

*Electronic Memorandum*

TO: CHBS Teaching and Research Faculty  
FR: Katherine Hawkins, Dean, College of Humanities and Behavioral Sciences  
DA: March 31, 2014  
RE: Report on Progress Toward Dean's Goals for 2013-2014

I hope this note finds you well! Thank you for taking time out of what I know are very busy schedules to review this report on my progress toward my annual goals for this academic year. I'm happy to report that progress has been made on all of the goals I articulated at the beginning of the academic year. Some initiatives are further along than others, as I detail in my comments below.

1. Working with the RU Alumni Association and the Office of the RU Vice President for Advancement, continue the process of expanding the CHBS Alumni Advisory Board.

I'm thankful to Laura Turk, Vanessa Quesenberry and our other colleagues in the Office of RU Alumni Relations for helping to identify CHBS alumni interested in being engaged in the life of our college. Thanks to their efforts, we were able to expand our Alumni Advisory Board to 25 members. The board now has membership representing NOVA, the Roanoke/New River Valley, and the Richmond area. We continue to work on expanding the board's membership to the Virginia Beach/Hampton Roads area, as well as to the Atlanta and Charlotte metropolitan areas.

2. In consultation with the CHBS Leadership Team, continue to identify opportunities to enhance our contributions to the research mission of the university, as appropriate.

Using research funding provided to the college by the Provost's office, the CHBS Honors and Awards Committee recommended and I supported a number of significant research grants to our CHBS faculty this academic year. In addition to that, the college has been able to supplement faculty travel to present their research in a number of instances. We were also able to support travel to conferences by graduate students who co-authored research with CHBS faculty.

I'm also pleased to report that several of our programs in CHBS have already approved or are currently working on new department policies to support reassignment of faculty time from teaching to research. In some instances, we have been able to support such reassignment through identifying efficiencies by designing department course schedules in a more strategic way. In that way, more faculty members have been able to focus additional time on their scholarship, while at the same time not at all disadvantaging our students or delaying their timely progress to graduation.

3. In consultation with CHBS Leadership Team, continue to identify opportunities to invest in initiatives leading to external grant-funded research and scholarship, as appropriate.

The college continued to make a small number of strategic investments in research designed to lead to the submission of applications for external support for research. I'm pleased to report that several sizable external grant applications have resulted from these investments, including to the National Institute of Justice. Positioning our faculty to be competitive for major external grants is a long-term project, but we're already beginning to see an increase in the number and size of grant applications, so I'm confident we're on the right path.

4. Assist in articulating a strategic plan for growth in the Department of Foreign Languages and Literatures.

Using as a foundation the report of Dr. James Fogelquist, our external consultant who worked with the FORL faculty during the previous academic year, the FORL Department faculty developed a list of strategic goals to increase enrollment. The process for developing the goals was led by Dr. I-Ping Fu, the FORL Department chair. I have endorsed the department's plan to pursue those goals. Several of the goals have already been addressed, including revising the language placement process, which resulted in the largest fall enrollment in FORL classes in the department's history. Much work remains to be done to achieve sustainable enrollments in FORL classes, but I believe we are on the right path to insure continued growth.

5. Work with architects to continue planning for the proposed new CHBS academic building.

As you have probably heard, we have finally received permission from the Commonwealth to build the new CHBS academic building. We anticipate breaking ground before the end of the spring semester, with the building to be completed by the summer of 2016. At present, I continue to work with our colleagues in Facilities to make sure the construction firm has the information they need to complete the detailed drawings from which the building will actually be constructed.

I am also working with students in Professor Julie Temple's interior design program to design furniture for individual faculty members' offices. As you know, the offices are designed to be large enough to accommodate meetings between groups of students, faculty, staff and community partners. Therefore, the office furniture has to be designed to allow for that, while at the same time recognizing the need for the space to be adapted for use when there is only the faculty member or the faculty member and one student present. The students' recommendations for designs to accommodate faculty needs are due at the end of the spring semester. I'm really excited to see their design recommendations.

6. Working with CHBS faculty, develop a strategic advancement plan, or "case for need" for the college to assist us with our fund-raising efforts.

Last fall, I visited with the faculties of all of the departments in CHBS, as well as with the School of Communication, to invite input for the college's development of a "case for

need” that would be used to direct our external fund-raising efforts. The feedback from the faculty is due by the end of this spring semester. I will then take what’s submitted and organize it for presentation to the CHBS Leadership Team at our early summer retreat. We will use the retreat to prioritize what we believe to be the most pressing needs for the college. I will then take those priorities to our CHBS Alumni Advisory Board for their input. All of the input from faculty and alumni will be taken into consideration in preparing the final draft of our “case for need” for presentation to the Provost and the Vice President for Advancement.

7. Audemus: Develop a proposal for a state-of-the-art *CHBS Communication Across the Curriculum* Initiative.

Early in the fall semester, I appointed a CHBS Communication Across the Curriculum Task Force, chaired by Professor of Political Science Dr. Bill Hrezo, to investigate the current status of communication across the curriculum in CHBS and identify recommendations for how we could best achieve the goal of helping our students to develop strong communication skills. I am very thankful to Bill and the other members of the Task Force--Melinda Wagner, Sandy French, Jessica Doll, Laura Vernon and Laurie Cubbison--for their efforts.

We invited Dr. Chris Anson from North Carolina State University to work with us on developing our plans. Dr. Anson is an internationally recognized expert in communication across the curriculum. He interacted several times with the task force via email and conference calls, and in early March came to the RU campus to meet with the CHBS Leadership Team and groups of faculty and graduate students engaged in delivering communication instruction in CHBS. I anticipate his final report before the end of the spring semester. We can then use the recommendations in his report to guide our efforts in enhancing our communication across the curriculum efforts in CHBS.

Very early in the process, we determined in order to be successful, any communication across the curriculum initiative could not be a “one size fits all” approach. Rather, the goal of the Task Force is to identify a range of options faculty members may choose to pursue to enrich the communication instruction in their programs. It’s my intent, pending sufficient funding, to invite Dr. Anson back to campus to visit with individual programs in CHBS to help faculty to determine which additional curricular and/or extra-curricular programming might be necessary to enhance communication instruction in their programs. Again pending funding, it’s my hope the college will be able to support professional development opportunities for faculty members wishing to enhance communication instruction within their own disciplines.

8. Engage in professionally related travel outside the contiguous 48 states.

I am pleased to report I now have a passport, so that’s good news. Unfortunately, I have still not used it. There were two international trips planned for this academic year. One planned trip was to travel to Warsaw (Poland), Prague (Czech Republic), and Istanbul (Turkey), to investigate exchange relationships with universities whose officials have

expressed interest in working with programs at RU housed in our college. The second planned trip was to Great Britain and Ireland to investigate or renew exchange relationships with universities there, but with the additional goal of investigating the possibility of identifying internships for our students who would also be studying abroad. Both trips were canceled when it was determined the costs associated with making the trips outweighed the projected benefits of the travel. I will continue to seek opportunities to travel abroad in pursuit of goals that will move our college forward.

That concludes my review of progress to date on my 2013-2014 annual goals as dean of the College of Humanities and Behavioral Sciences here at RU.

Please let me know if you have any questions about any of this information. I look forward to making additional progress on my annual goals before the end of the academic year and to working with all of you as we enter an exciting new academic year in 2014-2015!