarship, including journal articles, books, and conference presentations.

## Psychology

- Faculty voted to change the prerequisite for Psy 375 (Statistics) from MATH 115 to successful completion of the QL requirement
- Currently in process of reviewing the undergraduate major requirements to ensure that they are consistent with those at other institutions and do not contain barriers to successful completion.
- Excellent instruction: CAS award of excellence in teaching went to Dr. Caitlin Brez
- 4000 hours of community service from undergraduates; 1000 hours of professional service in the Community Psychology Clinic

## Science Education

- Science Education curriculum now offers a new Physical Science course as a FS lab course (SCED 100/L: Inquiry Into Physical Science)
- PI (Seung): NOYCE Extension grant (\$159,000) and Co-PI on Improving Teacher Quality Grant (\$315,000)
- Directed ISU Summer Science Camp (2014)

## Social Studies Education

- Overall number of majors is increasing, from an historic low
- New Help Center launched, with student success dollars
- Revision of curriculum (dropping of HIST 201 and 202; addition of 6 hours of upper division history); this will increase pass rate on licensing exam.

## Student Media

- WISU began broadcasting National Public Radio programming in September 2014
- WISU, 89.7, began a weekly public affairs show “All Things Wabash Valley” in early February, 2015
- We launched a second radio station, 90.7/WZIS (formerly Rose Hulman station), which is our student run station
- We launched a new commercial video production unit, Syc Creations, to provide client driven work experiences for students and to satisfy demand for higher-quality video production.
- Overall student participation in student media has increased compared with one year ago.

## Theater

- This year, the Department produced its largest group of seniors in recent memory.
- The faculty completed an overhaul of the curriculum
- Successful staging of four mainstage productions: *33 Variations*, *Miss Julie*, *Richard III*, *The Color Purple*

## Challenges/threats by Department/Unit

### Art and Design

- The department must work very hard to keep class sizes and student-to-faculty ratios at levels that align with accreditation standards and support strong pedagogy.
- Low Art Education enrollments. This is reflective of a national trend.

### Biology

- The department needs new (additional faculty). The undergraduate major is growing; there is a significant need for more FS courses; and the doctoral program cannot grow without additional tenure-track people.
- We are challenged with increasing undergraduate retention. Biology is a challenging major and supporting students in their pursuit of the major but also holding a high standard makes retention difficult.
- Low graduate student TA stipends and lines. This makes recruitment to the doctoral program challenging. Most peer programs pay more to support their doctoral students.

### Chemistry and Physics

- Because of accreditation needs for programs in the College of Technology, there will be a significantly greater demand for CHEM 105 and 105L
- We are building our capacity to teach Chemistry and Physics on line, however currently we are unable to offer online Chemistry courses during the academic year (summer only)
- Because of the enormous growth in laboratory enrollments, there is a very significant need to hire an additional clerk to work in the supply stockroom. At present, Erik Ingebrigtsen is the only employee.

### Communication

- Enrollment in the graduate program has declined
- The Department still does not have a faculty workload document
- Faculty scholarship activity needs to increase

### Criminology and Criminal Justice

- Too much of the undergraduate program is taught by adjunct (PTT) faculty
- The number of undergraduate majors is enormous, and poses a threat to quality
- New Programs are necessary to serve the region and state
-

## Earth and Environmental Systems

- Need to upgrade and replacement old laboratory and field capital equipment.
- The laboratory manager for ENVI 110L needs more secure funding.
- The MA in Geography needs revision. Waiting for assistance and leadership from the new chair.

## Economics

- The need to increase the number of undergraduate majors and minors
- The need to meet the demand for lower level (FS) Economics courses while also serving the major and upper division needs.
- The lack of funding needed to provide quality experiential learning/community engagement opportunities (field trips to waste water treatment plants, student conference participation, etc)

## English

- Concern about the use of FAD data in performance reviews
- Due to the high proportion of Instructors, there is concern that they constitute such a large proportion of the regular (voting) faculty...now 38%.
- Insufficient tenure-track lines to replace an aging senior faculty.

## History

- Marketing the major to students who do not see it as “practical.”
- Faculty’s ability to balance teaching, service with scholarship

## Interdisciplinary Programs

- Interdisciplinary work often faces challenges in an institutional framework historically guided by allocating resources to separate disciplines.

## Languages, Literatures, and Linguistics

- Coordinating the graduate program will fall to the Chair and to an untenured faculty member (because of the recent retirements)
- New requirements of tracking minors in MySam presents a challenge, especially to LLL (lots of language minors)
- Resources are needed to staff the language lab (Interlink provides only \$3000 for this, and departmental resources available for it are low).
- Japanese instruction is currently non-existent; it could be very popular
- Working on ACFL accreditation of teaching education programs; we were not successful in gaining it last year because of an insufficient number of students enrolled in the program

## Math and Computer Science

- Growth in the CS program is significant. It will be exciting but will also be challenging
- Low enrollment in master's program in mathematics
- Declining enrollments in teacher education programs

## School of Music

- Declining enrollments in the School of Music
- The SoM still has a student-faculty-ratio below 10:1. They need to find new ways to be efficient with faculty deployment.
- Instrument stock is aging and some pieces need replacing

## Philosophy

- Integrating Philosophy into the new Multi-disciplinary Studies Department
- Increase number of majors and minors

## Political Science

- Find a permanent replacement for Katie Butwin, in legal studies
- Increase enrollment in MPA program.

## Psychology

- Assuring continued accreditation of the Psy D program, with another retirement looming (June Sprock)
- Getting all courses in the major to be in on-line platform is a challenge.
- Finding appropriately trained and prepared adjunct faculty

## Science Education

- Recruitment and Retention of majors
- Advising and teaching an increasing number of PhD students in CIMT with a science concentration (because we have only 1 TT faculty: Seung)

## Social Science Education

- Changes in the content exams (at the state level, controlled by Pearson Publishing) that our majors must pass for licensure. This is a moving target and difficult to predict and prepare students.
- Still low numbers of students. There is less interest among students (compared to years past) to major in SSE. Although this trend is moving upward.

## Student Media

- To absorb the rapid growth in the organization but not decrease quality

## Theater

- Department is in a significant state of flux, personnel wise and curriculum wise. This year will be one of adjustment and adaptation.
- Declining state of facilities (we need to bring the New Theater up to code, but not in a way that sacrifices the performance space)
- The challenge of effective recruitment and support of students in a period where students are highly concerned about economic opportunities.
- Circularizing the contact hours that are necessary for theater education.

## Goals by Department/Unit

### Art and Design

- Create student artwork documentation studio as part of the portfolio review and as part of student success initiative.
- Change from single-advisor to multiple department advisors (i.e., academic advising).
- Work with other university departments to explore and develop Arts Management; Art Therapy programs

### Biology

- Continue to do what is going well (excellent instruction, high quality experiential learning activities, etc)
- Hire a chair, and hopefully a Population Geneticist
- Continue to work with the Career Center to enhance major's understanding of biology careers.
- Greater interdisciplinary work with other departments.

### Chemistry and Physics

- Hire a replacement for Richard Gunawardane (Chemistry instructor)
- Advocate for a permanent increase in student wage budget, to fund the dual-laboratory sections
- Advocate for additional renovations in the Science Building.

### Communication

- Complete Self-Study, for Departmental review by September 1
- Create a substantial recruitment plan for the graduate program
- Utilize the alumni advisory board more judiciously.

### Criminology and Criminal Justice

- Complete curriculum changes that will address the writing deficiencies of undergraduates
- Complete curricular changes that will comply with college definition of a Bachelor of Science degree
- Propose new programs that will eventually double the number of undergraduate majors

### Earth and Environmental Systems

- Using Department self-study and external reviewers' report as guides, the department will write a 5 year strategic plan
- The department will move forward with a new chairperson.
- Revise the MA in Geography.

## Economics

- Increase the number of majors and minors in Economics
- Hire a new tenure-track faculty member to support a new Business Economics major in collaboration with SCOB.
- Consider modifications to economics minor

## English

- Request and hire two new tenure-track faculty
- Continue to update the website
- Revise and refine performance review documents
- Renovate Root Hall A237, Conference Room.

## History

- Increase number of majors
- Expand distance course offerings for the graduate program
- Increase retention and student success (persistence and graduate)

## Interdisciplinary Programs

- Work involved in creating the infrastructure and processes with the new Department of Multidisciplinary Studies.
- Continue promoting interdisciplinary programming, teaching, and research through the new department and through individual programs in MST

## Languages, Literatures, and Linguistics

- Successful integration of new faculty into the department
- Initiate new advising model
- Review 200-level language courses (assessment)
- Connect with Career Center to improve recruitment and retention
- Redesign the language laboratory space and functioning.

## Math and Computer Science

- Complete curricular changes in CS and Mathematics master's programs
- Refine programmatic assessments
- Implement MATH 102 and 115 course transformations
- Increase enrollments in all of the programs

### School of Music

- Institute a program to increase enrollments in all programs (graduate and undergraduate)
- Begin to consider the viability of a Music Therapy program.
- Refine mission and vision statement
- Improve faculty deployment efficiencies.

### Philosophy

- Integrating into the new Multidisciplinary Studies Department
- Increasing number of majors, minors; becoming more visible to undergraduates
- Working collaboratively with other departments and programs

### Political Science

- Continue revision of department's bylaws
- Review status of legal studies program
- Increase enrollment of MPA.

### Psychology

- Successful reaccreditation of the Psy D program
- Successful launch of undergraduate distance program
- Revision of the undergraduate curriculum so that students have timely completion

### Science Education

- Increase total number of Science Education majors to 22 (for next year)
- Increase percentage of students graduating in six years to 60%
- Continue to offer excellent advice to Science Education majors
- Continue to actively participate in research and service.

### Social Science Education

- Maintain good advising
- Begin transition to the new curriculum within the History portion of the SSE major.
- Initiate the SSE help center
- File 2016 accreditation report
- Start an electronic media presence

### Student Media

- Integrating new initiatives into student media

## Theater

- Integrating two new faculty members: new costume designer (Souza) and new one-year replacement for Valdez
- Expanded recruitment efforts
- Full proposal for Arts Administration (with Art and Design and others, if possible)
- Expansion of international efforts

# Goals, Initiatives and Actions for 2015-16

## ❖ Initiative One: Improve Student Success

- *Action 1: investigate new academic programs that will increase enrollment in the College. In particular, investigate Arts Management, Art Therapy, Music Therapy, and programs in Criminology*
- *Action 2: Discuss possible collaboration with Janet Clark, Provost at SMWC, on overlapping programs in Art and Music Therapy.*
- *Action 3: Continue to create a model for undergraduate advising in the Departments (beyond the freshman year). This may involve investigating the role and feasibility of professional advisors and/or revised deployment of faculty.*
- *Action 4: Create and implement a fall "Success with CAS" event. This event will bring in the Career Center, alums, and other speakers to show how students in CAS majors can pursue their areas of interest and be successful after graduation.*
- *Action 5: Create a task force to investigate a college vision for Internationalization/Globalization.*
- *Action 6: Submit a large grant to improve student success in CAS.*
- *Action 7: Increase the role and visibility of the Student Advisory Group.*

## ❖ Initiative Two: Improve Visibility of CAS

- *Action 1: Migrate the CAS and all departmental websites to Drupal or WWW2 servers.*
- *Action 2: Continue with CAS Community Semester, with the theme "From Theory to Practice." Obtain external funding to expand exposure and programming.*

## ❖ Initiative Three: Hire and Retain Faculty and Staff

- *Action 1: Request and hire appropriate replacement faculty for those who have retired or resigned as well as for those departments needing "growth positions."*
- *Action 2: Hold at least one Faculty Development workshop/speaker for CAS Faculty.*
- *Action 3: For Chairs: Provide mentoring support for new chairs (Selman, Winter).*

- *Action 4: Do “non-binding” evaluation for chairs completing their first year (Berchild and Brown in fall; Rider in spring). Do regularly scheduled triennial evaluations for appropriate chairs.*
- *Action 5: Do successful search for Biology chair.*

#### ❖ **Initiative Four: Review and Improve the Structure of the CAS**

- *Action 1: Continue task (from last year) of using CCAS standards to review the college. Create strategic plan for college changes based on outcome of this review.*
- *Action 2: Do departmental reviews of Criminology, Biology, and Communication.*

#### ❖ **Initiative Five: Continue to Improve the Fundraising Infrastructure**

- *Action 1: Continue to build membership on the CAS Advancement Board.*
- *Action 2: Ask board members to accompany me and/or Ken Menefee on donor discovery visits.*
- *Action 3: Hold large fundraising events: one in Indianapolis and one in Chicago. Hold smaller fundraising events in Lafayette, Evansville, and Fort Wayne.*

#### ❖ **Initiative Six: Raise Additional Funds for the College of Arts and Sciences**

- *Action 1: Realize a 20 percent increase in the amount of annual gifts to CAS.*
- *Action 2: Realize a 20 percent increase in the number of planned gifts to the CAS.*
- *Action 3: Work with the Office of Sponsored Programs to increase the number of external grant submissions by 10 percent.*

#### ❖ **Initiative: Seven: Improve My Professional Development**

- *Action 1: Attend the CCAS meeting in November and bring Associate Deans Yousif and Ballard.*
- *Action 2: Attend one professional development workshop, outside of the CCAS conference.*