

**FINAL REPORT ON THE COMPREHENSIVE PROGRAM REVIEW OF THE
BACCALAUREATE DEGREE IN ENGLISH**

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Major Findings of the Program's Quality and Productivity

I would rate the program as *very strong* in quality and *above average* in productivity, and I would generally agree with the assessment of the program detailed in the Department's self-study. The Department of English is one of the most accomplished units on campus, with a highly productive faculty delivering outstanding teaching, service, and scholarship. Dr. Barbara Hunt's leadership has been exceptional and her efforts as chair have fostered a collegial departmental climate in which innovation and creativity are encouraged and rewarded.

The External Review Committee was, not surprisingly, very laudatory in its assessment of the Department. They provided the following recommendations, with which the Department and I generally concur:

1. Recruit a more ethnically diverse faculty.
2. Decrease the number of part-time faculty by creating more full-time faculty lines.
3. Rethink and possibly reformulate the advising program based on a more effective survey of the quality of advising.
4. Create a more meaningful reward system for superior teaching and advising, including supplements and reduced teaching loads.
5. Upper administration should establish consistent and substantial support for faculty travel in order to support increasing expectations in the area of scholarship
6. Upper administration should clarify expectations in the areas of scholarship and service.
7. Revise the Exit Survey to incorporate questions that specifically address individual courses, particularly pivotal courses in the major, such as 2145, 2146, and 4555.
8. Expand faculty, facilities, and equipment to support new tracks within the major.
9. Track the graduation rate more effectively by focusing on particular cohorts.

To a large extent, these are matters that face many, if not most, departments in the College. Indeed, the fact that these problems appear to be the most serious issues facing the Department of English speaks well of its overall health and viability. The only concern

mentioned by the External Review Committee that is somewhat unique to English involves the extensive use of part-time faculty. This situation, however, has not occurred by design and it is considered undesirable by the Department. Instead, it has largely been forced on the Department by a combination of expanding student enrollments and declining budgets.

The Department's response to these recommendations appears below. However, since the External Review Committee's comments include recommended actions to be taken by the University administration, I would like to address a few of those points. The review, of course, occurred in Fall, 2010, so the Committee was unaware of administrative actions that were planned and/or being implemented at that time and later.

In particular, three actions taken by the University and College administration specifically address several of the Committee's concerns. First, support for faculty development was significantly enhanced during the 2010-2011 academic year. Second, the College of Letters and Sciences adopted a new tenure and promotion policy document that goes a long way toward answering faculty questions regarding expectations in the areas of scholarship and service. Finally, the College has proposed a "Workload Equity" initiative that will empower chairs to vary teaching loads for faculty who are particularly productive in research and service.

Program Improvement Plan

After reviewing the materials from the Department of English and the CPR Committee, **it is my recommendation that the English program be targeted for enhanced support as resources become available.** At the very least, efforts should be made, where possible, to convert part-time positions into full-time faculty lines. Specific program improvements, along with a timetable for addressing them, appear below and are based on the recommendations of the Department and CPR Committee:

- Grow the new Creative Writing track and the Professional Writing track through hiring of additional faculty. (2010-2011; this has now occurred)
- Expand TESOL program to international students. (2011-2013)
- Hire an additional linguist to teach TESOL courses. (2010-2013; pending resources)
- Grow the new Creative Writing track in English by expanding into film production (to enrich screenwriting and scriptwriting courses) (2011-2013)

- Propose a new minor in film studies (2012-2013)
- Use fewer part-time faculty by having more full-time positions allocated (2010-2013)

Working with the Provost's office, the College was able to pool part-time funds to create one additional full-time position (temporary) in the Department. If resources permit, we will attempt to do so again.

- Justify more tenure-track positions in all areas, but especially creative writing, professional writing, and linguistics. (2010-2012)

Since the English Department self-study was written, positions were approved and hires were made in creative writing and professional writing. Any additional positions (beyond replacements) will depend on growth in University and College resources.

- Garner more funds for faculty travel to conferences and for other research projects. (Ongoing)

Faculty development funds have increased significantly over the past two years, and the College hopes and intends to maintain this new level of support..

- Strive for greater diversity, especially in the hiring of minorities. (2010-)
- Assess whether changes in Area F improve student success in upper division coursework. (2011-2012)
- Ramp up recruitment efforts. (2010-)
- Expand TESOL program to international students (2011-2013)
- Create and institute an advising survey for annual evaluation of department advising. (2011-)
- Encourage current majors to assist with recruitment. (2010-)
- Knock down the wall between 147 and 147 A Woodall, increase the size of the Mac Lab, and add some tables and chairs for students to work in groups while revising their projects. (underway, to be completed in 2012)
- Acquire all new Macs in 2013 so Woodall 147 has 24 stations instead of 18. (2012)
- Acquire funding for equipment for film production and editing. (2011-2013)

- Convert one of the smaller classrooms in Howard (105, 107, or 108) to a workshop-style classroom for creative writing classes. (2012-2013)
- Propose a new minor in film studies. (2012-2013)

Address any new or reallocated resources required to implement improvement plan

- Funds for more tenure-track positions in all areas, but especially creative writing, professional writing, and linguistics.

As noted above, in 2011, tenure track hires were made in creative writing and professional writing. The addition of a new linguist would require approximately \$50,000 in new resources.

- Augmented funds for faculty travel to conferences and for other research projects.

Again, as noted above, the University and College significantly increased funds for faculty development. We will attempt to maintain this enhanced level of support.

- Acquire funding for equipment for film production and editing.

Unknown cost

- Convert one of the smaller classrooms in Howard (105, 107, or 108) to a workshop-style classroom for creative writing classes.

Unknown cost

I look forward to consulting regularly with the Chair of the Department of English, as well as the Department's faculty to make progress toward implementation of this action plan.