STRATEGIC PLAN FOR THE COLLEGE OF ARTS AND SCIENCES

(2013-2018)

The College of Arts and Sciences (CAS) strategic plan was developed over the fall semester 2013 with input from the nine academic departments in the college. The CAS strategic addresses the following four core themes of the University Strategic Plan:

Core Theme One: Cultivating Teaching Excellence

Core Theme Two: Provide an Environment for Learning

Core Theme Three: Promoting and Engaging in Civic Responsibility

Core Theme Four: Enhancing the Community

Essentials for Success

THE PROCESS:

With input from faculty, each Department Chair prepared and presented the departmental strategic plan at a Department Chairs meeting during Fall 2013 semester. These Department Chairs sessions collectively addressed departmental strategies in the context of the University Core Themes. This information was used to develop a strategic plan for the College of Arts and Sciences that:

- reflects the mission of the College of Arts and Sciences,
- identifies our core programs and strategies to continue the mission,
- identifies and addresses the college’s support programs,
- identifies and addresses the college’s service programs,
- addresses graduate programs,
- addresses the interdisciplinary programs,
- identifies steps to improve the efficient operation of the college.

Each department’s strategic plan is contained in this folder.
PREAMBLE TO THE STRATEGIC PLAN

The College of Arts and Sciences (CAS) is the single-most significant unit within the university. CAS holds this distinction by virtue of the long-held and time tested traditions of the liberal education in America. These traditions are embodied in certain responsibilities common to the arts and sciences. These responsibilities include:

1. Providing a broad foundation designed to produce an educated citizen living in a democracy, regardless of their chosen profession.
2. Recognizing and connecting scholarship with quality teaching.
3. Providing a quality base of study at the undergraduate level in the form of majors and minors.
4. Promoting faculty excellence through scholarship.
5. Providing a force in leading thought in contemporary society.
6. Producing graduates who embrace rational thinking and the power of reason.
7. Recognizing the primacy of quality over quantity.
8. Substantiating progress and performance through accreditation, national and international recognition and other measures supporting the pivotal role of CAS as the intellectual center of the university.
9. Balancing teaching, scholarship and service in the CAS to produce a healthy, stimulating and engaging environment.

These serve as the major guiding precepts for the future aspirations of the CAS. These responsibilities have not occurred de novo, but are reflections of the Association of American Colleges and Universities’ study College Learning for the New Global Century (2007) and the Council of Arts and Sciences document entitled Liberal Education and Students’ (2008) Success and MUS General Education Outcomes. The former points out that, while the liberal education in the 20th century was an “option for the fortunate”, it is now a necessity for all students for informed citizenship. This report also makes clear that “all schools, community colleges and universities, across all fields of study” must embrace the precepts of the liberal education. The latter report reiterates these same propositions in terms of learning outcomes.
In developing any long-range plan, realistic expectations must navigate amongst existing challenges and opposing forces in order to achieve strategic goals for the CAS. These challenges are clear and include:

1. a decreasing student pool because of demographic and geographic realities,
2. a decreasing faculty and staff base because of economic forces coupled with inconsistent and unpredictable allocations of resources,
3. failure of contemporary society in general, and the university system in particular to distinguish between education and training,
4. a reduced emphasis on the importance of General Education to student success,
5. absence of a marketing program for CAS emphasizing the importance of Arts and Sciences to career success.

THE PLAN

The following is a plan for the College of Arts and Sciences for 2014-2019. It sets forth an ambitious and attainable series of goals for the college addressing each Core Theme and the Essentials for Success as outlined in the University Strategic Plan. The plan reflects an effort to maintain, enhance and deliver academic programs without compromising their quality while also addressing and meeting the challenges and constraints.

At a time when human knowledge is expanding at a dramatic pace and financial resources are limited, the college can neither offer nor excel in every scholarly discipline. Rather, it must identify, and invest new resources in targeted academic initiatives that advance the college’s educational programs and reputation. Doing so requires a plan that clearly defines the college’s aspirations and charts a course for achieving them. Such a plan must attend not only to allocating resources to the college’s priority areas but also to increasing the resources available to achieve these goals. It must also be closely aligned with institutional objectives, as embodied in the University's strategic plan. The plan presented here seeks to provide such guidance for the College of Arts and Sciences for the next five years. The College of Arts and Sciences will be vigilant in planning and resource allocation processes to ensure that investments are being directed to those academic initiatives having the highest priority. This link between budgeting and planning will be coupled with the active management of existing resources.
Core Theme One: Cultivating Teaching Excellence

OPPORTUNITY: DEVELOP A CULTURE THAT MAINTAINS AND SUPPORTS RIGOROUS ACADEMIC ACHIEVEMENT AS WELL AS CREATIVE AND INQUISITIVE SCHOLARLY ENDEAVORS.

The college of Arts and Sciences will engage in endeavors that lead to a culture that maintains and supports rigorous academic achievement as well as creative and inquisitive scholarly endeavors through the following tasks:

Task 1. Offer a comprehensive curriculum in each major to prepare students for 21st century jobs

Actions:
- Strengthen the curricula to reflect currency and balance.
- Strengthen faculty and staff resources to support CAS programs. These include a globalist in History; new media specialist in Communication; woodwind musician; printmaking and art gallery professional; Herbarium curator; Hematologist/Parasitologist; Psychology Assessment specialist and others.
- Develop collaborative programs: Explore with International Studies, and other campuses/colleges/departments. Existing collaborations such as Music Business Option, teacher education programs, Mathematical Proof class (M242 course) with MSU-Bozeman and the Medical Lab Science program will serve as models.
- Develop program brochures to publicize and promote CAS curricula.
- Strengthen the Environmental Sciences and Medical lab Science options in Biology
- Enhance the quality of English curriculum by restructuring to incorporate more emphasis on globalism through comparative literature.
- Further integrate Honors courses in all CAS majors.
- Expand/Improve online offerings.
- Develop and execute new programs
  - Associate of Science in Chemistry
  - Commercial Jazz Music Program
  - Creative Writing as an Option for the BA major in English
  - BA major in English to Extended major
  - BA in Native American Studies
  - BA in Political Science
- Enhance writing/speaking skills through writing and speaking across the curriculum.
- Strengthen the Pre-engineering Program.
• Add an English Studies course required of all English majors and minors.
• Incorporate the visiting scholar/writer/person of experience course in appropriate majors.

Task 2. Maintain existing faculty and seek additional lines and support staff for effective delivery of programs.

A long-term trend of instability in filling vacant positions threatens retention, scholarship, and the total productivity of the college. Fixed term or unfilled positions make it difficult to build and support programs. Reliance on part-time instructors makes it difficult to ensure quality of teaching and to offer upper-level and graduate courses. Meeting the existing need of offering courses (for example, Communication for the BSLS program, and upper-level Communication courses for majors), the new realities of limited lab space (maximum of 24 students per lab in the new science building) and the uncertainty associated with part-time help, maintaining current accreditations and attaining new ones will depend on additional (tenure-track) staffing.

Support staff (technical) contribute to excellence by acquiring resources required for undergraduate labs and studios. Approximately 100 labs/studio sections are offered each semester in Art, Music and the Sciences that are equipment and supplies intensive. Full time technical support staff is necessary for these areas.

The college will invest in selected academic initiatives that are best positioned to advance the university’s educational programs and reputation. The initiatives target programs that:

1. represent fundamental components of an undergraduate arts and science curriculum
2. make important contributions to valuable interdisciplinary programs
3. have the greatest potential to create new knowledge and achieve national distinction

Actions:
• Develop succession planning for retiring faculty in CAS.
• Develop a prioritized list of resources (faculty, support staff and facilities).
• Advocate and seek faculty lines in Art (Printmaking), Sciences, Communication (Media), Criminal Justice, English, History, Modern Languages, Music (woodwinds), Psychology, and Political Science.
• Advocate and hire full time technical support staff in Art, Music and Sciences.
• Review and propose adjustment of lab fees in all courses.
• Work with MSUB Foundation to seek sponsorship for endowed positions.

Task 3. Strengthen and Maintain Performing Arts and Sciences
The visual and performing arts are key to the aesthetic and intellectual integrity of the college and an immediate link to the community. Theatre, music, and art programs that interact with the larger Billings community must be further developed or the CAS and the university will lose interest by the community, and that loss translates into fewer
advocacies at the state level. With fund-raising for a new addition to the science building on its way, it is imperative to showcase the sciences and demonstrate the relevance and importance of the sciences to the community. This is imperative because of our geographic location and regional importance in energy, environment and healthcare. Therefore, the college will maintain its current strengths in these programs and attempt to grow them through the following actions:

**Actions:**
- Maintain Accreditation of Art and Music Programs (NASAD and NASM)
- Seek programmatic accreditations (Chemistry-ACS, MPA-NASPAR)
- Strengthen student preparation for state, regional and national arenas.
- Integrate the Art Gallery complex into the Art Curriculum by offering courses that promote hands-on learning in a professional art gallery setting.
- Work with MSUB Foundation on strategies for attracting donors for the sciences.

**Task 4.** Support faculty research by establishing a research center and research space within each department where department faculty can house their research materials and collaborate in research.

**Actions:**
- Work with the Space Allocation Committee and the departments to designate appropriate space for housing research materials. (Office space has been designated in the Department of English and Philosophy and the Women’s Studies Program and faculty and students have begun to utilize the centers).
- Offer printed catalogs of The Northcutt-Steele Gallery’s professional, student, and community-based exhibitions to improve the reputation of the gallery and provide a lasting record of the Department’s creative and scholarly accomplishments.

**Task 5.** Develop a plan to support research and creative endeavors involving undergraduate and graduate students in all CAS departments.

**Actions:**
- Promote additional research, grant activities and interdisciplinary projects.
- Work with the MSUB Foundation and the Grants and Sponsored Programs Office.

**Task 6.** Further develop and maintain outcomes assessment for all programs.

**Actions:**
- Continue the assessment practices for each program.
- Implement changes as appropriate.
OPPORTUNITY: DEVELOP A BRAND OF EXCELLENCE FOR THE SCIENCES AT MSU-BILLINGS

Task 1. Digitize the Herbarium and develop a national database

Actions:
- Database the extensive collection of herbarium specimens.
- Integrate the collections into a regional and national database.
- Digitize each specimen.
- Develop a website for the Herbarium.

Task 2. Identify and cultivate discipline-specific research partnerships

Actions:
- Support research related to Crohn’s disease. (St. Vincent’s Healthcare).
- Continue to build partnerships with high schools through Murdock partnership grants.
- Continue to strengthen participation in INBRE, COBRA and other grants.
- Support research related to Dysautonomia (with MSU).

Task 3. Continue to advise the public on science-related matters

Actions:
- Engage in community, regional or state-sponsored programs (State Water Quality Board).
- Build partnerships with local, state and federal agencies.
- Build relationship with tribal colleges through NOYCE grant.
- Be the source for science related matters.
- Sponsor seminars and presentations by outstanding researchers.
- Showcase state of the art science instrumentation through open houses.

Task 4. Enhance the role and visibility of the Physical Sciences in the Community

Actions:
- Explore opportunities for an endowed chair in geoscience recognizing the importance of regional energy development.
- Develop ongoing liaisons with regional employers such as local refineries, energy labs and other businesses relying on the physical sciences.
Core Theme Two: Provide an Environment for Learning

**OPPORTUNITY: ENHANCE PROGRAMS THAT HAVE ROOM TO GROW AND POTENTIAL TO EXPAND**

Task 1. Complete the Program Prioritization assignment.

**Actions:**
- Identify phase out programs.
- Identify programs that need to grow.
- Identify programs to be maintained.
- Identify programs that can be integrated.

**OPPORTUNITY: EXPAND GRADUATE PROGRAM OPPORTUNITIES.**

Task 1. Evaluate the needs for graduate programs in Arts and Sciences

**Actions:**
- Continue to collaborate on the assessment of MPA Program and prepare for implementation of the entire program at MSUB.
- Develop graduate programs in Art, Biology and Music (MFA)
- Develop graduate/professional certificate program in museum studies and/or arts administration.

**OPPORTUNITY: ENHANCE STUDENT LEARNING THROUGH CUTTING EDGE TEACHING AND LEARNING TECHNIQUES THAT UTILIZE TECHNOLOGY, EXPERIENTIAL LEARNING, INTER-DISCIPLINARY APPROACHES AND WELL ASSESSED AND ANALYZED GENERAL EDUCATION PHILOSOPHY**

Task 1. Fully utilize the potential for art and technology.
The Art Annex has the potential to be a place where technology and creativity could coalesce. Advancement in fabrication technologies such as 3-D printing, laser cutting, and CNC routing are already implemented within industry and having a space for students to interact with this technology could be a major advantage for student learning.

**Actions:**
- Implement technology into the curriculum and educational philosophy in CAS programs.
• Improve science, sculpture and ceramics facilities. The science labs and Art Annex cultivate active learning. These disciplines give students the ability to physically work out ideas and problem solve on a direct level. More space and access to up to date equipment would allow instructors to prepare students for not only more rigorous academic achievements but also placement in an ever-changing workforce environment.

• Better utilize Art Gallery to support programs and curriculum, as well as for concerted fundraising and collaborative ventures.

• Stabilize gallery budget.
• Formally integrate gallery professional practices into the Art curriculum.
• Explore option of remodeling the Outer Gallery and lobby to more professionally and securely display artwork, to engage students and public with innovative displays and comfortable seating, and to provide a desk for gallery sitters.

• Better utilize social media and web presence to advertise gallery and its programming.
• Stabilize theatre performance budget (currently run through Student Affairs).
• Establish the Center for Women’s Studies and enhance program development.

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Task 2. Identify new program opportunities and potential markets.

Actions:
• Pursue participation in the WICHE ICE program.
• Coordinate with tribal colleges and other two-year programs to provide courses and diversity training

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Task 3. Enhance student engagement

Actions:
• Further develop a regular cycle of student engagement in faculty research through:
  1. Formalized credit-bearing research opportunities.
  2. Replace practicum with more appropriate research based courses.
  3. Separate internship from research experience in graduate program.
  4. Working with the hospitals and clinics, develop more frequent lab meetings and new course numbers for internship.

• Promote Student Engagement through:
  1. Sigma Tau Delta English Honor Society (has existed at MSUB since 1981)
  2. Student scholarships.
  3. Poetry contest.
  4. The Rook.
5. Writer’s Roundup.
7. Peer tutoring.
9. MSUB Poll.
10. Model UN.
11. Service Learning.

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<th>OPPORTUNITY: CONTINUE TO STRENGTHEN THE UNIVERSITY INITIATIVE TO EXPAND OUTREACH AND RECRUITMENT OF INTERNATIONAL STUDENTS.</th>
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Task 1. Expand partnerships with foreign universities

**Actions:**
- Articulate course transfer with Winchester University.
- Encourage more exchange with Central and South American Universities for modern language majors.
- Maintain and expand partnerships with Xuchang University (China).

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**Core Theme Three: Promoting & Engaging in Civic Responsibility**

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<th>OPPORTUNITY: STRENGTHEN MSU BILLINGS’ REPUTATION AS A LOCALLY, REGIONALLY AND GLOBALLY-ENGAGED INSTITUTION</th>
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Task 1. Determine for each discipline/unit which activities are relevant and begin to infuse these activities into the curriculum/program.

**Actions:**
- Continue to broaden undergraduate internships.
- Strengthen internships in Music with Metra Park, Billings Symphony and Chorale, NOVA KEMC and Yellowstone Boys and Girls Club.
- Incorporate volunteer developmental opportunities.
- Renew the Model U.N. program and Political Science Club to engage students.
- Continue MSU Billings Poll.
- Continue to broaden graduate internships in Psychology with more formal agreement with the Center for Families.
- Extend fieldwork into daycare and nursing home facilities for Psychology students.
Task 2. Enhance public recognition

**Actions:**
- Music Festivals, Art shows, open houses and similar activities.
- Speaking/performing at service clubs.
- Hosting students on campus from surrounding schools.
- Student and faculty performances in Music.
- Sending touring groups to service clubs and schools.
- Exhibitions in the Art Gallery.

Task 3. Cultivate more community partnerships

**Actions:**
- Start mental health presentations in community settings.
- Provide continuing education courses.
- Strengthen the Mathematics Education Group (MEG) (collaborative program with College of Education for Math majors to tutor junior high and high school students in mathematics in schools in Billings).
- Develop ongoing internships with regional labs and companies and facilities relying on expertise in biology and chemistry such as Energy Labs, refineries, special K Ranch and the Experimental Station in Huntley, MT.

Task 4. Increase opportunities for global engagement

**Actions:**
- Strengthen global engagement by providing regular opportunities for semester-length study abroad for students.
- Promote faculty exchange, visiting scholars, scholars in residence and speakers.
- Strengthen Modern Language instruction by offering more foreign languages.
- Articulate course transfer with Winchester University.
- Encourage more exchange with Central and South American Universities for modern language majors.
- Maintain and expand partnerships with Xuchang University (China).
- Develop recruitment and promotional materials each program.
- Develop an advertising campaign to promote CAS programs.
Core Theme Four: Enhancing the Community

**OPPORTUNITY: ENGAGE THE COMMUNITY THROUGH A WIDE RANGE OF ACTIVITIES AND EVENTS.**

**Task 1. Continue to engage faculty in activities that benefit the community.**

**Actions:**
- Continue poetry readings in the community.
- Start mental health presentations in community settings.
- Enhance faculty engagement with local institutions (Montana Women’s Prison).
- Complete the term of Poet Laureate.
- Continue participation in Writer’s Roundup.
- Continue participation in Book Fest.
- Open Literature 499 presentations to the public.
- Leverage service learning partnerships.
- Continue participation in Chicks in Science, Science Fair, Science Bowl.
- Continue Chemistry Magic shows, Recitals and Exhibitions.

**Task 2. Engage members of the community.**

**Actions:**
- Create a creative writing contest to engage members of the Billings community.
- Provide continuing educational courses – perhaps with new extended campus.
- Exhibitions and related programming offered through the gallery by showcasing work by artists from wide range of cultural and socioeconomic backgrounds, drawn from our local community as well as artists working both nationally and internationally.

- Continue theatre performances in community settings.

**Task 3. Identify and cultivate outreach opportunities between the sciences and the community to promote/increase science awareness.**

**Actions:**
- Continue to partner with Billings Clinic on the Regional Science Expo.
- Continue to participate in the Chicks in Science event.
- Continue to offer Chemistry Magic Show – Delivered to local schools and other events.
- Faculty presentations and open forums such as “Faculty Friday” presentations, guest speakers on a science topic of national/global concern.

- Incorporate elements of design in the science building that support outreach initiatives.
Essentials for success

- **Faculty Excellence**
  Faculty quality is the single most important factor in achieving success in each of the College’s missions. The College must continue its achievements in building a faculty that is nationally and internationally recognized for its outstanding contributions to the development and transmission of basic knowledge about the natural and social world. Therefore, the college will focus on increasing opportunities for professional development, research and scholarship through external grants.

- **Safe Learning Environments**
  Most of the structural and mechanical problems associated with the science building will resolve with the new building. The absence of a designated radiation safety officer is a dangerous situation. Should an accident with isotopes occur, the university would be liable. Art Annex and other art studios in the Liberal Arts Building pose serious safety issues and in need of attention.

- **Better Organizational Structure for the College to Enhance Efficiency**
  CAS currently has nine departments that are serviced by eight administrative assistants (three departments share two administrative assistants). Three of those departments are multidisciplinary. The Deans office is served with one administrative associate. An Associate Dean, a coordinator for BSLS program with instructional responsibilities in the Communication and Theatre Department are desirable. Full time technical support staff for Art, Music and Sciences is imperative.

- **Interdisciplinary Programs (BSLS and BAS)**
  A more structured infrastructure (Program Coordinator) needs to be in place for advising, and coordination of the BSLS program among the College of Arts and Sciences and the other colleges at MSUB. Communication courses are most frequently sought for thematic concentration. A full time program coordinator with 0.5 FTE teaching responsibilities in Communication is imperative to address the current needs of this program.

- **Investment in Academic Initiatives and Future Directions/Projections**
  The rich connections among its individual programs are a significant strength of the college. Such links are especially visible in the variety of its interdisciplinary activities. While these investments will be targeted at selected departments, they will be designed to take advantage of these connections so that their benefits extend throughout the university.

*Art.* In our rapidly changing visual culture, students must understand the social, aesthetic and political dimensions of images. Because thinking is pictorial, fortune will favor those, in the professions and trades, who have/can freehand sketch; first on paper and then with new medium. The meaning of freehand sketching will change from its once having been an exclusive form of self-expression to representing a new way to
conceptualize and communicate in a non-art related manner. The Department of Art is accredited by the National Association of Schools of Art and Design (NASAD).

The Art Department is revitalized with new faculty in all areas of studio art. All are recent graduates who bring new perspectives, energy and expertise to offer a state of the art program. Unstacking the classes is necessary but will require resources. Ceramics and Sculpture studios need relocation closer to the other art studios. A new building housing all art studios will be ideal. The Art programs have strong community support. Art courses with education rubric should comply with the common course numbering. A tenure track faculty member in printmaking will provide continuity and stability to the program. Technical support to maintain equipment and facilities is needed.

**Communication and Theatre.** The department has one of the largest number of majors in CAS and also services BSLS with upper division courses and the general education program in addition to a graduate program in Public Relations. A majority of part time faculty are hired to teach the general education courses. B.A degree in theatre is distinct in Montana. Theatre programs warrant strong integration with community resources in performing arts. Service expectations inherent to the TT position will lead to expansion and better realize the program potential and community expertise. The department will strategically address the theatre program by exploiting intellectual synergies within and between the departments and enhance partnerships with the local theatre groups. Additional faculty lines are necessary to better serve the students and the program.

The disciplines of *English, Math and History* lie at the foundation of virtually every liberal arts curriculum. The college is fortunate to have at its core outstanding Departments of English, Math and History that teach large numbers of students with effectiveness and commitment. Their broad compass enables them to contribute to other majors and the general education programs. Maintaining the size of these departments is extremely important to the overall academic health of the student body.

**English.** The Department of English is the centerpiece of literary scholarship in the college and contributes to undergraduate education across the university by teaching students to think and write clearly and creatively. The study of literature anchors a liberal education by teaching students how to interpret the complexities of textual and symbolic cultures, past and present. The department also houses the discipline of Philosophy and more recently the Modern Languages. Philosophy courses are most sought out courses in the academic foundations category of Humanities whereas the Modern Languages provide for the language requirement for a number of Arts and Science majors. An investment in the department of English, Philosophy and Modern Languages will strengthen its disciplinary core and provide a stable structure to the University Honors Program and the General Education Program while reducing reliance on the part-time faculty to a manageable maximum.

**History.** The study of history challenges students to understand societal change and process and provides a long-term perspective on contemporary affairs. In addition to serving their own undergraduate students, faculty in the Department of History are an important bridge to a wide range of interdisciplinary programs and research activities.
across the college. Like many other programs in the college, faculty in all areas of History are lacking. Qualified part time faculty are not available in the community to fill this curricular hole. Investment in this department will allow it to build on its strength in American history and to restore in European and non-western history fields that are important to the college’s area studies programs and to the international component of the undergraduate curriculum. The program needs a global studies specialist (preferably in the area of Middle Eastern or Asiatic studies), a late 20th century American history specialist (with a subfield in African American history and popular American culture), and an early modern/enlightenment era European historian.

**Mathematics.** The department of Mathematics fills a critical niche in the university curriculum. Currently the department also houses the discipline of Statistics. With the retirement of the only statistician in December 2008, the department has a serious hole in the curriculum and expertise. A faculty member in Statistics is needed.

**The Modern Languages.** At the heart of multicultural education is foreign language and never before in the history of the world, with globalization overtaking us is the worth of foreign language so important. Today we know that learning a foreign language creates a neural flexibility in thinking, not unlike that which mathematics causes but it is also a window into the soul of those from other cultures, the cultures of our forebears. The college will maintain its current major in Spanish and will continue to offer other languages through adjunct faculty.

**Music.** Our music programs are sought statewide for teacher preparation while faculty and students have distinguished themselves in the national arena. However, the Music Program as in any other university is a high cost program. The college will explore partnerships to reduce the high cost of the program and attempt to maintain the existing resources. The program has shown 63.9% growth over four years and 18.3% over 2012-2013. With new faculty hired and new Music Business Option approved by BOR, there is potential to grow. A faculty line in woodwind/high brass is desirable.

**Psychology.** Psychology is among the largest enrolled programs in the college. The department also offers a unique Master’s program that has great potential for growth with the university’s initiative to recruit students from China. A new faculty line will enhance the graduate program and also support the undergraduate program. Financial incentives (graduate teaching assistantships) will be necessary to recruit and retain graduate students.

**The Sciences.** The study of living systems is poised for explosive growth. To keep up with the demands of the fastest growing healthcare industry, the sciences must grow. The department has one of the largest number of majors in the college and has been highly effective in stimulating undergraduate research, through departmental programs and through external (INBRE, Murdock and DOE) and internal grants. The department has obtained the university’s very first patent. The department also serves the largest number of pre-professional students at the university campus and the City College. Maintaining the existing resources and providing stability to the staffing of required courses is critical. Two required courses in the program (Hematology and Parasitology) are
currently taught by part time faculty whose future availability is uncertain. Permanent staffing in this area will also help stabilize other areas in the Biology degree program.

Support is needed to operate the herbarium, greenhouse and labs. Lab enrollments in the biology programs will be limited to 24/lab section (currently 36/lab section) in the new science building. A full time lab instructor will be essential to staff the additional lab sections. The Science Technical Services position needs to be full time to provide the support for increased number of labs offered both at the City College and the University campus and the increased responsibilities related to ordering, receiving and disseminating supplies for research. A full time technician with expertise to maintain the diversity of science equipment (e.g. HPLC, GCMS, and SEM) will minimize downtime and streamline the use of this equipment to faculty and students on a regular basis.

**Criminal Justice, Sociology, Political Science, Public Administration, Native American Studies and Environmental Studies.** The social and behavioral sciences are an important component of a liberal arts education. Along with criminal justices, these disciplines are currently housed in the Department of Social Sciences and Cultural Studies. The college will maintain the current strengths in sociology and will strategically invest in criminal justice, political science, Native American studies, and the environmental studies. With the state mandates for Indian Education for All, and the need to serve adult learners, it is imperative that the college address the growing populations of Native American Students in the university. To this end the college will propose a major in Native American Studies and pursue the tribal leadership emphasis in the MPA program. The increasing national emphasis on sustainability warrants the growth of the environmental studies area. Providing appropriate faculty support for these programs will be key to this initiative.