

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

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**Major Findings of the Program's Quality and Productivity**

I would rate the program as *above average* in quality and *above average* in productivity, and I would generally agree with the assessment of the program's faculty detailed in the Department's self-study. The Department does a fine job with limited resources. Nevertheless, while I am very happy with both the productivity of the program, the quality of its faculty, and the leadership of Dr. Schmidt, I would urge the Department to begin a serious conversation about their vision and goals for the future.

The CPR external review committee and the Department agree that the addition of at least two full-time faculty positions is necessary to serve the needs of a rapidly expanding pool of undergraduate majors. I concur with this view, and have already worked to provide the Department with one additional temporary full-time colleague. In addition, the Provost has authorized a temporary hire to replace Dr. April Phillips, who resigned unexpectedly in June. I anticipate authorizing a tenure track search for a permanent replacement for Dr. Phillips this fall.

However, before the Department moves forward in hiring one, or perhaps more, new tenure track colleagues, the Psychology faculty must come together to develop a vision for their program. That vision could involve becoming a leader in fostering undergraduate research. It could involve the ultimate development of a new graduate program. It could concentrate on building particular strength in one or two areas of Psychology in order to serve the career needs of the program's majors more effectively. It could aim toward strengthening research visibility, or service to the community, or recruiting highly qualified students to come to CSU. The possibilities are many.

The key factor, however, is that the vision should be a plan for making an already strong department *even more effective and distinguished*. And once that plan is in place, each stage of the hiring process, from the definition of the position itself to the choice of finalists, should be

predicated on furthering that vision. The rapid growth in student numbers, while it unquestionably strains available resources, also provides the opportunity for the Department to break free of the decision-making-by-inertia that afflicts so many academic units. I urge and expect the Department to seize this opportunity.

### **Program Improvement Plan**

After reviewing the materials from the Department of Psychology, the outside consultant, the CPR external review committee, and the University CPR Committee, **it is my recommendation that the Psychology program be targeted for enhanced support as resources become available.** Specific program improvements, along with a timetable for addressing them, appear below and are based on the recommendations of the Department, outside consultant, external review committee, and University CPR Committee:

- Recruit and hire at least two additional full-time faculty members so that the number of full-time faculty teaching upper-division courses in the program reaches seven.

*As noted above, one additional temporary full time faculty member has been hired, and we are currently exploring the possibility of hiring a second one to teach research methods. While we are not yet in a position to add new tenure track psychologists, we hope to be able to do so within the next three years.*

- Increase the quality of the reward system for faculty through increasing baseline salary levels, merit raises, and teaching load reductions.

*The University's Salary Study Committee will be addressing the issue of salary levels. In June, 2011, the College addressed several of the most serious cases of salary compression and provided raises to faculty members in several departments, including Psychology. As for teaching loads, I hope that Dr. Schmidt will take advantage of the College's "Workload Equity" initiative, which allows department chairs to factor research productivity, among other variables, into their assignment of course loads.*

- Develop a tutorial system for psychology students in upper-division psychology courses.

*I strongly support this idea, and will try to provide funding for its implementation.*

- Discuss and consider the recommendations outlined in the external CPR review committee's report and the consultant review obtained in Spring 2010 from the APA Education Directorate's Departmental Consulting Service

*I trust that this discussion will be held in the broader context of developing a departmental vision.*

*Specific recommendations from these reports that should be implemented are:*

*Eliminate the B.A. program*

*Reduce the total number of required psychology courses and hours in the major to be consistent with comparator institutions and national standards*

*Require courses in the core content domains of psychology (biological, social-cultural, learning/cognition, development)*

- Increase funding for student and faculty travel to conferences where their research can be presented, and maintain funding for purchases of additional hardware, software, and other resources for use in student / faculty research projects.

*The College provided increased travel and equipment money to departments in 2010-2011. We hope to be able to continue to do so.*

- Seek and acquire additional lab space for student / faculty research collaborations.

*The College is working with Dr. Schmidt to locate additional space, particularly in Arnold Hall adjacent to the department's current space.*

- Develop better strategies for maintaining contact with alumni.

*The Department should continue to work with Jill Carroll, the College Development Director, on these initiatives.*

- Continue development of online and web-enhanced sections and courses, and support continued faculty development in instructional technology.

*I assume that these activities will be part of a larger departmental response to the College's "Workload Equity" initiative.*

- Increase the number of quality internship opportunities for psychology students.
- Develop major field goals and objectives consistent with national standards in the discipline (e.g., APA) as well as the tools to measure and assess those goals and objectives.

*This is consistent with the charge given to each department as part of the University's efforts to maintain SACS accreditation.*

Timetable for program changes

The summary improvement plan outlined above could be met within five years if funds are made available.

Address any new or reallocated resources required to implement improvement plan

- Two additional full-time faculty lines, at \$50,000 apiece (plus benefits)
- Increased salaries for faculty, and support for course reductions.
- Funds for a tutorial system for upper-division psychology courses
- Increased funding for student and faculty travel
- Additional space for student / faculty research collaborations.

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