

# **College of Arts and Sciences Plan 2009-2014**

**January 20, 2009**

Unique among University of Wyoming colleges, the College of Arts and Sciences is simultaneously an undergraduate liberal arts college responsible for the general education of all University of Wyoming students--regardless of their college major, and a center for advanced research and graduate education. No other college has as broad a mission or as great a set of responsibilities. In all, our reason to be is to educate students, and we shall be judged on how well we do.

The College of Arts and Sciences teaches 53 percent of all UW's student credit hours. It has primary responsibility for university studies offerings. Thirty-one percent of UW students' majors are located in A&S as are 65 percent of the minors. Forty percent of bachelor's degrees are awarded from A&S departments, 30 percent of master's degrees and 42 percent of doctoral degrees. Although funded research is but one measure of research productivity, A&S departments secured over \$19 million in funded research during the past fiscal year, an all-time high. In all, the College of Arts and Sciences provides the University and the State of Wyoming with an impressive array of intellectual talent and an extensive range of academic disciplines. A university is only as strong as its core liberal arts and sciences departments and programs. The College of Arts and Sciences is this core.

The underlying assumption of this Plan is that the College of Arts and Sciences strives for excellence in all of its endeavors. We believe that a major, if not the major, determinant of resource allocation must be the quality of performance whether in teaching, advising, research/creative activities, professional development or service. Demonstrated achievement should be rewarded whatever its administrative location. Obviously, not all departments and programs can be deemed areas of distinction, but because we are the state's only university, we cannot summarily disregard student demand for certain degrees or courses. And, we must strive to provide high quality instruction in all courses and in all programs for which we have responsibility.

A&S departments and programs have submitted their plans for UP 3. With several exceptions, requests for positions will be considered through the standard Central Position Management process, just as the requests for budget increases will be considered through our standard budget review process.

- I. Enhance graduate education.** Because enhanced graduate education is essential to our undergraduate mission and for creating a workforce that will serve the needs of the state, our highest priority in this round of planning is our graduate programs.

- AI1: The College will work with the Graduate School and university administration to increase the number of state-funded graduate assistantships.
- AI 2: The College will work with the university administration to develop proposals for the State to ensure that UW's graduate student stipends will enable our graduate programs to compete in recruiting the highest-caliber graduate students.
- AI 3: Through its development efforts, the College will emphasize the establishment of endowments to fund graduate student fellowships, especially those that provide a full, 11-month stipend.
- AI 4: The College will strongly encourage A&S faculty to include graduate student research assistantships in research grant or contract proposals, and we will explore ways to develop incentives for this initiative.
- AI 5: The intensity of graduate student recruitment varies considerably across A&S departments. It is essential that all departments and programs offering graduate degrees vigorously recruit graduate students. In cooperation with the Graduate School, the A&S Dean's Office will aid departments in identifying best graduate student recruiting practices and, when appropriate, provide funds to supplement recruiting efforts. By November 1, 2009, each unit will submit a one-page memo describing how it plans to accomplish this objective. Efforts will be tracked through the annual department report.
- AI 6: A number of A&S departments and programs have demonstrated considerable potential to begin offering PhDs. During the UP 3 planning cycle, the following units and the College will determine whether they have the intellectual infrastructure, student interest and national recognition to offer the PhD and, if so, which we should put forward in UP 4. A key element in determining whether a department or program is capable of mounting a PhD program is the availability of funded graduate assistants. No new PhD will be considered viable without the addition of graduate assistants through state funding, consistent grant funding or through the creation of privately funded endowments. Those units expressing interest in offering a PhD are:
  - a. American Studies
  - b. English
  - c. Communication/Journalism
  - d. Geography
  - e. History
  - f. International Studies

- AI 7: The College will continue to support the very successful Ecology graduate program and join this program in seeking appropriate funding. A&S support will include office space in the Berry Conservation Center, assistance in raising endowment funds to support graduate students and assistance in seeking appropriate staff support.
- AI 8: In line with the state's need to increase professionalism in law enforcement agencies, the College will seek to add two additional positions for the Department of Criminal Justice. The addition of these positions will make possible a master's degree in Criminal Justice, targeting current and future criminal justice professionals seeking post-baccalaureate credentials for professional or academic career development.
- AI 9: The College will support efforts led by the Wyoming Survey and Analysis to create a process where students could receive graduate and/or undergraduate certification in policy analysis and program evaluation.
- AI 10: The Department of Geography has offered a Masters in Planning degree for nearly three decades largely supported by a single faculty member, a level of support which is inappropriate. In response to increasing demand for planning professionals in Wyoming and the West, the College will identify the means by which Geography's Master's Degree in Planning can be further strengthened by drawing upon existing campus resources and/or through the addition of new personnel. A central focus of this effort will be to support goals of Governor Freudenthal's "Building the Wyoming We Want" initiative.

## **II. Clarify and enhance teaching, research/creative endeavors and service expectations.**

It is the goal of the College to continually improve performance. In this process it is essential that our performance expectations be clarified.

- AI 11: By end of the 2010 spring semester, each program and department will review and update its research/creative endeavors expectations. Expectations will be reviewed for approval by the Central Committee in the fall of 2010.
- AI 12: The value of written tenure and promotion expectations has been repeatedly demonstrated by our research standards documents. Each unit will therefore (by the end of spring semester 2011), develop teaching and service expectations (professional, university, college, department and community) which include both statements about quality and quantity. During the fall of 2011, the Teaching Committee will review teaching expectations and the Central Committee will review service expectations.

**III. Continue to emphasize the value of a liberal arts education and provide foundational knowledge and skills in the liberal arts and sciences to all students at UW.**

- AI 13: The College will take steps to plan for a sufficient number of seats for required freshman level classes, e.g., English composition, U.S. and Wyoming Constitution, oral communication, foreign language, and science lab courses. The College supports and will assist the UW Office of the Registrar in its efforts to implement early course registration for freshmen.

AI 14: The College will encourage the departments of Botany and Zoology/Physiology to maintain and expand support for the vital and very successful LIFE program.

- AI 15: Currently, many students who have completed three or sometimes four years of a foreign language in high school, enroll in introductory language classes when they matriculate to UW. In most cases this is a waste of both student and university resources. Therefore, beginning in the fall of 2009, the Department of Modern and Classical Languages will work with Wyoming high schools to implement a placement process that will avoid this misallocation.
- AI 16: During the UP 3 process, A&S will seek a second instructor in Chinese and support the creation of a minor in Chinese. In addition, we will seek to hire a full-time teacher of Arabic.
- AI 17: By December, 2011, each unit will have assessment plans for all levels of degree programs and will meet expectations in the assessment of student learning as indicated by the university assessment coordinators committee.
- AI 18: The College will encourage Math, English, Foreign Languages and possibly Chemistry and Physics to begin coordination with K-12, using LIFE as a model. Other departments also will be encouraged to coordinate curricular goals with K-12 and community college teachers and administrators.
- AI 19: With the goal of significantly increasing research opportunities for undergraduates, the College will appoint a task force in the fall of 2009 to make recommendations by the end of the 2010 spring semester concerning reasonable goals and methods of expanding the undergraduate research experience.
- AI 20: Due to recent resignations and retirements, our ability to offer sufficient courses with an international/non-western perspective has been significantly reduced. Therefore, the College will work with the International

Studies Program and others units offering internationally-focused and area studies courses to develop and maintain adequate faculty and resources to accommodate the growing student demand. In particular, the College will prioritize maintaining coverage in existing areas of strength in Latin America and Asia and to actively seek an additional interdisciplinary position in Middle East Studies.

- AI 21: A&S will work with the Department of Communication/Journalism, the Outreach School and Central Wyoming Community College (CWC) to offer the coursework and facilitate credit transfer between the two campuses so as to allow students to complete a 4-year degree in Communication/Journalism with a concentration in broadcasting.
- AI 22: A&S will continue its support of teacher education and work closely with the College of Education to define appropriate subject areas for elementary education degrees. to discuss content issues ( and possibly minors) for Elementary Education degrees
- AI 23: In conjunction with other UW colleges and under the direction of the Science/Mathematics Teaching Center, A&S will continue to support the Wyoming State Science Fair.
- AI 24: A&S will consider establishing the Phi Beta Kappa governing committee as a formal College committee by adding it to the College by-laws.

**IV. Identify means to improve and expand research/creative endeavors.** One of the most promising means to enhance research is through our interdisciplinary programs. These include the Neuroscience and Ecology programs. A&S collaboration with the School of Energy Resources will be a major emphasis in this round of planning as will the relationship to the NCAR computer facility. Likewise, our linkages with the Wyoming Geographic Information Science Center (WyGISC) and the Robert and Carol Berry Center for Biodiversity Conservation (Berry Center) will present opportunities for a number of A&S departments and programs to enhance teaching, research and service.

- AI 25: Given demonstrated faculty interest and donor support, the College will seek approval for the establishment of an interdisciplinary center in Quaternary Studies in 2009.
- AI 26: By the end of the 2011 fall semester, the College will examine the feasibility of establishing the following interdisciplinary centers:

- a. Humanities Center
- b. Ethnography Center
- c. Center for the Study of Religion in the West
- d. American Indian Research Center
- e. Global Affairs Center

- AI 27: The College will explore with units in other colleges the feasibility of an interdisciplinary collaboration in mental health and/or policy analysis more generally, as noted in several department plans.
- AI 28: The College will build upon linkages with the School of Energy Resources (in department plans).
- AI 29: Because extramural research funding is indispensable if we are to grow our research capacity, the College will begin tracking department efforts to secure such funding through the Annual Report. The Report should include number of proposals and the number of proposals funded.
- AI 30: The College will review the capacity of A&S Shops to meet the needs of its research faculty and strive to provide the resources necessary to meet these needs. In addition, we will work collaboratively with the College of Engineering to coordinate the activities of Shops in order to enhance research of faculty in both colleges.

**V. Demonstrate our appreciation for diverse human perspectives in local, national, and global contexts.** Across the College, departments and programs offer faculty expertise and experience that range from the local to the international. State law mandates we teach students about our political process, and we should more actively encourage them to become involved in the political process whether through class projects or internships. Students benefit from supervised involvement in community development and study abroad opportunities. They learn how to work in situations with diverse participants and stakeholders.

- AI 31: With 2008-2009 as a baseline, by 2011 the College will increase the number of available seats in its U.S. diversity classes by 20 percent.
- AI 32: In 2009 the College will seek approval from the administration for undergraduate degrees in American Indian Studies and Religious Studies.

- AI 33: In keeping with AI 31 and AI 32, the college encourages the Religious Studies Program to explore avenues of for the teaching of Native American “ways of knowing” and other publically known aspects of religious outlook and belief. These avenues should include options up to and including the establishment of a full-time position in the field.
- AI 34: Currently, about 20 percent of A&S seniors have participated in a study abroad experience. The College will continue to work with International Programs to expand the number of students who study abroad with the goal of increasing the number of senior study abroad participants to 30 percent by the end of the UP 3 planning cycle.
- AI 35: Consistent with the recommendations of the International Education Steering Committee, by the end of fall 2009 semester, each department will designate an advisor who is knowledgeable about study abroad opportunities and processes.
- AI 36: Again, consistent with the recommendations of the International Education Steering committee, the College will specify a set of international universities with which the College will concentrate its efforts to promote faculty exchange and recruitment of students, particularly graduate students.
- AI 37: As the number of international students increases, our ability to provide these students with needed language instruction, both written and oral, is no longer adequate. A&S supports the recommendations of the International Education Steering Committee to enhance UW’s capacity to offer needed ESL instruction.
- AI 38: The College will encourage the expansion of student internship opportunities.
- AI 39: The College will consider the renaming of African American Studies to African American and Diaspora Studies.
- AI 40: The College will consider renaming the Women’s Studies Program the Gender Studies Program.
- AI 41: The College will consider the renaming of the International Studies Program to Global and Area Studies, in large part to eliminate common confusion that now exists with International Programs.

**VI. Emphasize our commitment to interdisciplinarity or multidisciplinarity at all degree levels.**

- AI 42: The College will encourage and support efforts to create both an interdisciplinary undergraduate and graduate degree in computational science.
- AI 43: A&S Departments, including Physics & Astronomy, Geology & Geophysics, and Mathematics will work together and with SER, Graduate School, and the UW Administration to
  - a. advocate for, and seek the financial and human resources to promote excellence in scientific computing in each discipline;
  - b. establish a pipeline that produces a steady stream of high-caliber, computationally-oriented students entering UW graduate programs;
  - c. by the beginning of fall of 2010, develop and coordinate a collection of courses at the graduate level that takes advantage of shared interests and expertise to improve recruitment and to equip students with the necessary scientific computing skills and knowledge to attack large and multi-scaled physical and earth science problems.
- AI 44: The College will consider minors in the following interdisciplinary undergraduate minors.
  - a. Conservation Biology (Biology minor)
  - b. Museum Studies
  - c. Public History (History minor)
  - d. Lesbian Gay Bisexual and Transgendered
- AI 45: The College will support the combined efforts of the interdisciplinary programs to create a common methods course.
- AI 46: To provide sufficient and predictable teaching for interdisciplinary courses, the College will oversee and enforce the formal understandings among interdisciplinary programs and departments and will work with departments to implement these MOUs.
- AI 47: The College will support the efforts of the Departments of Communication/Journalism and Theatre/Dance to establish a video production studio.

**VII. Seek sufficient budgetary support and adequate facilities to support the College's teaching, research/creative endeavors and service mission.**

- AI 48: The College will undertake a review of how well current staff resources are distributed throughout the College and redistribute these resources where appropriate. Concurrently, the College will consider the feasibility of establishing a central staff pool.
- AI 49: The College will support budget increases either through state appropriations or through student fees for currently inadequate support in science and social science lab courses and the fine arts studios.
- AI 50: Beginning in the 2009-2010 academic year, for all existing course fees we will seek increases to compensate for inflation based upon the Higher Education Price Index at two year intervals.
- AI 51: The College supports efforts to remodel existing facilities and add new ones to support the College mission of teaching, research and service.
- AI 52: The College supports the construction of a new Art building and the remodeling of the existing Fine Arts facility and will participate in the planning process as needed.
- AI 53: The College supports the construction of a new science teaching lab facility and will participate in the planning process as needed. We also will encourage the direct and intense participation of relevant units who may use the facility.
- AI 54: The College supports the construction of the Berry Biodiversity facility and the plan for its future operation.
- AI 55: The College supports and seeks to enhance opportunities for fine arts students and faculty, including Centennial Singers, to tour the state and region. In addition, the College will continue to seek sufficient support for summer programs such as the Snowy Range Summer Dance Festival and Summer Theatre, and Summer Music Camp, all of which are well-established programs in the fine arts.
- AI 56: In 2009, the College will present a plan to Academic Affairs to alleviate overcrowding in Hoyt Hall (with Ross Hall a possibility for a variety of programs).

- AI 57: Currently, the College funds a number of temporary lecturers, some of whom have been employed for several years. The College will make an on-going commitment to move additional temporary APs in English, Foreign Language and possibly other departments and programs to extended-term track status, as appropriate.
- AI 58: The College will continue to seek sufficient support levels for its nationally competitive Debate Team, support which can involve either monetary or personnel resources.

### **VIII. Miscellaneous issues:**

- AI 59: Beginning in 2009-2010, all classes taught by graduate assistants and part-time faculty will be evaluated using standard College processes. In addition, the College will implement a policy to regularly evaluate the overall teaching performance of part-time faculty.
- AI 60: Beginning in 2009-2010, assuming sufficient funding, the College will phase in a new compensation schedule for part-time teaching.
- AI 61: Beginning in 2009-2010, representation for the Social Science division will be increased from one to two on the Central Committee, the Tenure and Promotion Committee and the Teaching Committee in order to more accurately reflect the number of faculty in the College divisions. Prior to the change, a college-wide vote changing the A&S by-laws will occur.
- AI 62: The College will discuss with relevant units--including the Outreach School--ongoing issues related to Outreach teaching, on-load teaching, and compensation.
- AI 63: The College will support salary increase for promotion to full professor from ten percent to twenty percent.
- AI 64: The College will support University endeavors to increase sustainability.