

**College of Liberal Arts
Academic Plan 2017-2023
Mid-cycle Review 2020**

(Approved by the President's Cabinet on May 7, 2020)

I. Introduction



State your department/school/college mission statement.

The College of Liberal Arts values engaged teaching and learning; innovative research, scholarship, and creative expression; and committed service to local and global communities. We expect our students to think, read, write, and speak effectively; to acquire foundational knowledge in the humanities, social sciences, and natural sciences; and to develop expertise in their chosen fields of study. We celebrate a diversity of people and ideas. We foster civility, ethical behavior, and personal responsibility. And we embrace our role as citizens in an increasingly interdependent world.

Outline briefly your “vision” for the 2017-2023 planning cycle.

The College of Liberal Arts is the initial point of academic contact for most first-time students at Texas State, with thousands enrolled in our core courses. We also serve more than 6,000 undergraduate and graduate majors and more than 4,000 minors. Over the next six years, our nine departments and three interdisciplinary research centers will advance the essential work of the college: to create a diverse, intellectually challenging environment in which teaching and learning flourish. We will continue to advocate passionately for the value of liberal learning. And we will be guided in our work by the following vision:

- To provide a quality education for undergraduate students in both core courses and degree programs; to sustain and develop outstanding master’s and doctoral programs in the humanities and social sciences.
- To hire and retain high-caliber faculty and support their intellectual and creative pursuits; to contribute to the university’s growth as a research institution.
- To increase public awareness of the value of the humanities and social sciences; to serve communities beyond the university in promoting the greater good.

Using University goals and initiatives as a guide, list and briefly describe your top five priorities for the 2017-2023 planning cycle and indicate the university goal/initiative to which each unit goal is linked.

Because of the varied nature of the departments and centers in the college, we emphasize planning at the “local” level. Individual department/center plans thus remain important blueprints for the college over the next six years. The following priorities do not displace those plans but rather capture shared concerns and major initiatives.

1. Develop new PhD programs. [3.1, 3.2, 3.3, 2.1]

- Gain approval for, and implement, PhD in Applied Anthropology [\[COMPLETED\]](#)
- Grow and strengthen MA in Psychological Research; propose PhD in Clinical Psychology. [\[IN PROGRESS\]](#)
- Grow and strengthen MA in Technical Communication; propose PhD in Scientific and Technical Communication [\[ON HOLD\]](#)

2. Increase research and creative activity. [3.1, 3.3, 3.4, 3.5]

- Develop variable workload policies to provide additional assigned time for research
- With support of research team, increase number and quality of proposals for grants/contracts/fellowships
- Provide necessary resources for increased productivity (labs, equipment, staff support, funding for research travel)

3. Enhance undergraduate education. [1.1, 1.2, 1.3, 2.1, 2.3]

- Manage enrollments in the Psychology major and in other programs with excessive or unpredictable enrollments [and sustain or increase majors and minors in programs with declining enrollments](#)
- Collaborate with Honors College to increase number and type of honors courses taught by Liberal Arts faculty
- Support development of programs in African American Studies and Latino Studies [\[COMPLETED\]](#)
- Develop and expand @JusticeTalkTXST to foster civil dialogue on campus
- [--Develop new majors \(Religious Studies and Japanese\) and minors \(Medical Humanities; Sustainability Studies; Environmental Studies; Chinese; and Arabic\) to fit the changing needs of our students. \[1.1, 1.3\] \[COMPLETED / NEW\]](#)
- [--Increase student access to low- or no-cost textbooks and instructional materials \[1.1, 1.13\] \[NEW\]](#)

4. Promote global awareness and internationalization. [1.7, 2.67, 3.1, 3.3, 3.5]

- Increase the number and variety of study abroad opportunities offered by Liberal Arts [\[17 new faculty-led programs since 2016\]](#)
- Expand partnerships with non-US institutions, bring visiting scholars to campus, and recruit international faculty/students [\[13 new or in progress MOUs\]](#)
- Advocate for the essential role of language study in undergraduate degrees

5. Support special initiatives to raise the university’s academic profile. [1.1, 1.3, 3.1, 3.5]

- Transform the Writing Center into a comprehensive resource for writing excellence, located in the Alkek Learning Commons [\[IN PROGRESS\]](#)

- Seek gift and grant support for a Humanities Research Initiative
- Increase applications to major national and international awards and fellowships [NEW]
- Create Graduate Tuition Fellowships and Scholarships [NEW]

Based on unit goals, list the number of new (not replacement) faculty lines you plan to request in the 2017-2018 academic year and in the remaining 2-6 years.

Using the university projection of 1.7% annual enrollment growth, we would need about 40 lines (or equivalent) during the six-year planning cycle to maintain our current faculty size in relation to anticipated student growth (see “Program Maintenance,” Part III, below). These 40 lines would represent a roughly 10% increase in the number of Liberal Arts faculty. Optimistically, we are basing our request not just on “maintenance” needs but on ambitious plans for enhancing existing programs, launching new efforts, and achieving specific goals. To support these efforts and to address potential growth, we would need up to 60 lines. Examples are listed below. If funding becomes available, we would rank line requests based on priorities determined by the college council and dean.

a. Current Top Priorities for New Lines

- Assistant professors for PhD program in Applied Anthropology (Years 2-6—funding embedded in PhD proposal) [\[ONGOING\]](#)
- Associate professor line for Shumla Endowed Professor (Year 1—funding committed pending completion of endowment) [\[COMPLETED\]](#)
- Assistant professors and senior lecturers in Psychology to manage enrollments (Year 1-6)
- [--Assistant professor in Latino Studies \(Years 2-6\) \[COMPLETED\]](#)

b. Other Proposals for New Lines (unranked)

- University Professor of Creative Writing/Poetry to enhance enrollments in MFA program (Year 1) [\[COMPLETED\]](#)
- Assistant/associate professor to direct proposed Center for Writing Excellence (Years 2-6) [\[COMPLETED/IN PROGRESS\]](#)
- Associate/full professors in Geography to expand programs and enhance research productivity (Years 2-6)
- Assistant professors in History to broaden range of faculty specializations (Years 1-6)
- Assistant professors and senior lecturers in [ModernWorld Languages and Literatures](#) to expand/enhance programs (Years 2-6)
- Conversions of existing lines and addition of senior lecturers in Philosophy for enrollment management (Years 1-6)
- Assistant professor and senior lecturers in Political Science for enrollment management and program enhancement (Years 1-6)
- Assistant professors to support programs in Sustainability and in Dementia and Aging Studies (Years 1-6)
- Senior lecturer for Center for Diversity and Gender Studies
- [--Assistant professor of African American literature](#)

TOTAL: 60—roughly 15% increase in number of Liberal Arts faculty over six years

In addition to faculty lines, departments have proposed adding graduate assistant lines (a) to support instruction and (b) to increase graduate enrollments. Under current procedures, requests for these positions would be required to compete for funds alongside requests for new faculty. Across the college, we are proposing 30 new GIA lines (5 per year).

Based on unit initiatives outlined in your plan, estimate the total amount of new funding that your unit will realistically need in the 2017-2018 academic year and in the remaining 2-6 years.

COST OF FACULTY LINES

35 T/TT at average cost of \$65,000 + 25 SL/L at average cost of \$40,000 = \$3,275,000 (13.5% increase in current faculty salary dollars)

Year 1: \$546,000

Years 2-6: \$2,729,000

COST OF GIA LINES

30 at cost of \$13,500 = \$405,500

Year 1: \$67,500

Years 2-6: \$337,500

COST OF LINE FOR SCHUMLA ENDOWED PROFESSORSHIP

Year 1: \$75,000

COST OF PHD PROGRAM IN APPLIED ANTHROPOLOGY

Years 2-6: \$1,150,000

OTHER NEW ANNUAL COSTS

@JusticeTalkTXST: \$12,000

Stipends to expand MCTRI: \$5,000

Course replacement for Honors courses: \$30,000 (estimate)

New staff position: \$40,000

New TSP position: \$40,000

Year 1: \$137,000

Total funding, including PhD program cost, is **\$5,042,500**—a six-year increase in total Liberal Arts departmental budgets of about 18%.

State the facilities (e.g. offices, research and lab space, classrooms) that will be required for anticipated growth and new unit goals.

Many of the college's facilities needs were addressed during the 2012-2017 planning cycle. Several serious space deficits remain, however, and new ones have emerged. Two departments have the most pressing issues.

PSYCHOLOGY DEPARTMENT

Our most critical space needs are in Psychology. Current space allocation ranks the department fifth of the nine departments in Liberal Arts (the median), whereas the department's number of majors (2,010) exceeds that of the next two largest majors in the college combined. Current needs are as follows:

- Two classrooms (2 at 1160 sf = 2,320 sf)
- Five offices for full-time faculty (5 at 140 sf = 700 sf)
- ~~Ten~~Five double offices for GIAs/GTAs (10 at 140 sf each = 1400 sf) [\[COMPLETED due to promised space in Nueces\]](#)
- Research lab space for tenure-line faculty (4,000-6,500 sf depending on retirements/hiring)

The department's deficit of classroom space is driving its growing reliance on online courses, a practice that cannot continue indefinitely. And the lack of space for research labs will soon make it difficult, if not impossible, to hire high-quality research-active assistant professors for anticipated vacancies, which will seriously impact the ambitious research goals of the department and its capacity to contribute to the larger research aims of the university. (The Psychology Department's plan provides more details about space needs.)

PHILOSOPHY DEPARTMENT

Space is also a serious issue for Philosophy, which, in fall 2015, taught 73 classes (39% of all classes taught) outside its home building in 46 different rooms. To department currently needs additional first-call classrooms, and, if enrollment trends continue, more classroom space during the planning cycle. The department also needs faculty office space (ten offices now, more in the next few years), and additional space for graduate students. [\[Due to office space opening in Nueces Hall, the need for new offices is reduced to 3.\]](#) These shortages stem from the fact that Philosophy's space in Comal was already undersized when the department occupied the building. (The Philosophy Department's plan provides more details about space needs.)

OTHER SPACE NEEDS (see department plans for details)

Anthropology—renovated space at West Warehouse for faculty and graduate student research

[Because of the cost of reworking the West Warehouse space was not feasible, a new building is designed for the archaeologists behind the GEB. Target date for completion is summer 2020.](#)

English—office space for faculty

Geography—space for new teaching and research labs

History—office space for faculty/GAs [\[Offices promised in Nueces\]](#)

[Modern-World Languages and Literatures](#)—additional classrooms and office space for faculty [\[offices completed\]](#)

Political Science—office space for faculty/GAs

Proposed humanities center—administrative suite and conference room

Proposed Center for Excellence in Writing—space in Alkek Learning Commons, fourth floor

Proposed PhD Programs—space requirements to be determined

II. Process



Describe, in a brief paragraph, the process used to develop your plan, including the nature and extent of faculty involvement.

In Fall 2016, the college council reviewed university goals and initiatives and recommended changes. The council also met in a retreat at which each department chair and center director presented accomplishments and discussed goals, looking ahead to the 2017-2023 planning cycle. Our subsequent planning process was highly decentralized, with each unit in the college formulating a plan with involvement from faculty (shared goals emerged in conversations and email exchanges, e.g., @JusticeTalkTXST and a Humanities Research initiative). The dean then drafted the college plan based on department plans, reviewed it with the Provost, and presented the top-five planning priorities at the open forum. Subsequently, the college council reviewed the plan prior to its being submitted to Institutional Effectiveness for posting. The dean reminded college council members that the plan is a flexible document, subject to revision, and that department/center plans, while not posted online, remain part of the overall Liberal Arts plan for the next six years.

College of Liberal Arts Academic Plan 2017-2023

III. Program Maintenance

Maintenance Need	Reason for Need	Cost	Result of Funding
FACULTY. Additional faculty lines (or FTE) over next 6 years to address growth; mix of TT SL/L	Anticipated annual SCH growth of 1.7%	40 lines—\$2.2M (roughly 10% increase in number in faculty and in budgeted salary dollars)	Stable student/faculty ratios support (1) quality teaching and (2) faculty research productivity and creative activity
STAFF. Additional staff to address growth; staff to cover shortages in critical areas	Anticipated annual SCH and faculty growth of 1.7%	\$226,000 (roughly 10% of currently budget staff salaries)	Increased efficiency and productivity in academic departments; more faculty time devoted to core teaching/ research mission; less reliance on faculty to do clerical and technical work
ADVISING. Increase in base salaries for academic advisors	Excessive turnover in advising and administrative staff; problematic because of lengthy training period required for advisors	Salaries supported by student fees and budgeted on campus-wide basis	Continuity of staff would promote timely, accurate, and effective advising, with goal of improving student retention and graduation rates
M&O. Funds to keep pace with growth in faculty, students, staff, and other expenses— captured by M&O formula	Anticipated annual SCH, faculty, and staff growth; special one-time needs not covered by formula (e.g., equipment); inflation	Determined by existing allocation formula; special needs submitted in hoc requests	Productive and efficient operation of college and departments

College of Liberal Arts Academic Plan 2017-2023

IV. Planning Goals (University Goal Statements)

Note: Because of the varied nature of programs in the College of Liberal Arts, we have given special emphasis to planning at the department/center level. Many initiatives listed below reflect shared concerns and priorities. Others are representative of the many ideas and aspirations that came forth from college units. Individual department plans will remain important blueprints for the college over the next six years, and those plans are incorporated into this document by reference.

Dept.	Unit Goal	Yr 1	Yr 2-6	New Resources Required	Cost	Source of Resources	Assessment Criteria	University Initiative
University Goal 1: Promote the success of all students.								
NEW	Create Graduate Tuition Fellowships and Scholarships		X		\$1 Million	Donors	Increase in numbers of admitted and retained graduate students	1.3, 1.4
NEW	Increase student access to low- or no-cost textbooks and instructional materials		X	TBD	TBD	TBD	Increase in student retention and decrease in D-F-W rate due to fewer students without access to materials.	1.1, 1.13
LA 1.01	Add faculty lines to manage enrollments in Psychology (department houses one-third of all majors in college)	x	x	Estimate 6 lines (4 TT, 2 SL) over 6 years depending on enrollment trends	Cost included in 2.01, below	University	Growth and FFTE managed in Psychology Department	1.2, 1.3
LA 1.02	Add graduate assistant lines to support instructional effectiveness and efficiency	x	x	30 lines	\$405,000	University	Increased GIA support; recruitment of new graduate students because of funding	1.2, 1.3,
LA.1.03	Support work of Center for Diversity and Gender Studies, including summer curricular transformation institute [COMPLETED]	x	x	SL line; increase in stipend funding for MCTRI	SL included in 2.01, below; \$5,000 for stipends	University	Increased engagement and retention of diverse student population	1.1, 1.3, 1.7, 2.2, 2.3
LA 1.04	Continue college's leadership role in creating study abroad opportunities for students	x	x	Faculty time	NA	Supported with student funds	Current programs sustained and improved, new ones launched	1.7
LA 1.05	Transform Writing Center into		x	Faculty, staff, M&O,	TBD (see	University,	Center established and	1.1, 1.3

	comprehensive Center for Writing Excellence in Alkek Learning Commons [IN PROGRESS]			space; some faculty costs embedded in LA 2.01, below	English Department plan)	department	providing intended results on campus culture	
LA 1.06	Develop/expand @JusticeTalkTXST to foster campus conversations on contemporary issues	x	x	Assigned time for faculty; GA support	\$12,000 annually	Provost, departments	More opportunities for campus dialogue; positive impact on campus climate	1.1, 1.7, 1.8, 1.12, 1.13, 2.2, 2.76
LA 1.07	Identify marketable skills for all degree programs as required by THECB 60x30TX plan [COMPLETED]		x	Chair, faculty, staff time	Department	Department	Marketable skills identified and disseminated in accord with THECB requirements	1.6
University Goal 2: Offer high quality academic and educational programming.								
NEW	Develop Medical Humanities minor		X	TBD	TBD	TBD	Attract and retain high achieving students	2.1, 1.3
NEW	Develop Sustainability Undergraduate minor		X		\$0	Provost	Increase enrollment, build on existing strengths, provide UG mechanism to recruit for grad programs	2.1, 1.5, 1.6, 1.7,1.8,1.12
NEW	Develop Environmental Studies Undergraduate minor		X		\$0	Provost	Increase enrollment, build on existing strengths, provide UG mechanism to recruit for grad programs	2.1, 1.5, 1.6, 1.7,1.8,1.12
NEW	Develop Chinese and Arabic Undergraduate minor		X		\$0	Provost	Increase enrollment, build on existing strengths, provide UG mechanism to recruit for grad programs	2.1, 1.5, 1.6, 1.7,1.8,1.12
LA 2.01	Add faculty lines to address growth and support new programs/goals enumerated in departmental and college plans (e.g., see 1.01, 1.03, 1.05, 3.01, 3.03, 3.06)	x	x	60 lines (roughly 15% increase in current faculty FTE)	\$3.275M	University	New faculty in place, results documented in evaluation of new programs and in research outcomes	2.1, 1.3, 3.1, 3.5, and others
LA 2.02	Collaborate with Honors College to increase teaching of honors courses by COLA faculty	x	x	Funds for faculty replacements	\$4,000 per replacement	University	Increased faculty participation in Honors College	2.3
LA 2.03	Collaborate with Honors College to offer sections of core and advanced courses within COLA departments	x	x	Funds for faculty replacements to offset small classes	\$4,000 per replacement	University	Increased number of honors sections in departments	2.3
LA 2.04	Create new undergraduate degree programs—BA Religious Studies, BA Japanese; explore adding other degrees/minors listed in	x	x	Faculty time	Faculty time	University, tuition revenue, formula	Proposals submitted to THECB	2.1

	department plans [BARS in final stages/Japanese minor at UCC]					funding		
LA 2.05	Support development of new programs (possibly minors) in African American Studies and Latino Studies [COMPLETED]	x	x	Faculty time	Faculty time	University	Programs developed	1.1, 1.3, 1.7, 2.2, 2.3
LA 2.06	Explore development of interdisciplinary distance learning master's degree in Center for International Studies		x	Training for first-time online instructors; assigned time for course development	TBD	University	Proposal submitted for approval	2.1
LA 2.07	With Geography taking the lead, expand partnerships with non-US institutions, bring visiting scholars to campus, and hire faculty and recruit students with international roots and research agendas	*	x	Faculty time, support from AVPIA and other campus entities	No new cost in some cases; ad hoc funds needed in others	University	Faculty and student demographics	2.7, 1.7, 3.1, 3.3, 3.5
University Goal 3: Achieve significant progress in research and creative activity as measured by national standards								
NEW	Secure funding to establish two post-doctoral fellowships in support of the Center for the Study of the Southwest's research and curricular programs			NA	\$1.5-2M ea = \$3-4M	Endowment	Number and quality of programs and cross-campus collaborations led by CSSW increase	3.5
LA 3.01	Fund line for endowed Shumla professorship in Anthropology (pending endowment) [COMPLETED]	x		Line in budget	\$75,000	University	Line in place; professorship established	3.1, 3.3
LA 3.02	Submit PhD proposal in Applied Anthropology to THECB [COMPLETED]	x		None	Faculty time	Department	THECB approval	3.1, 3.2. 2.1
LA 3.03	Implement PhD program in Applied Anthropology [COMPLETED]		x	3 new TT lines, 24 GAs, staff, etc.	\$1.15M	University	THECB assessment criteria	3.1, 3.2. 2.1
LA 3.04	Develop proposal for PhD in Scientific and Technical Communication [ON HOLD]		x	Commitment to future funding from university	Assigned time to develop	Department, university	Proposal submitted to THECB	3.1, 3.2. 2.1
LA 3.05	Develop proposal for PhD in Clinical and Experimental Neuropsychology [IN PROGRESS]		x	Commitment to future funding from university	Assigned time to develop	Department, university	Proposal submitted to THECB	3.1, 3.2, 2.1
LA 3.06	Increase research and creative activity by reconfiguring faculty workloads (e.g., 3/2 or 2/2 instead	x	x	Added faculty lines (see LA 2.01), funds for replacement	Varies: cost of new lines, faculty	Department, university, grants/	Workload report, annual research outcomes	3.5

	of 3/3); implemented incrementally by departments with PC approval			costs, GIA support, etc.	replacement costs	fellowship buyouts		
LA 3.07	Increase external grants/contract funding, with emphasis on growing number of proposals; hire new faculty, as appropriate, with potential for securing external funding	x	x	Maintain strong research support team in college; add research staff as warranted in departments	Varies: cost of new lines, faculty replacement costs	University, external support	AVP Research annual report of funding and expenditures	3.1, 3.3, 3.4, 3.5
LA 3.08	Support creation of Humanities Research Initiative in COLA (cross-department collaboration)	x	x	Space, staff, GRAs, funding for activities (e.g., grants to support research)	\$60,000/yr to launch; \$2M+ to endow	Space from university; grants and endowments	Endowment funding secured, faculty participation, research production, sponsored events	3.1, 3.5, and others; see PHIL plan for details
University Goal 4: Provide the necessary services, resources, and infrastructure to support the university's strategic direction.								
LA 4.01	Work with UA to fund existing and new programs, and to increase college endowments	x	x	Dean, chair, faculty time; UA support	NA	College, UA	Growth in endowment (currently \$20M); programs funded	4.4, 1.4, 2.1, 2.7, 3.1, 3.2, 3.3
LA 4.02	Add critically needed staff—e.g., admin for Political Science graduate programs , Student Support Specialist for Online students	x		Salary	\$40,000 per position	University	Staff hired	4.2, 2.7
LA 4.03	Add critically needed tech support—e.g., TSP for Philosophy [COMPLETED]	x		Salary	\$40,000 per position	University	Staff hired	4.2
LA 4.04	Renovate/upgrade classroom, lab, and other facilities (including equipment and technology) as needed to meet current standards	x	x	Services provided by Facilities, IT, and other campus offices	Varies	University, departments, grants (for equipment)	Facilities up to date, technology meeting current faculty, staff, and student needs	4.1 35
LA 4.05	Address critical shortages of classroom, lab, and office space	x	x	See facilities section in Part I, above	NA	NA	Necessary space available	4.1, 4.2
LA 4.06	Explore means of addressing faculty salary compression and salary equity issues	x	x	Varies by department	Varies	University	Faculty salary issues resolved	4.1