Major Objectives & Progress Report

The College of Humanities and Social Science (HSS) at Southern Utah University seeks to create everyday leaders and lifelong learners by emphasizing superior teaching, experiential learning, and educational activities that encourage critical thinking and creativity. Toward this end, the six departments within HSS strive to maintain exceptional quality while meeting the demand for growth in our academic programs. Through high impact practices such as study abroad and internships, as well as professional training experiences like working as peer tutors, HSS students have a host of opportunities to find and follow the passion that will allow them to excel in their chosen professions.

Communication

The mission of the Department of Communication is to provide opportunities for its students to apply the principles and theories of mass media and human communication in situations that simulate the professional world. Undergraduate students choose
between Communication Studies, Media Studies, and Strategic Communication as their emphasis area.

The Department of Communication also offers a Master of Professional Communication (MAPC) degree, which is designed to focus on advanced applied research skills required for effectiveness in the communication industry. MAPC graduates are working as teachers in community colleges, college recruiters, television studios, marketing directors, newspapers, and event planning. Others have entered Ph.D. programs at prestigious universities.

**English**

The English Department currently houses four different program tracks, one minor, one certificate, and the Writing Center. The Department is also heavily invested in General Education (GE) offerings, including two Core courses, three GE Humanities courses, and one GE Fine Arts class.

In addition, the English Department contributed to two important university-wide programs in the past year that support university recruitment and retention efforts: the Venture Program and the Jumpstart Program. Both of these programs represent English's long-term commitment to GE programs, particularly when they involve innovative learning and high impact practices.

**History, Sociology, & Anthropology**

The Department of History, Sociology, and Anthropology (HSA) is in the process of revising our mission statements to better align with the University’s new strategic plan. HSA is also working to increase the number of majors in our Sociology and interdisciplinary minor programs.

In addition to our major offerings, HSA offers a variety of specialized programs including Women and
Gender Studies, Social Science Composite, Ethnic Studies, and Sustainability Studies.

**Languages & Philosophy**

The Department of Languages & Philosophy faculty dedicate ourselves to fostering students' progress in four skill areas — reading, writing, speaking, listening — and developing cultural awareness as they cultivate productive community connections in and outside the classroom. We prepare students for lifelong enrichment, graduate studies, and entrance into the global workforce.

Diversity/Global learning is deeply embedded in all departmental languages course, German, French and Spanish, at every level. Students engage in undergraduate research and collaborative projects, such as volunteering in the local dual immersion school.

Philosophy students are engaged in writing intensive courses and undergraduate research, as they actively participate in conferences, film festivals, and symposia throughout the state and beyond.

**Political Science & Criminal Justice**

The Department of Political Science and Criminal Justice has strengthened our faculty with new talent, broadening and diversifying curricula in all Departmental programs, expanding experiential learning opportunities, and bringing diverse and accomplished guests to the classroom to meet and challenge students.

We are experiencing significant growth in our Master of Public Administration Program, which now includes high-performing undergraduate Bridge students. Our
objective is to maintain high quality of instruction and engaged learning as enrollment rises.

The Legal Studies program is in the process of implementing curriculum changes and expanding the program’s interaction with the local legal community. The Department also works closely with the Michael O. Leavitt Center for Politics & Public Service to identify and encourage students to serve internships at the local, state and federal levels.

Likewise, we collaborate with Utah’s Fifth District Court and Cedar City Police Department to maximize experiential learning opportunities for our students.

In partnership with the W. Edwards Deming Institute, and upon approval of SUU Trustees, the Department has established the W. Edwards Deming Incubator for Public Affairs (WEDIPA), providing students with instruction and experience in world class managerial and administrative principles, strategies and tactics.

**Psychology**

The Psychology Department has worked toward providing multiple High Impact Educational Practices (HIPs) in two key areas: 1) knowledge, skills, and values consistent with the science and application of psychology; 2) knowledge, skills, and values consistent with liberal arts education that are further developed in psychology.

Through lectures, readings, research, laboratory experiences, writing assignments, discussions, service, and other personal and professional academic and scholarly activities, the Psychology Department has made adequate progress toward multiple outcomes recommended by the American Psychological Association. Progress toward these goals and outcomes has been assessed via a recent curriculum mapping exercise, as well as classroom evaluations of exams, papers, projects, internships, and practicums.
Unit Effectiveness Plans Summary

In an effort to tie resources back to strategic outcomes, the Office of Institutional Planning and Effectiveness has implemented annual Unit Effectiveness Plans (UEP) across the University. These UEPs will be a critical element of assessment by the Planning and Budget Office in making budget recommendations. The following section features highlights of UEP assessments for each HSS department.

**Communication**

The Communication faculty will meet at the end of each year to discuss how their program goals align with the mission of the department and university. Recommendations for needed adjustments will come from the three emphases assessment committees.

Through the UEP process, we have identified several pressing needs:

- If enrollment continues to grow, the Communications Department will be severely understaffed.
- We are in need of additional space for faculty offices and classrooms to accommodate increased enrollments.
- Our continuing expenses associated with the SUU journal, Thunder 91 and SUTV continue to be ongoing needs. The College and Department need to plan ahead for the expense of updating and replacing equipment (e.g., soundboard for SUTV).
- Faculty involved in the Jumpstart program the last three years has put pressure on faculty teaching loads, although we are happy to be involved in the program because it has huge potential for the University and the Department. The Department regularly relies on overload appointments and adjunct faculty to fill curriculum demands. We would like to be less reliant on overloads and adjunct faculty.

The communications department will also continue the development of SUU News online.

**English**

All four of our English Department specializations—creative writing, literature, secondary education, and creative writing/education composite—are up to date with TRACDAT reporting. Among these four programs, however, there is disparity in terms of reported outcomes, as some programs are still in the process of adding published objectives to the assessment process (literature), and the creative writing/education composite is not yet assessing the creative writing side of the program.
As for general education, our General Education Humanities courses need to be slightly tweaked—and we need to resubmit our materials to the GE committee. The GE Core courses offered through our Department—ENGL 10 10 and 20 10—are in full compliance with assessment procedures.

**History, Sociology, & Anthropology**

In 2016-17 an ad-hoc departmental committee defined program and student learning outcome goals for History, the Social Science Composite degree, Sociology, and Anthropology, and entered these assessment measures into Tracdat.

Beginning last spring, they began to chart their progress on assessing these goals. To date, History and the Social Science Composite degree are furthest along in assessing their stated goals. No unit assessment plans have yet been designed for our department’s minor programs (WGS, Ethnic Studies, and Sustainability Studies).

**Languages & Philosophy**

The trend for the entire Department of Languages & Philosophy has been fluctuation. We are currently on an upswing. Overall, the fluctuation has led to an increase of 25% (looking at unduplicated headcount) in the number of majors since 2005.

The PHIL major is relatively new. The Film & Screen Studies minor in which we participate is relatively new and our participation is increasing. We have been successful at placing students in med school, law school, and grad school, but not as successful at keeping track of all of these placements.

Philosophy feels very keenly the need for another PHIL professor as the number of majors and minors have increased. As a department we would someday like to have our offices in one area; as of now we are stretched across 4 floors of the GE Building. We would welcome more faculty development funds for training in assessment and other best practices. We have trouble at times scheduling classes at the best hours for our students because of a dearth of classrooms.

**Political Science & Criminal Justice**

Overall enrollment has been growing in all areas of the Department of Political Science and Criminal Justice. Our plan to increase or retain favorable numbers is focused on three components: recruitment, support of current students, and curriculum. For recruitment, we have developed a recruitment committee that consist of members from each of the majors in the department. Because our website is a useful tool in recruitment, we have also created a committee to focus on its improvement.
The second component is to support our current students. We will continue to support students with internships, graduate program advice and recommendations, as well as job placement and career advancement opportunities. Another avenue of support comes from our department scholarship. This scholarship is funded through private contributions from external donors, as well as POLSCJ faculty and staff. We are able to award several thousands of dollars in scholarships to students each year.

Third, we will continue to critique our curriculum. We are in fields that are constantly changing and as they change, we need to adapt. Ensuring students are getting the best out of their coursework is essential to being a successful department.

**Psychology**

Completion of the Unit Effectiveness Plan indicated several areas where the psychology department had strengths and some areas of weakness needing to be addressed. For example, the department demonstrated strengths in alignments with the SUU Strategic Plan, use of High Impact Practices, enrollment growth, and improvements in retention within our major. Weaknesses to be addressed include overall graduation rates within our major, and number of credits needed for graduation.

**Academic Programs Overview**

In the past year, we have processed a request to delete our Associate of Applied Science in Paralegal Studies/ Legal Assistant degree and implement an Associate of Arts/ Science in Legal Studies. This is currently at our accrediting body, the Northwest Commission of Colleges and Universities (NWCCU), for approval. We anticipate the new degree starting in spring 2018. The impact of this change cannot be assessed at this time but we are optimistic about its positive impact on our department and the University.

We are also in the process of creating a minor in global studies. It too, is at the NWCCU for approval and we anticipate a spring 2018 implementation date. International and intercultural knowledge is something we want for our students and they are demanding from us. While its impact cannot yet be assessed, we are also optimistic about this addition to our programs.
Faculty Development Recap

HSS faculty are committed to being excellent educators. During the 2016-17 academic year, our faculty completed numerous professional development activities. Some examples in this area include:

- Attending the Experiential Learning Leadership Institute and completing courses toward NSEE (National Society for Experiential Education)
  - In fact, the following faculty members have completed their NSEE certification:
    - Todd Peterson
    - Earl Mulderink
- Participating in Semester in the Parks
- Participating in Jumpstart
- Teaching concurrent enrollment courses for the local high schools
- Attending numerous Center for Excellence in Teaching & Learning (CETL) and Care & Support Team (CAST) workshops
- Becoming Allies on campus
- Leading study and service trips domestically and abroad
- Receiving Curriculum Development Grants for new course development
- Conducting research sabbaticals

Recognitions & Accomplishments

HSS faculty, staff, and students have received numerous awards and recognitions during the previous academic year.

Student & Alumni Spotlights:

- Tanisha Barker, a SOSC Composite Teaching major (now graduate), served as HSS Valedictorian.
- An English Education student won the Pestalozzi award (COEHD's highest honor). Also this year, the Elementary Education winner was an English Language Arts focus student.
  - Several students were offered paid year-long internships in lieu of traditional student teaching. All graduates are employed.
  - Continued 100% first-time pass rate for PRAXIS II exam for the 5th year in a row.
- Anthropology majors, Jenni Horner Young and Damon Swain, received first place prizes at the IIC's end of season gathering for their poster presentations on their summer archaeological internships with the Dixie National Forest.
  - They also won scholarship money for the 2017-8 academic year.
- Sociology and Anthropology graduate, Tom Seaton, recently was hired as “Great Basin Institute Research Associate” with the BLM Monticello, Utah office.
● James Cowser became the lead contact for NFL China where he completed an internship as a spokesperson as part of his capstone. In addition, he covered the NFL draft in China with ESPN.

● A recent Criminal Justice graduate (2015), Andrea Martinez, is the current Miss Nevada and will be competing in Miss America 2018. Her platform is P.A.C.T. (Police and Communities Together) where she works closely with the Las Vegas Metropolitan Police Department and has already won a STEM scholarship in the pageant.

● More than 25 Psychology students, mentored by our psychology faculty, presented peer-reviewed research papers or posters at the 2017 Rocky Mountain Psychological Association annual conference.

● Mckay West was accepted to the doctoral program in communication at West Virginia University. He was awarded a teaching assistantship.

● Bryan Paul was accepted to the doctoral program in communication at the University of Missouri. He was awarded a teaching assistantship.

● 2017 Anthropology graduates, Sterling Voortmeyer and Erin Hayden, gained admission to Anthropology graduate programs at Columbia University in NYC and Cambridge University in England.

● During the 2016-17 academic year, at least 11 of our psychology graduates were accepted into graduate programs, including:
  ○ Austin Gallyer, Ph.D. in clinical psychology at Florida State University.
  ○ Katerra Johnson Miller, Ph.D. program in school psychology at the University of Utah.
  ○ Norberto Rodriquez, Ph.D. program at the University of Washington.
  ○ Sean Vanhille, Ph.D. in neuropsychology at Brigham Young University.

● Many of our Political Science & Criminal Justice graduates are recruited and receive scholarships for graduate and law schools.

● Anthropology graduate Debora Cruz, currently a graduate student at University College London’s Institute of Archaeology, spent the summer excavating in Pompeii, Italy.

**Faculty & Staff Spotlights:**

● Several of our faculty were nominated and some were selected for SUU Thunderbird Awards.

● Many of our faculty received SUU Influencer certificates, and the list of top ten influencers in the University was heavily weighted toward HSS. In fact, one of our psychology faculty members, Danny Hatch, was recognized as **SUU Influencer of the Year** for the entire University!

● Jodi Corser received the Utah Campus Compact Presidential Award for Community Engaged Faculty.

● Mark Miller was awarded the Outstanding Scholarship Award for HSS.
Michelle Orihel was awarded the Outstanding Educator Award for Diversity and Inclusion.

Nathan Price received the Innovative Pedagogy Award for HSS.

One psychology faculty member was chosen as an Erasmus Teaching Fellow.

One faculty member was given the Faculty Award for Outstanding Instruction from the SUU Athletic Department.

Dr. Michelle Grimes successfully organized the 1st annual Child Clinical Psychology Conference in May on the SUU campus. The conference was well attended and by all accounts, a tremendous success.

Scholarly/ Creative Activities Highlights

Faculty within HSS contribute to the literature in their fields through peer-reviewed publications and other scholarly activities. In addition, our faculty serve on editorial boards for academic journals and participate in research endeavors with students. Highlights of articles, books, and other publications from 2016-17 include:

Additional publications include:


Kyle Bishop’s collection of scholarly articles on zombie literature, “The Written Dead: Essays on the Literary Zombie,” co-edited with Angela Tenga, was published by McFarland, a volume that includes another essay, “Teaching Zombies, Developing Students: Pedagogical Success in *The Girl with All the Gifts*. Another article, “Meeting the Monstrous through Experiential Study-Abroad Pedagogy” was published in the collection *Monsters in the Classroom: Essays on Teaching What Scares Us* (edited by Adam Golub and Heather Richardson Hayton for McFarland).

Kyle Bishop and former English education major Melanie Jensen co-wrote the article “Classrooms, Classrooms Everywhere, but Not to Slay or Think: The Domestic Learning Environments of *Buffy the Vampire Slayer*,” which was published in *At Home in the Whedonverse: Essays on Domestic Place, Space and Life* (edited by Juliette Kitchens for McFarland).


Matthew Eddy’s documentary film, “A Bold Peace” [with Japanese subtitles added], screened in commercial theaters throughout Japan during August. His film also screened at the Big Sky Film Festival in Missoula, the Ethnografilm Festival in Paris, the Seoul (South Korea) International Agape Film Festival, the CineAid Film Festival in Austin, the Eugene International Film Festival, the New Haven International Film Festival, and the Veterans for Peace convention in Chicago.


- Todd Peterson secured representation with literary agent Nat Sobel and signed a two-book deal with Counterpoint Press, working with editor Jack Shoemaker. Both books are novels. Each will receive hardback, paperback, and audio releases. The first, It Needs to Look Like We Tried, is slated to come out in spring of 2018. The second, Picnic in the Ruins, is scheduled for release a year or so after that.

HSS faculty are also heavily involved in professional organizations and academic conferences within their respective disciplines. In 2016-17, our faculty presented papers at a diverse array of professional conferences, including:

- Association for Education in Journalism & Mass Communication annual conference, Chicago, IL.
- Continuums of Service Conference, Denver, CO.
- International Society for Media, Religion conference. Seoul, South Korea.
- Iron County Historical Society. Cedar City, UT.
- Midwest Political Science Association. Chicago, IL.
- Mormon Media Symposium, Brigham Young University- Hawai'i. Laie, Hawai'i.
- Network of Schools of Public Policy, Affairs, and Administration conference. Columbus, OH.
- Popular Culture Association/ American Culture Association Conference, San Diego, CA.
- Rocky Mountain Psychological Association Conference. Salt Lake City, UT.
- Southern States Communication Association annual conference annual conference. Austin, TX.
- Utah Campus Compact 2017 Engaged Faculty Retreat, February 11, 2017, Moab, UT.

Professional Service Activities Overview

In addition to scholarly pursuits, HSS faculty are engaged in professional service activities on campus, as well as throughout the community. For example, several of our faculty serve as advisors for student clubs and honor societies. Other service highlights include:
Lisa Arter helped plan and host the Write Out Symposium. The event included 100 teenagers and five best-selling young adult literature authors who spent three days at SUU in a writing camp and “Career Tasting” workshops. Public author talks and book signing (as well as book buying partnered with the SUU Bookstore) were provided to approximately 200 people.

Jim Aton and Emily Dean planned and led archaeology surveys of Archaic and Ancestral Puebloan sites on Lost Spring Mountain on the Arizona Strip, the Paria Plateau in Vermillion Cliffs National Monument, and the Shivwits Plateau in the Parashant National Monument. Our group, the Colorado Plateau Archaeological Alliance, was hired by the Arizona Strip Bureau of Land Management to complete these three, week-long surveys and write technical reports on such.

Laura June Davis was invited to join the Membership Committee for the Southern Historical Association and will begin her term in November 2017.

Jonathan Holiman served as a guest Instructor in Wuhan, China, Wuhan Polytechnic University, Critical Thinking, Nov. 18 – Dec. 6, 2016.

Lance Jackson serves on the Adobe Customer Advisors Team.

Earl Mulderink served as an Editorial Board Member for *Experiential Learning & Teaching in Higher Education, A Journal for Engaged Educators (ELTHE)*, a new peer-reviewed journal endorsed by the National Society for Experiential Education (NSEE).

Liz Olson is now co-editor of an open access, peer reviewed, journal of the Society of Ethnobiology, *Ethnobiological Letters*.

Michelle Orihel served on the Program Committee for the annual meeting of the Pacific Coast Branch of the American Historical Association (PCB-AHA), which was held at California State University Northridge, August 2017.

Psychology faculty cumulatively contributed more than 400 hours to professional service across the department, college, university, community and profession during the 2016-17 academic year. Further, Dr. Garrett Strosser served as University IRB Chair. Finally, Dr. Steve Barney served as the conference organizer for the Rocky Mountain Psychology Association Annual conference, with SUU serving as the host institution.

**Future Goals & Objectives**

The College of Humanities and Social Sciences has closely aligned goals and objectives with those of the University. Faculty and staff share a commitment to a dynamic learning environment, quality instruction, engaged and experiential learning, and the professional success of our students. Collectively, we seek to maintain and strengthen all aspects of our shared vision. There are several specific
future goals and objectives we have identified that will be our focus over the next year.

Faculty/ Staff/ Programs

● Contribute to the growth of the Psychology major by hiring two exceptional new faculty members. One position will help support the very popular Human Services Specialization, which has grown expansively the past two years. The second faculty line will go to a researcher specializing in one of the experimental research based specialties within the discipline. These new faculty will continue a strong tradition in Psychology, whose goals and ideals align with the college and SUU mission.

● We seek to sensibly grow the MPA and MAPC programs by providing necessary resources to facilitate growth and strengthen these programs and the departments that house them. An additional faculty for each of these growing degree programs would help alleviate the excessive number of overloads being used to support course instruction. Budget requests will be submitted in the Fall of 2017 to attempt completion of this objective.

● HSS will work directly with Human Resources to fully implement the change of the HSS office organization model to that of a Business Manager model. Classification of the Office Manager position needs to be updated to facilitate growth opportunities in the position. The Dean will work with the HR Director during the Fall of 2017 to complete this goal.

● HSS will continue to support and further develop the dual degree program with Wuhan Polytechnic University in China over the next year. The first group of 19 Chinese student cohorts arrived on the SUU campus to begin the Fall 2017 semester.

● Continue to support and strengthen the SUU-based general education program in South Korea. We are now in the second year of this program, beginning the fourth session in October. HSS will continue to work with departments contributing to this program and will seek to add additional courses to the program in strategic areas.

Curriculum

● The college will continue the effort from last year by careful scrubbing class schedules to streamline curricula, faculty workload, and room scheduling.

● We will seek to increase offerings of online courses in select areas to alleviate demand in our most popular programs. A needs analysis during the fall 2017 semester will be conducted to identify specific courses that would fit this profile.

● HSS will monitor and report on the number of course releases and their relationship to administrative duties outside of the scope of standard faculty activity.
Finally, HSS will seek additional ideas on how to continue to streamline curricula given the growth of the university over the past three years and the limited available classroom space. One such approach may be hybrid course that includes both on-campus and online elements.

**Other**
- HSS will seek to increase opportunities for student internships by partnering more directly with the SUU Intergovernmental Internship Cooperative (IIC), Sponsored Programs Agreements, Research and Contracts (SPARC) and external funding agencies. HSS will work directly with these offices over the academic year to identify potential funding and internship opportunities relevant to HSS students and their faculty mentors.
- HSS will continue to work closely with the Provost’s Office as the remodel and relocation of the Writing Center takes place in the fall/winter of 2017. This is a welcomed project, as the utilization of the Writing Center by students across campus has led to the current space to be cramped and ineffective.

**Additional Department Specific Goals and Objectives**
- This year the English Department will work to better align their department learning outcomes to those of the university. This will help students make a smoother transition from general education courses to major courses, and highlight the continuities between these two parts of their education. The literature program will be the focus this academic year.
- Because an understanding of politics, government, law, and criminal justice are essential to civic engagement, the Political Science and Criminal Justice Department will continue to engage additional political, judicial, and legal assets beyond the campus. The department will expand experiential learning opportunities through community outreach and seek greater student involvement through media and classroom communication.
- The Criminal Justice program seeks to solidify gains made through the recruitment and hiring of talented new faculty, while continuing to attract and retain majors.
  - We are committed to increasing retention rates from 73.5% to 80% through enhanced pedagogy and expanded experiential learning opportunities.
- The Political Science and Criminal Justice Department will continue improvements to the Legal Studies program with a focus on drop, fail, and withdrawal rates. The Coordinator of the program will develop and implement plans to improve DFW rates.
- The Political Science program has experienced a fluctuating retention rate. In an effort to strengthen and stabilize retention, increased emphasis has been placed on informing and educating students regarding career opportunities in the fields of political campaigning, management, polling and
The Department has developed new recruiting efforts and is determined to attract and retain students interested in politics and political science.

- For example, the Department participated in the Utah Colleges Exit Poll (UCEP) during the 2016 presidential election by recruiting undergraduate Political Science and graduate MPA students to assist with interviews at three polling sites in Iron County. This event was a collaborative effort with the Department of Communication at SUU, as well as other universities across the state. The UCEP began in 1982 and is the only statewide survey of its kind in Utah.

- Psychology will monitor courses with a 20% or greater drop, fail, and withdrawal rate and implement changes where necessary. Assessment of the number of credit hours necessary for program graduation is another objective this academic year.
Challenges & Opportunities

Growth has contributed to a premium being placed on space across campus. This past year summer, the Psychology Department suite of offices was expanded to include four new offices for faculty. While this remodel greatly adds to the collegiality of the department, additional space requirements remain the greatest challenge across the college.

Space

- The college will work closely with the Provost’s Office on design plans for the Braithwaite Building to more fully realize a long-term functional design that fits with the historical significance of the Braithwaite and the behavioral intentions of each floor. This includes an HSS Dean’s Office suite to accommodate college staff, more efficient use of classrooms, and additional office space for the English Department, whose faculty are now scattered across campus.
- Laboratory space and a clinical observation room for psychology are needed immediately for the department to continue providing high impact teaching practices.
  - To accommodate faculty in other departments and colleges, three rooms intended to be used as laboratory space for student and faculty research are currently being used as faculty offices. This strains the ability to continue to offer classes, especially those with a laboratory component. A budget request will be prepared this fiscal year to remodel existing space in the GC Building to provide laboratory space and a clinical observation area.

Budget

- One of the more pressing issues in HSS is our woefully small E&G budget that is supplemented with program fees. HSS will work with the Offices of the Provost and Finance over the next year to identify an appropriate formula for distribution of E & G budget across colleges based on SCH’s. Program fees within the college will also be monitored based on SCH’s and the equitable distribution of these funds, as budget requests exceed available funds.

Curriculum

- We are working with Engineering to explore the possibility of team-teaching ENGR 1010 -- Engineering in the 21st Century, a General Education course, by infusing perspectives from HSS with existing course content. We envision a collaboration that could include several HSS faculty in the development and delivery of a high impact course in a similar vein as Jumpstart.
- The college of Humanities and Social Sciences also has the opportunity this year to develop and design the American Institutions General Education
requirement. Dr. Ravi Roy is chairing an effort to innovate this requirement by considering the structure, content, and pedagogical methods of the three courses that currently satisfy this requirement. We look forward to an innovative set of ideas to emerge from this effort.

Other

- The College of Humanities and Social Sciences is looking forward to working with all of the Departments within the College in the coming year as we seek to vertically align our Leave, Rank, and Tenure Policies with those of the University. We are excited with the opportunity to explore innovative strategies for rewarding the many and diverse talents of our faculty.