

## EXECUTIVE SUMMARY

### FOR THE B.A in Liberal Arts

#### Summary Findings of Program's Overall Quality

Satisfactory

#### Program Strengths

- The Quality of Research and Scholarship: Above Average
- The Quality of Service: Above Average
- Cost-Effectiveness of Instructional Delivery: Above Average

#### Program Weakness

- The Quality of Faculty and Student Achievements were mixed. Faculty achievements were strong, but student achievements were weak. Because of the interdisciplinary nature of the program, students and faculty do not know each other as well as in a traditional disciplinary based program. This adversely affects the amount of encouragement a student might get for making a Tower Day presentation or having an opportunity to engage in undergraduate research.
- Enrolment and Degrees awarded

The

- Enrollment in Program for Past 5 Years: Very weak
- Degrees Awarded Over the Past 5 Years: Very Weak
- Comparison With CSU & USG Programs: Very Weak

#### Other Program Areas

- The Quality of Faculty: Satisfactory
- The Quality of the Teaching: Satisfactory
- The Quality of Curriculum: Satisfactory
- The Quality of Facilities & Equipment: Satisfactory
- Student Learning Indicators: Satisfactory
- Graduation Rate of Program: Satisfactory

#### Summary Findings of Program's Overall Productivity

- Satisfactory

- III D. Program Retention Rate
  - Insufficient Data

- III G.
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#### Section Four - Program Viability

IV A. Summary Findings of Program's Overall Viability  
Satisfactory

IV B. Summary Findings of Program's Improvement Plans  
Below Average

## OUTLINE FOR SELF STUDY

### Section One - Program Background and Overview

#### I. Brief Program Overview

##### · Description of Program

- The Liberal arts program is a relatively new program that has existed for about five years. In that time the program has lacked consistent faculty leadership and as a result the program has not progressed as far as it could have otherwise. In 2013 the program was moved to be managed by the philosophy faculty who at the time were part of the Department of Mathematics and Philosophy. A few needed revisions to the program were made after its move to the Department of Mathematics and Philosophy. In 2015 the philosophy program, and hence also the Liberal Arts degree, were moved to the Department of Politics Philosophy and Public Administration.
- The Liberal Arts Degree is an interdisciplinary degree. The student chooses between three different tracks: “Humanities and Social Science,” “Military and Global Issues,” and “Philosophy.” All tracks require “Seven Revolutions in Global Change” and the Capstone course.
- The Humanities and Social Science track gives the student a little bit experience with at least four different disciplines. The track includes an upper level writing course to get the student more advanced competence in using the written word to communicate.
- The Military and Global Issues track gives seeks to improve the student’s communication skills and make them aware of different cultural issues as well as some global issues. This track was designed with military students in mind as a degree that would help them develop leadership skills by selecting courses that help them better understand people and improve their interpersonal communication skills. They pick between courses that promote a global awareness as well as courses that improve their communication and writing skills.
- The Philosophy track seeks to allow students to focus on philosophical questions. The track also includes an upper level writing course to help with their general writing skills and make them more marketable for the job market.

##### · Program Mission and Its Relation to CSU Mission

- The BA in Liberal Arts strongly supports the mission of CSU as the University works to “...empower people to contribute to the advancement of our local and global communities through an emphasis on excellence in teaching and research, life-long learning, cultural enrichment, public-private partnerships, and service to others” (Columbus State University Strategic Plan, 2013). This program supports these elements of the mission by providing an academically rigorous liberal arts curriculum that maximizes the use of technology to achieve academic excellence, promote student engagement, and provide meaningful experiences that prepare students to assume responsibility and leadership in the global environment.

##### · Stakeholder's Satisfaction with the Program

- We have no positive knowledge of Stakeholder satisfaction or dissatisfaction. Subjectively speaking, students appear to be satisfied with the program, that is, the advisors don't get complaints from their advisees about the program. But we do not have any hard data to support the conclusion. I have received a concern that students may not feel part of a community of learners. This I fear is an inevitable challenge for an interdisciplinary program, and particularly for one that has a number of online students in it.

· Relationship of Program to Needs of Students and Societal Demands

- The program for many of the students in the Social Science and Humanities tracks as a completion degree. The program attracts a number of transfer students who are looking for a degree to complete college. Because there is a lot of flexibility in the Liberal Arts major (particularly in the Humanities and Social Science Track) we can often use more of a transfer student/returning students past courses than most other majors can which furthers the aims of Complete College Georgia by improving the efficiency of getting degrees for returning students.
- The Liberal Arts degree can be completed online which makes it a viable option for those who are working or for military students who get transferred, as well as others who can't regularly make it to campus, which fills an important community need.
- Research has indicated that the skills taught by the liberal arts disciplines are the skills that potential employers value most. In the AACU's "Liberal Education and America's Promise employer 2015 survey," some of the outcomes most highly valued were oral communication, working effectively with others in teams, written communication, ethical judgment and decision-making, critical/analytical thinking, applying knowledge skills to real-world. Of these oral and written communications as well as critical/analytic thinking figures very highly in the Liberal Arts program. While ethical judgments are not part of the programs learning outcomes, and ethics course is one of the area after options for the Liberal Arts Major. The practical aspects of applying knowledge and skills to real-world situations are not one that our students are typically coming out with. However, we do have a little used internship course that would address this. A strong case can be made that liberal arts major should be strongly encouraged to do an internship.

Section Two - Indicators of Program Quality

II A. Quality of Faculty

· Appropriateness of Faculty Credentials: **Satisfactory**

- The Liberal Arts Program has no faculty assigned to it. The program makes use of faculty from various departments by putting students in their courses. For the purposes of this report, the Provost Office identified four courses that were most frequently taken by Liberal Arts students and then the 15 faculty members who had taught those courses over the past five years. We requested through the Provost's office the CV's for the 15 faculty member who taught the four courses most frequently taken by Liberal Arts majors. Only 11 responded to the request and the CV's on file at the Provost's office

were considered to old to use. 81% of the 11 Faculty who's CVs we could get had terminal degrees. Again, there are some obstacles when a program is interdisciplinary.

· Use of Part Time Faculty: **Satisfactory**

- We identified the four courses most frequently taken by Liberal Arts majors. Of the 15 instructors that taught these courses over the past four years, only two were part-time. This means that 86% of the faculty teaching the courses we identified as forming the core for the program were taught by full-time.

· Diversity of Faculty: **Very Weak**

Of the 15 faculty who taught the four courses that Liberal Arts Majors took most, 11 were white (73%), 3 African American (20%) and 1 Hispanic (7%). This doesn't come close to matching the diversity of the students, community or nation.

· Opportunities for Faculty Development: **Varies by department, but overall satisfactory.**

These are primarily determined by the departments of the individual faculty members. The University does have money which is allocated primarily to the departments to support faculty travel to conferences and workshops. The university also sponsors a number of workshops on campus to help faculty with teaching strategies through the Center for Quality Teaching and Learning.

· Program Improvement Plans: **Very Weak**

- We have no control over the faculty hired by other departments. One of the challenges with an interdisciplinary program is how to make use of the resources that other departments have available. Our control is limited to the program curriculum.

## II B. Quality of the Teaching

### **Satisfactory**

· Indicators of Good Teaching

- The success we have had in achieving the program's student learning outcomes indicates that the teaching has been good. Since fall of 1320 out of 24 students (83%) have achieved the programs most central student learning outcome ("effectively use the tools of oral and written communication to express ideas, solve problems, and contribute/participate appropriately within the community of learners."). The other learning outcomes are little more complicated to assess in that they have been changed for the 15 – 16 academic year. For Fall 13 through Spring 15 the remaining for student learning outcomes (demonstrate a broad understanding of the liberal arts, "apply knowledge from a variety of disciplines within the liberal arts to develop an appreciation for diverse cultural and Global interconnectivity," "use critical thinking skills to analyze, synthesize, evaluate, and describe diverse issues," "analyze and evaluate data to draw informed conclusions") are achieved an average rate of 91%. For the 15 – 16 academic year, these objectives were changed to a single track dependent objective for each of the tracks. For the two tracks for which we had graduates in the 15 – 16 academic year we achieved the Military and Global Issues track's learning outcome ("apply knowledge from a variety of disciplines within the liberal arts to issues concerning diverse cultures in Global interconnectivity") at a rate of 100% (but with only a sample set of three). For the Humanities and Social Science track's learning outcome ("integrate knowledge and the humanities in the social sciences to analyze problems, evaluate data, and draw informed conclusions") there is again 100% success rate.

- We established a set of courses that were most taken by Liberal Arts majors and the average teaching evaluation score for these courses from 2014 to 2016 were 4.32 on a five-point scale. This indicates considerable student satisfaction with the quality the instruction they received the Liberal arts program.
- Indicators of Good Advising: **Satisfactory**
  - Advising for freshmen and sophomores is done by the Academic Center for Excellence, and advising for juniors and seniors is done by the Philosophy Faculty. We have all of the advising for juniors and seniors done by two faculty members who regularly consult each other on advising matters to ensure consistent advice and to provide flexibility for our students, while maintaining the integrity of the program. The advisor meets with students and help them map out a plan for graduating and inform students of potential bottle necks that could delay their completion.
- Departmental Reward System: **Insufficient Data**
  - The Liberal Arts program does not have its own department and faculty, nor does it have its own budget to implement its own reward system. Faculty are rewarded according to their departments' policies and the Liberal Arts program has no role in that. This is an inherent difficulty for an interdisciplinary degree.
- Program Improvement Plans: **Below Average**
  - There are some workshops on advising and particularly with the University's new program (EAB) for identifying at risk students that would help ensure that we maintain or even improve the quality of the advising that we give our majors.

## II C. Quality of Research and Scholarship

- Opportunity for Student Research Projects: **Very Weak.**
  - Aside from the research done for their Capstone Thesis, and their paper in the "Seven Revolutions in Global Change," there are no student research opportunities provided for Liberal Arts Students. There is certainly some research being required as part of their course work, but that is controlled by the faculty in the departments that offer those courses.
  - All students do have the opportunity to present their research, regardless of discipline, at Tower Day which is CSU's event to celebrate student research. Any liberal arts student who produced a good paper or project could showcase it in the Tower Day events, although we have no record of anyone doing so.
- Faculty Publications, Presentations, and Grants: **Above Average**
  - Benjamin F. Blair  
Monographs:
    - Blair, B. (2014). The Economic Impact of Columbus State University's RiverPark Campus.
    - Blair, B. (2014). The Economic Impact of the Cooper Creek Tennis Complex: Fact Sheet.

- Blair, B. (2014). The Economic Impact of the Cooper Creek Tennis Complex: Final Report.
- Blair, B. (2014). Economic Impact of Project Gear.
- Blair, B. (2014). The Economic Impact of Project BCBSGA.
- Blair, B. (2014). The Impact of Fort Benning Lodging Privatization on the Columbus Lodging Market.
- Blair, B. (2014). Fall 2013 Community Attitude Survey.
- Blair, B. (2014). Is Columbus the Most Dangerous City? Untangling the Tangled Web of Crime Statistics.
- Blair, B., Hadley, L. (2013). Brookstone School Enrollment and Market Analysis.
- Blair, B. (2013). Hostess Brands Economic Impact Analysis.
- Blair, B. (2013). The Economic Impact of Visitors and Tourism on Columbus, Muscogee County, 2013, Fact Sheet.
- Blair, B. (2013). The FY 2013 Economic Impact of Visitors and Tourism to Columbus, Georgia.
- Blair, B. (2013). A Comparison of Selected Employee Salary Ranges: Columbus Consolidated Government and its Peers.
- Blair, B. (2013). An Analysis of Changes in Per Diem Lodging Rates on Muscogee County.
- Blair, B., Heriot, K., Jauregui, A. (2013). The Competitive Environment in the Specialty Grill Market: Implications for Saber Grills, Final Report (Saber Grills).
- Blair, B. (2013). The Economic Impact of Three Economic Development Projects: WellPoint/Blue Cross Blue Shield, Hostess Brands, Pratt & Whitney (Valley Partnership).
- Blair, B. (2013). A Comparison of Local Government Director-Level Compensation: Columbus Consolidated Government and its Peers, Final Report (Columbus Consolidated Government).
- Blair, B. (2013). A Market Assessment of the Columbus Natatorium, Final Report (Columbus Consolidated Government).
- Blair, B. (2013). The Economic Impact of the Columbus Natatorium on the Columbus, Georgia Economy, Final Report (Columbus Consolidated Government).
- Blair, B. (2013). An Analysis of the Property Tax Freeze on Homestead Properties in Muscogee County, Final Report (Columbus Consolidated Government).
- Blair, B. (2013). The Economic Outlook of Local Businesses: Results of the 2013 Survey.
- Blair, B. (2013). The Muscogee County Property Tax Freeze, Part 1: How are Property Taxes Calculated?, Community Information Brief (Columbus Consolidated Government).
- Blair, B. (2013). The Muscogee County Property Tax Freeze, Part 2: The Effect of Inflation on Frozen Property Taxes, Community Information Brief (Columbus Consolidated Government).

- Blair, B. (2013). The Muscogee County Property Tax Freeze, Part 3: The Effect of the Freeze on Historical Tax Revenue, Community Information Brief (Columbus Consolidated Government).
- Blair, B. (2013). The Muscogee County Property Tax Freeze, Part 4: An Analysis of a Proposed Alternative, Community Information Brief (Columbus Consolidated Government).
- Blair, B. (2012). An Estimate of the Economic Impacts of the Proposed Benning Technology Park on the Muscogee County Economy, (Development Authority of Columbus).
- Blair, B. (2012). Economic Impact of Project Heart (Valley Partnership).
- Blair, B. (2012). The FY 2011 Economic Impact of Visitors and Tourism to Columbus, GA.
- Blair, B. (2012). An Analysis of Changes in the Per Diem Lodging Rates on Muscogee County.
- Blair, B. (2012). Economic Impact of Project Cook (Valley Partnership).
- Blair, B. (2012). Summary of Leadership Survey (prepared for the Atlanta Business Chronicle).
- Blair, B. (2012). The Economic Impact of the Proposed Chattahoochee Valley Blueway Project, Economic Impact Analysis.
- Blair, B. (2012). Employment Trends and Recovery in the Columbus GA-AL Metropolitan Statistical Area, 2003-2011, Community Information Brief.
- Blair, B. (2012). The Effect of the Proposed TSPLOST on Residents of Muscogee County, Extended Report.
- Blair, B. (2011). The Economic State of the City, 2011.
- Blair, B. (2011). The Impact of BRAC on Muscogee County.

Other Publications:

- Blair, B. (2012). The Economic Impact of Visitors and Tourism on Columbus, Muscogee County 2011 GA
- Blair, B. (2012). The Economic Impact of the Proposed Chattahoochee Valley Blueway Project, Economic Impact Analysis.
- Blair, B. (2012). Employment Trends and Recovery in Chattahoochee County, 2003-2011, Community Information Brief.
- Blair, B. (2012). Employment Trends and Recovery in Harris County, 2003-2011, Community Information Brief.
- Blair, B. (2012). Employment Trends and Recovery in Marion County, 2003-2011, Community Information Brief.
- Blair, B. (2012). Employment Trends and Recovery in Muscogee County, 2003-2011, Community Information Brief
- Blair, B. (2012). Employment Trends and Recovery in Russell County, AL, 2003-2011, Community Information Brief
- Blair, B. (2012). Employment Trends and Recovery in the Columbus GA-AL Metropolitan Statistical Area, 2003-2011, Community Information Brief.



- Blair, B. (2012). The Effect of the Proposed TSPLOST on Residents of Muscogee County, Extended Report.

Presentations:

- "Is the economic freedom of North America index measuring economic freedom or something else? A principal component analysis." Presented at Southern Economic Association, Atlanta, GA. (November 2014)
- "Income Inequality and Economic Freedom: Do People Jump Around Income Categories?." Presented at Southern Economic Association Annual Meetings, Atlanta, Georgia. (November 22, 2014)
- "Economic Impact of Columbus State University's RiverPark Campus." Presented at Turner College Advisory Board, (November 20, 2014)
- "The Economic Impact of Columbus State University's RiverPark Campus." Presented at Update Economic Impact of RiverPark Campus, (November 11, 2014)
- "The Economic Impact of the Cooper Creek Tennis Complex." Presented at CORTA Economic Impact, (August 21, 2014)
- "Brookstone School Enrollment and Market Analysis." Presented at Brookstone School, (November 20, 2013)
- "Columbus Crime Webs." Presented at Turner College Advisory Board, (November 7, 2013)
- "Analyzing and Communicating a Proposed Alternative to the Property Tax Freeze in Muscogee County, Georgia." Presented at AUBER Annual Meeting, Richmond, Virginia. (October 2013)
- "Starting an AUBER Research Center." Presented at AUBER Annual Meeting, Richmond, Virginia. (October 2013)
- "Results of the Executive Compensation Survey." Presented at Blanchard Leadership Forum, (August 2013)
- "A Comparison of Local Government Director-Level Compensation: Columbus Consolidated Government and its Peers." Presented at Columbus City Council, Columbus GA. (April 9, 2013)
- "A Market Assessment of the Columbus Natatorium." Presented at Columbus City Council, Columbus GA. (April 9, 2013)
- "The Economic Impact of the Columbus Natatorium on the Columbus, Georgia Economy." Presented at Columbus City Council, Columbus GA. (April 9, 2013)
- "The Butler Center for Business and Economic Research." Presented at Monthly Valley Partnership Meeting, Columbus GA. (March 21, 2013)
- "An Analysis of the Property Tax Freeze on Homestead Properties in Muscogee County." Presented at Columbus City Leaders, Columbus GA. (March 20, 2013)
- "The Butler Center for Business and Economic Research." Presented at Mastering CSU, Columbus GA. (March 12, 2013)
- "An Analysis of the Property Tax Freeze on Homestead Properties in Muscogee County." Presented at Columbus City Leaders, Columbus GA. (February 11, 2013)

- "An Analysis of the Property Tax Freeze on Homestead Properties in Muscogee County." Presented at Columbus City Leaders, Columbus GA. (February 7, 2013)
  - "An Analysis of the Property Tax Freeze on Homestead Properties in Muscogee County." Presented at Columbus City Council, Columbus GA. (January 24, 2013)
  - "Columbus to Atlanta High Speed Rail Feasibility Study." Presented at Columbus City Government Rail Commission, Columbus GA. (January 17, 2013)
  - "The Economic Outlook of Local Businesses: Results of the 2013 Survey." Presented at 2013 Financial Forecast Breakfast, Columbus GA. (January 16, 2013)
  - "The Effect of the Proposed TSPLOST on Residents of Muscogee County." Presented at Columbus City Council, Columbus GA. (January 2012)
- Andres Jauregui
    - JOURNAL PUBLICATIONS
    - Tidwell, A., Jauregui, A., Sah, V., and Narwold, A. (2016). Cash and Distressed House Sales Price Discounts: Dual Sample Selection Spatial Interdependence Approaches. *The Journal of Real Estate Finance and Economics*, DOI: 10.1007/s11146-016-9591-y.
    - Tidwell, A., Jauregui, A., Seagraves, P., and Gallimore, P. (2016). The U.S. Housing Market and the Dynamic Pricing of Housing Duration. *Journal of Housing Research*, Vol. 25, No. 1, pp. 1-16.
    - Jauregui, A., Tidwell, A., and Hite, D. (2015). Sample Selection Approaches to Estimating House Price Cash Differentials. *The Journal of Real Estate Finance and Economics*. doi:10.1007/s11146-015-9529-9.
    - Brasington, D., Hite, D., and Jauregui, A. (2015). House Price Impacts of Racial, Income, Education, and Age Neighborhood Dissimilarity. *Journal of Regional Science*, Vol. 55(3), pp. 339–512.
    - Heriot, K. C., Jauregui, A., Huning, T., and Harris, M. (2014). Evaluating the legitimacy of entrepreneurship and small business as a field of study: An exploratory study in the USA. *Journal of Enterprising Communities: People and Places in the Global Economy*, Vol. 8:1, pp. 4-19.
    - Campbell, N., Heriot, K., Jauregui, A., and Mitchell, D. (2012). Which State Policies Lead to Small U.S. Firm Death? Analysis with the Economic Freedom Index. *Journal of Small Business Management*, 50(1): 87-104.
    - Jauregui, A., and Hite, D. (2010). The Impact of Real Estate Agents on House Prices near Environmental Disamenities. *Housing Policy Debate*, 20(1):295-316.
    - Campbell, N., Heriot, K., and Jauregui A. (2010). State Regulatory Spending: Boon or Brake for New Enterprise Creation and Income? *Economic Development Quarterly*, 24(3): 243-250.

- Ellis, Y., Daniels, B., and Jauregui, A. (2010). The Effect of Multitasking on the Grade Performance of Business Students. *Research in Higher Education Journal*, Volume 8: 1-10.
- Theis, J., Yesilyaprak, A., Jauregui, A., and Dutta, A. (2010). Bank Holding Company Dividend Policy: Changed by Recession? *The Global Journal of Finance and Economics*, 6(1): 1-9.
- Campbell, N., Jauregui, A. and Heriot, K. (2008). Housing Prices and Economic Freedom. *Journal of Private Enterprise*, XXII: 2, 1-17.

#### PROCEEDINGS PUBLICATIONS

- Jauregui, A. and Heriot, K. (2009). Economic Freedom in Mexico: An Empirical Analysis of Firms Births in the 31 Mexican States. Conference Proceedings of the 58<sup>th</sup> International Council for Small Business World Conference, Ponce, Puerto Rico.
- Campbell, N., Heriot, K. and Jauregui, A. (2009). The economic freedom index as a determinant of firm deaths: an empirical investigation. Conference Proceedings of the 2009 USASBE Conference, Anaheim, California.
- Yesilyaprak, A., J. Theis, and A. Jauregui (2009). Factors that determine Foreign Direct Investment. Academy of Economics and Finance.
- Campbell, N., Heriot, K. and Jauregui, A. (2009). State Regulatory Spending: Boon or Brake for New Enterprise Creation and Income? 2009 Southwest Decision Science Institute Proceedings Conference.
- Heriot, K., Jauregui, A. and Harris, M. (2009). Evaluating the Legitimacy of Entrepreneurship as a Field of Study. First Annual Conference of the Southern Academy of Entrepreneurship, Columbus, Georgia.
- Campbell, N., Heriot, K. and Jauregui, A. (2009). Economic Freedom in Mexico: A Preliminary Empirical Analysis of Firm Births. First Annual Conference of the Southern Academy of Entrepreneurship, Columbus, Georgia.
- Jauregui, A., Hamilton, K., and Langston, V. (2007). Georgia Housing Markets: The Impact of Migration Patterns. Papers and Proceedings of the Thirty-fourth Annual Meeting of the Academy of Economics and Finance, Jacksonville, Florida.
- Langston, V., Jauregui, A., and Hamilton, K. (2007). The Impact of the Recession on Labor Migration in Georgia. Papers and Proceedings of the Thirty-fourth Annual Meeting of the Academy of Economics and Finance, Jacksonville, Florida.

#### PRESENTATIONS

- Jauregui, A., Hite, D., Tidwell, A., Songhen, B. and Traxler, G., “Open space at the rural-urban fringe: A joint spatial hedonic model of developed and

undeveloped land values.” Presented at 2015 American Real Estate Society Meeting, Ft. Myers, Florida (2015).

- Hurt, K., Blair, B., Heriot, K. and Jauregui, A., "Is the economic freedom of North America index measuring economic freedom or something else? A principal component analysis." Presented at 2014 Southern Economic Association Annual Meetings, Atlanta, Georgia (2014).
- Jauregui, A. and Heriot, K., “Economic Freedom in Mexico: A Preliminary Empirical Analysis of Firm Births." Presented at 2014 Southern Economic Association Annual Meetings, Atlanta, Georgia (2014).
- Jauregui, A., Blair, B., and Cotten, B., "Income Inequality and Economic Freedom: Do People Jump Around Income Categories?" Presented at 2014 Southern Economic Association Annual Meetings, Atlanta, Georgia (2014).
- Jauregui, A., Tidwell, A., and Hite, D., "Sample Selection Approaches to Estimating a Dynamic Cash Differential." Presented at The American Real Estate Society, San Diego, California (2014).
- Jauregui, A., "Economic Freedom and Entrepreneurship: Evidence from the United States and Mexico." Presented at Conference on Cross-Cultural Management, Kochi, Kerala, India (2013).
- Tidwell, O., Jauregui, A., Seagraves, P. A., and Gallimore, P., “The U.S. Housing Market and the Pricing of Housing Duration.” Paper presented and the 2012 Annual Meeting of the American Real Estate Society, St. Pete Beach, Florida (2012).
- Jauregui, A. and Heriot, K., “No Vacancies: Intervention Analysis, Lawsuits, and the Real Cost of Uncollected Hotel Occupancy Taxes from Online Travel Companies in Columbus, Georgia.” Paper presented at the 2011 Southern Economics Association Annual Conference, Washington, D.C. (2011).
- Jauregui, A. and Heriot, K., “The Economic Freedom of North America Index as a Determinant of the Cost-of-Doing Business in the U.S. Paper presented at the 2010 Southern Economic Association 80th Annual Meeting, Atlanta, Georgia (2010).
- Theis, J., Yesilyaprak, A., and Jauregui, A., “Factors that Determine Foreign Direct Investment.” Paper presented at the 2010 Academy of Economics and Finance 36th Annual Meeting, Pensacola, Florida (2010).
- Campbell, N., Heriot, K., and Jauregui, A., “The Impact of Economic Freedom on Firm Births and Firm Deaths in the United States: A Spatial Econometrics Approach.” Paper presented at the 2009 Southern Economic Association 79th Annual Meetings, San Antonio, Texas (2009).
- Jauregui, A., Hite, D., and Brasington, D., “House Price Impacts of Racial, Income, Education, and Age Neighborhood Spatial Concentration.” Paper

presented at the 2009 56th Annual North American Meetings of the Regional Science Association, San Francisco, California (2009).

- Campbell, N., Heriot, K. and Jauregui, A., “State Regulatory Spending: Boon or Brake for New Enterprise Creation and Income?” Paper presented at the 2009 Southwest Decision Sciences Institute 40<sup>th</sup> Annual Conference in Oklahoma City, Oklahoma (2009).
- Campbell, N., Heriot, K. and Jauregui, A.,” The Economic Freedom Index as a Determinant of Firm Deaths: an Empirical Investigation.” Paper presented at the 2009 USASBE Conference in Anaheim, California (2009).
- Jauregui, A., Hite, D., and Brasington, D., “Estimating the House Price Impacts of Racial, Income, Education, and Age Neighborhood Segregation.” Paper presented at the 2007 North American Regional Science Council Annual Meeting, Savannah, GA (2007).
- Jauregui, A., Hamilton, K., and Langston, V. Georgia Housing Markets: The Impact of Migration Patterns. Paper presented at the 2007 Academy of Economics and Finance Conference in Jacksonville, Florida (2007).
- Langston, V., Hamilton, K., and Jauregui, A., “The Impact of the Recession on Labor Migration in Georgia.” Paper presented at the 2007 Academy of Economics and Finance Conference in Jacksonville, Florida (2007).
- Hamilton, K., Jauregui, A., and Langston, V., “The Effects of Retirement Migration in Georgia.” Paper presented at the 2007 Academy of Economics and Finance Conference in Jacksonville, Florida (2007).
- Jauregui, A., Hite, D., Sohngen, B., and Traxler, G., “The Value of Open Space in Rural and Suburban Areas: A Spatial Hedonic Approach.” Paper presented at the 2006 Southern Extension and Research Activity (SERA) 30 Meeting, Auburn University, Auburn (2006).
- Jauregui, A. and Hite, D., “Don't Ask, Don't Tell: The Impact of Real Estate Agents on House Prices Near Environmental Disamenities.” Paper presented at the 2005 American Real Estate and Urban Economics Association Annual Meeting, Philadelphia, Pennsylvania (2005).
- Franklin Mixon
  - Meritocracies or masculinities? The differential allocation of named professorships by gender in the academy,” JOURNAL OF MANAGEMENT (in press) (with Treviño, Gómez-Mejia and Balkin).
  - “Human capital and life satisfaction in economic transition: Econometric evidence from pre- and post-Arab Spring Egypt,” ECONOMICS OF TRANSITION (in press) (with Silver and Caudill).

- “Decomposition of latent class regression model estimates: An application to hunting land lease prices,” *STUDIES IN ECONOMICS AND ECONOMETRICS* (in press) (with Carrasco-Gallego, Caudill and Cebula).
- “Entrepreneurial philanthropy and university creation: An economic model,” *JOURNAL OF THE KNOWLEDGE ECONOMY* (in press) (with Faria).
- “The economics of conversion and salvation: An examination of Puritanism’s Half-Way Covenant,” *FORUM FOR SOCIAL ECONOMICS* (in press) (with Bridges).
- “Academic research and the strategic interaction of scholars and editors: A two-stage game,” *INTERNATIONAL GAME THEORY REVIEW* 19 (2017): 1-16 (with Besancenot and Faria).
- “A good walk foiled: Monopoly power and barriers to entry into the PGA Tour,” *MANAGERIAL AND DECISION ECONOMICS* 37 (2016): 574-584 (with Hamel and Caudill).
- “Minority faculty hiring power in academe: An economic model,” *REVIEW OF BLACK POLITICAL ECONOMY* 43 (2016): 273-288 (with Faria, Loureiro and Sachsida).
- “Consumer ratings and the pricing of experience goods: Hedonic regression analysis of beer prices,” *AGRICULTURAL AND FOOD ECONOMICS* 4 (2016): 1-10 (with Smith, McKinney and Caudill).
- “Estimating class-specific parametric models using finite mixtures: An application to a hedonic model of wine prices,” *JOURNAL OF APPLIED STATISTICS* 43 (2016): 1,253-1,261 (with Caudill).
- “Human capital, collegiality, and stardom in economics: Empirical analysis,” *SCIENTOMETRICS* 106 (2016): 917-943 (with Faria and Upadhyaya).
- “Athletic contests and individual robberies: An analysis based on hourly crime data,” *APPLIED ECONOMICS* 48 (2016): 723-730 (with Yu, McKinney and Caudill).
- “The lighthouse in economics: Colonial America’s experience,” *JOURNAL OF PUBLIC FINANCE AND PUBLIC CHOICE* 33 (2015): xx-yy (with Bridges).
- “Teachers’ salaries and human capital, and their effects on academic performance: An institution-level analysis of Los Angeles County high schools,” *JOURNAL OF ECONOMICS AND FINANCE* 39 (2015): 347-356 (with Cebula and Montez).
- “Bad vibrations: New evidence on commons quality and localism at California’s surf breaks,” *INTERNATIONAL REVIEW OF ECONOMICS* 61 (2014): 379-397.
- “Two-dimensional effort in patent-race games and rent-seeking contests: The case of telephony,” *GAMES* 5 (2014): 116-126 (with Faria, Caudill and Wineke).
- “Shine bright like a diamond: A hedonic model of grading and pricing an experience good,” *APPLIED ECONOMICS* 46 (2014): 1,829-1,838 (with Lee and Caudill).
- “Referee bias and stoppage time in Major League Soccer: A partially adaptive approach,” *ECONOMETRICS* 2 (2014): 1-19 (with Yewell and Caudill).

- “Rent seeking in successive monopoly: The case of casino gambling in New Orleans,” *EVOLUTIONARY AND INSTITUTIONAL ECONOMICS REVIEW* 11 (2014): 41-51 (with Ressler).
- “NFL draftnikology: Euclidean metrics and other approaches to scoring ranking predictions,” *COMMUNICATIONS IN STATISTICS – SIMULATION AND COMPUTATION* 43 (2014): 237-248 (with Caudill and Mixon).
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- “I Am Fortune’s Steward’: Guiding Undergraduates Toward Authentic Research.” College English Association Conference (St. Petersburg, March 2011)
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- “Vertical and horizontal trust networks in bureaucracies: Evidence from the Third Reich,” *CONSTITUTIONAL POLITICAL ECONOMY* 15 (2004): 371-381 (with Sawyer and Treviño).
- “How race affects dismissals of college football coaches,” *JOURNAL OF LABOR RESEARCH* 25 (2004): 645-656 (with Treviño).
- “The ‘home grown’ presidency: Empirical evidence on localism in presidential voting, 1972-2000,” *APPLIED ECONOMICS* 36 (2004): 1,745-1,749 (with Tyrone).
- “Examining legislative challenges to central bank autonomy: Macroeconomic and agency cost models,” *JOURNAL OF ECONOMICS AND BUSINESS* 56 (2004): 415-428 (with Upadhyaya).
- “Strategic factors affecting foreign direct investment decisions by multi-national enterprises in Latin America,” *JOURNAL OF WORLD BUSINESS* 39 (2004): 233-243 (with Treviño).
- “Did strategic behavior save the Schindler Jews?” *EASTERN ECONOMIC JOURNAL* 30 (2004): 493-499 (with Treviño). See “Erratum,” *EEJ* 30 (2004): 662.
- “Politics and the adoption of legislative television: An analysis of the U.S. House vote on C-SPAN,” *EUROPEAN JOURNAL OF LAW & ECONOMICS* 16 (2003): 345-355 (with Tyrone, Treviño and Minto).
- “Congressional memberships as political advertising: Evidence from the U.S. Senate,” *SOUTHERN ECONOMIC JOURNAL* 70 (2003): 414-424 (with Ressler and Gibson).
- “Do Congressional leaders detect and deter cartel cheating? Evidence from committee assignments,” *ECONOMICS OF GOVERNANCE* 4 (2003): 161-175 (with Chittom).

- “Has legislative television changed legislator behavior? C-SPAN2 and the frequency of Senate filibustering,” *PUBLIC CHOICE* 115 (2003): 139-162 (with Gibson and Upadhyaya).
- “Legislative television as an institutional entry barrier: The impact of C-SPAN2 on turnover in the U.S. Senate, 1946-1998,” *PUBLIC CHOICE* 112 (2002): 433-448 (with Upadhyaya).
- “The timing of partisan and nonpartisan appointments to the central bank: Some new evidence,” *JOURNAL OF MONEY, CREDIT, AND BANKING* 34 (2002): 361-375 (with Gibson). See “Erratum,” *JMCB* 35 (2003): 281.
- “Does legislative television alter the relationship between voters and politicians?” *RATIONALITY AND SOCIETY* 14 (2002): 109-128.
- “A discrete-time hazard model of the adoption of legislative television: Evidence from the U.S. Congress, 1961-1986,” *APPLIED ECONOMICS* 33 (2001): 1,881-1,887.
- “Formal human capital attainment of career legislators in the U.S. Congress: Modeling legislatures as unions,” *PUBLIC CHOICE* 108 (2001): 369-386.
- “Loyal political cartels and committee assignments in Congress: Evidence from the Congressional Black Caucus,” *PUBLIC CHOICE* 108 (2001): 313-330 (with Ressler).
- “Gavel-to-gavel congressional television coverage as political advertising: The impact of C-SPAN on legislative sessions,” *ECONOMIC INQUIRY* 39 (2001): 351-364 (with Hobson and Upadhyaya).
- “The impact of agency costs on regulator compensation and the size of electric utility commissions,” *THE ENERGY JOURNAL* 22 (2001): 17-34.
- “The retention of state-level concealed handgun laws: Empirical evidence from interest group and legislative models,” *PUBLIC CHOICE* 107 (2001): 1-20 (with Gibson).
- “Intergovernmental grants and the positioning of presidential primaries and caucuses: Empirical evidence from the 1992, 1996, and 2000 election cycles,” *CONTEMPORARY ECONOMIC POLICY* 19 (2001): 27-38 (with Hobson).
- “Is economic freedom one dimensional? A factor analysis of some common measures of economic freedom,” *JOURNAL OF ECONOMIC DEVELOPMENT* 25 (2000): 17-40 (with Caudill and Zanella).
- “Multiproduct outputs and scale economies in electric power production: Some new estimates,” *REVIEW OF INDUSTRIAL ORGANIZATION* 15 (1999): 65-76 (with Berry).
- “Compensation schemes and human capital attainment in Congress: Is there an adverse selection of legislator attributes?” *PUBLIC FINANCE REVIEW* 27 (1999): 418-433 (with Wilkinson).
- “The impact of economic regulation on attempts to curb expense preference behavior: A micro-data analysis of CEO compensation schemes for electric utilities,” *ENERGY ECONOMICS* 21 (1999): 185-194 (with Upadhyaya).

- “Customer return policies for experience goods: The impact of product price and consumer search costs on seller-provided informational cues,” *APPLIED ECONOMICS* 31 (1999): 331-336.
- “Sending federal fiscal power back to the states: Federal block grants and the value of state legislative offices,” *JOURNAL OF PUBLIC FINANCE AND PUBLIC CHOICE* 16 (1998): 27-41 (with Ladner).
- “Television revenue and the structure of athletic contests: The case of the National Basketball Association,” *EASTERN ECONOMIC JOURNAL* 24 (1998): 43-50 (with Caudill).
- “The determinants of market share for the ‘dominant firm’ in telecommunications,” *INFORMATION ECONOMICS & POLICY* 9 (1997): 309-318 (with Hsing).
- “Gerrymandering and the Voting Rights Act of 1982: A public choice analysis of turnover in the U.S. House of Representatives,” *PUBLIC CHOICE* 93 (1997): 357-371 (with Upadhyaya).
- “The economic theory of regulation versus alternative theories for the electric utilities industry: A simultaneous
- probit model,” *RESOURCE & ENERGY ECONOMICS* 19 (1997): 191-202 (with Upadhyaya and Raymond).
- “Team production in economics: A comment and extension,” *LABOUR ECONOMICS* 4 (1997): 185-191.
- “Full wages, part-time employment and the minimum wage,” *APPLIED ECONOMICS* 28 (1996): 1,415-1,419 (with Ressler and Watson).
- “Public choice and the EPA: Empirical evidence on carbon emissions violations,” *PUBLIC CHOICE* 83 (1995): 127-137.
- “Advertising as information: Further evidence,” *SOUTHERN ECONOMIC JOURNAL* 61 (1995): 1,213-1,218.
- “Advertising and information: An empirical study of search, experience and credence goods,” *JOURNAL OF ECONOMIC STUDIES* 22 (1995): 33-43 (with Ekelund and Ressler).
- “Modeling household fertility decisions: Estimation and testing of censored regression models for count data,” *EMPIRICAL ECONOMICS* 20 (1995): 183-196 (with Caudill).
- “The impact of deregulation on labor demand in Class-I railroads,” with Yu Hsing, *JOURNAL OF LABOR RESEARCH* 16 (1995): 1-8 (with Hsing).
- “The determinants of out-of-state enrollments in higher education: A tobit analysis,” *ECONOMICS OF EDUCATION REVIEW* 13 (1994): 329-335 (with Hsing).
- “Rent seeking and hidden in-kind resource distortion: Some empirical evidence,” *PUBLIC CHOICE* 78 (1994): 171-185 (with Laband and Ekelund).
- “The role of advertising in the market process: A survey,” *INTERNATIONAL JOURNAL OF ADVERTISING* 13 (1994): 15-23.
- “Estimating learning curves in economics: Evidence from aerial combat over the Third Reich,” *KYKLOS* 46 (1993): 411-419.

#### Selected Scholarly Books

- ECONOMIC BEHAVIOR, ECONOMIC FREEDOM, AND ENTREPRENEURSHIP, Northampton, MA: Edward Elgar Publishing Ltd., 2015 (co-edited with Cebula, Hall and Payne).
- PUBLIC CHOICE ECONOMICS AND THE SALEM WITCHCRAFT HYSTERIA, New York, NY: Palgrave Macmillan, 2015.

#### Editorial Appointments

- Editorial Board (2016-present), PERSPECTIVES ON ECONOMIC EDUCATION RESEARCH
- Editorial Board (2014-present), QUARTERLY JOURNAL OF ECONOMETRICS RESEARCH
- Editorial Board (2001-present), JOURNAL OF ECONOMICS AND FINANCE EDUCATION
- Guest Editor (2017 Special Issue), FORUM FOR SOCIAL ECONOMICS
- Eliot Rendleman
  - Publications
  - “Lexicography: Self-Analysis and Defining the Keywords of Our Missions.” The Writing Lab Newsletter 37.1-2 (2012): 1-5. Rpt. in The Best of the Independent Rhetoric and Composition Journals 2014. Ed. Steve Parks, Morris Young, and Elisabeth Miller. Anderson, SC: Parlor Press, 2015. [Forthcoming 2015]
  - Rendleman, Eliot, and Judith Kemerait Livingston. “Kung Fu in the Academy: Addressing Challenges, Redirecting Resources, and Developing Intentionality with an FYC-WC Collaboration.” Collaborative Craft and the Work of Writing Programs and Writing Centers. Ed. Alice J. Myatt and Lyneé Lewis Gaillet. [Under review]
  - “Writing Centers and Mandatory Visits, WPA-CompPile Research Bibliographies, No. 22.” WPA-CompPile Research Bibliographies. July 2013. Web. 24 Aug. 2013. <<http://comppile.org/wpa/bibliographies/Bib22/Rendleman.pdf>>
  - “Lexicography: Self-Analysis and Defining the Keywords of Our Missions.” The Writing Lab Newsletter. 37.1-2 (2012): 1-5. Print. Also at <<https://writinglabnewsletter.org/archives/v37/37.1-2.pdf>>. [Peer-reviewed, Lead Article]
  - Selected for inclusion in The Best of Independent Rhetoric and Composition Journals 2014, published by Parlor Press. [Reprint forthcoming]
  - “Survey of Textbook Adoption Policies and Practices in First-Year Writing Programs.” CompPile: An Inventory of Publications in Post-Secondary

Composition, Rhetoric, Technical Writing, ESL, and Discourse Studies. 3 Feb. 2012. Web. 24 Aug. 2013. <<http://compfaqs.org/textbooks/adoption/index.php>>.

- “Balancing Act: Student Valuation and Cultural Studies Textbooks for Composition.” *Composition Forum* 24 (2011): n. pag. Web. 12 Sep. 2011. <<http://compositionforum.com/issue/24/balancing-act-textbooks.php>>. [Peer-reviewed, Lead Article]
- “Studies on Textbooks for Writing Instruction: Course Readers, Composition Books, Rhetorics, and Handbooks, WPA-CompPile Research Bibliographies, No. 11.” *WPA-CompPile Research Bibliographies*. Aug. 2010. Web. 24 Aug. 2013. <<http://comppile.org/wpa/bibliographies/Bib11/Rendleman.pdf>>.
- Rev. of *Computers and Writing: The Cyborg Era*, by James Inman. *Composition Studies*. 34.1 (2006): 132-6. Print.
- Rev. of *Critical Literacy in a Digital Era: Technology, Rhetoric, and the Public Interest*, by Barbara Warnick. *Computers and Composition*. 21.2 (2004): 255-60. Print.
- Rev. of *Natural Discourse: Toward Ecomposition*, by Sidney L. Dobrin and Christian R. Weisser. *ISLE: Interdisciplinary Studies in Literature and Environment*. 11.1 (2004): 273-74. Print.
- Papers/Conferences
- “Kung Fu and Mapping the Dynamics of Hierarchy in a Deliberate Collaboration among Writing Programs.” Conf. on Coll. Composition and Communication. Tampa. 18 – 21 Mar. 2015.
- “Kung Fu as Novel Inspiration for Developing and Assessing an Intentional Collaboration between Writing Programs.” Joint Conference of the International Writing Centers Association & the National Conference of Peer Tutoring in Writing. Disney’s Coronado Springs Resort, Lake Buena Vista, FL. 30 Oct. – 1 Nov. 2014.
- “Kung Fu in the Academy: Addressing Challenges, Redirecting Resources, and Developing Intentionality among Writing Programs.” Southeastern Writing Center Association Conf. Eastern Carolina University. Greenville, NC. 8 Feb. 2014.
- Rendleman, Eliot, Judith Livingston, and Joe Letter. “Tell all the truth but tell it slant”: Articulating Success in Writing Program Administration.” Council of Writing Program Administrators Conf. Coastal Georgia Center, Savannah, GA. 21 July 2013.
- Rendleman, Eliot, and Judith Livingston. “Work of Tools, Work of People: The Effects of the Writer’s Journal and Writing Center Consultants on Confidence and Ability.” Southeastern Writing Center Association Conf. Nova Southeastern University. Ft. Lauderdale, FL. 21-23 Feb. 2013.

- “The Types and Degrees of Student Resistance to Shared Class Governance and Collaboration in a Peer Writing Consultation Training Course.” 2012 USG Teaching and Learning Conf. Helen, GA. 13 Apr. 2012.
  - “Whose Resistance is Futile?: The Successes, “Failures,” and Revisions of an Inquiry-Guided Learning Curriculum in a Peer Writing Consultation Training Course.” Southeastern Writing Center Association Conf. Eastern Kentucky University. Richmond, KY. 17 Feb. 2012.
  - “Tides of Orthodoxy: Challenging the Collaboration/Independence Binary and Rethinking the Independent Writer.” Southeastern Writing Center Association Conf. University of Alabama. Tuscaloosa, AL. 18 Feb. 2011.
  - “Technological Performativity: A Rhetorical Analysis of Composition Textbooks and the Identities They Shape.” Conf. on Coll. Composition and Communication. New York. Mar. 2007.
  - “Writing Technology, Bodies, and Gender Performativity: An Analysis of Promotional Documents for Typewriters, 1895-1898.” 5th Biennial Feminism(s) and Rhetoric(s) Conf. Michigan Technological University. Houghton, MI. Oct. 2005.
  - Baird, Neil, and Eliot Rendleman. “Leveling the Proverbial Playing Field: Enfranchising the Basic Writer with Technology.” Computers and Writing. Stanford University, Stanford, CA. June 2005.
  - “Making Sophistic Theories of Composition Matter for Hypertextual Public Discourse.” Conf. on Coll. Composition and Communication. San Antonio. Mar. 2004.
  - “The Possibilities for ‘Refashioning’ On Rhetoric and Toulmin’s Model for Hypertext Argumentation in the Academic Setting.” Computers and Writing. Purdue University. West Lafayette, IN. May 2003.
  - “Self-Censorship in the American West: How I/My Class Shut Me/Themselves Down.” Conf. on Coll. Composition and Communication. Atlanta. Mar. 1999.
  - Bein, Erika, Eliot Rendleman, and Elizabeth Swingrover. “Beats, Freaks, Hippies, Punks: Strategies for Teaching College Courses in American Counterculture 1950s-1970s.” Far West Popular and American Culture Associations Conf. Las Vegas. Feb. 1999.
  - “Productive and Non-Productive Noise in the Writing Center.” East Central Writing Center Association Conf. Michigan State University. Kellogg Center, East Lansing. 1996.
- Sundi Rose-Holst

#### PUBLICATIONS AND CONFERENCES

- Conference Paper – “What if Kate Middleton was Gossip Girl? A close reading of socialite culture in contemporary popular mass media”
  - Accepted at PCA/ACA National Conference 2014
- Conference Paper – " The Narrator in Carson McCuller’s *Ballad of the Sad Café* as Symbolic Synecdoche."
  - Accepted at SAML A Conference 2012
- Conference paper – “How Redneckery Got it’s Cool Back: What the Redneck Games did for a new Southern pride”
  - Accepted at Converse College Conference for Southern Culture
- Conference paper – “Using Reality TV in First Year Composition: How Introducing Pop Culture in the FYC Classroom Challenges Established Academic and Pedagogical Borders”
  - Accepted at College English Association's Conference 2012
- Markus Weidler
  - Book chapter
    - Weidler, Markus. 2012. “Daring To Be Grateful: Robert C. Solomon on Gratitude in the Face of Fanaticism” in *Passion, Death, and Spirituality: The Philosophy of Robert C. Solomon*. Eds. Kathleen Higgins and David Sherman. Dordrecht Heidelberg New York London: Springer, 223–244.
  - Articles (double-blind review)
    - Markus Weidler, “Vernacular Fundamentalism after Žižek: Some Ethical Concerns about Religious Online Communication,” *Journal for Cultural and Religious Theory*, Special Issue [forthcoming Spring 2015].
    - Markus Weidler , Imran Aijaz . “Divine Hiddenness and Discrimination: A Philosophical Dilemma,” *Sophia* Vol. 52 (1): 95–114 (2013) [First published online: 18 October 2011, *Sophia* DOI 10.1007/s11841-011-0285-x]
    - Markus Weidler, “Terrorism and Eschatology,” *The International Journal of Religion and Spirituality in Society*, Vol. 2, Issue 3, 2012, 1–8.
    - Markus Weidler. "Heidegger's "Fourfold" as a Critique of Idolatry." *Monatshefte* 104.4 (2012): 489–510.
    - “Some Critical Reflections on The Hiddenness Argument”, co-authored with Imran Aijaz (Article DOI: 10.1007/s11153–006–9103–8) *International Journal for Philosophy of Religion*, Vol. 61, No. 1, February 2007, 1–23.
    - “Toward a New Materialist Semiotics: Undoing the Dialectic’s Philosophical Hypocrisy,” *Monatshefte*, Vol. 96, No. 3, Fall 2004,



· Program Improvement Plans: **Very Weak**

A plan for Program Improvements on the quality of faculty research is impossible as the Liberal Arts Program does not have a budget, nor does it have a formally defined faculty. Improvements in faculty research can only be done through the department in which they reside.

II D. Quality of Service: **Above Average**

· Activities to Enhance Program, Department, College, Institution, Community and/or Region

- Benjamin F. Blair
  - Member, Board of Directors of a Company, NATRC Region 5. (December 2013 - Present).
  - Secretary, Board of Directors of a Company, Members Alliance Federal Credit Union. (July 2013 - Present).
  - Board of Directors of a Company, AUBER. (October 2014 - Present).
  - Member, Committee Member, University Library Committee. (August 2014 - Present).
  - Committee Member, Economics Discipline Committee. (August 15, 2011 - Present).
  - Committee Member, Strategic Planning Committee. (August 15, 2011 - Present).
  - Director, Butler Center for Business and Economic Research. (August 1, 2011 - Present).
  - Committee Member, Search Committee Cunningham Center Executive Director. (September 19, 2012 - December 2013).
  - Committee Member, Accounting Search Committee. (November 1, 2011 - December 15, 2011).
- Elizabeth Huling Culverson
  - Columbus State English Department's Freshman Writing Seminars
- Joe Miller
  - Faculty Advisor, The Saber (CSU student newspaper), 2013-present
  - University Readmissions Committee, CSU, 2014-present
  - Chair, CSU English Department PR and Media Committee, 2016-present
  - CSU English Department PR and Technology Committee, 2011-present
  - CSU English Department Curriculum Committee, 2015-2016
  - Director, David Diamond Reading and Recital Series, 2011-2016
  - Faculty Advisor, CSU Creative Writing Club, 2013-2016
  - CSU Turnitin.com Liaison, 2011-2014
  - University Readmissions Committee, CSU, 2014-present
  - CSU English Department PR and Technology Committee, 2011-2015
  - Board Member, DEBATE Kansas City, 2007-2011
- Joseph McCallus
  - Publishing Committee (present)
  - Tenure and Promotion Committee (2007, 2010-2011, 2013)
  - Development and Improvement Committee (2006-2007)

- Post-tenure Review Committee (2002-2004, 2006 chair, 2009, 2012, 2013)
- Editing Committee for SACS Report (2005)
- Research Award Committee (2005)
- Web Development Committee (appointed representative for Arts and Letters, 2002-2004)
- Academic Technology Utilization Committee (1997-1999)
- Academic Assessment Team (1995-1997)
- Communications Department search committee (1997 and 2007)
- Admissions Committee (1995-1996)
- Technology Skills for Transfer Students (1997)
- English Majors Committee (1995-2002, present)
- Promotion and Tenure Committee (2011, 2013 Chair)
- Personnel Committee (2013)
- Chair, Technology Committee (2003-2004, 2010)
- Chair, Search Committee for Journalism position (2008)
- Chair, Search Committee for Rhetoric, Professional Writing position (2007)
- Search Committee for full-time nontenure track writing positions (2007)
- Chair, Search Committee for Writing Specialist position (2004-5)
- Chair, Pre-Tenure Review Committee for Professor Nick Norwood (2004)
- Grants Committee (2002)
- Chair, Search Committee for Creative Writing position (2001)
- Chair, Freshman Composition Committee (1998-2000)
- Search Committee for full-time non-tenure Writing Instructor (2000)
- Chair, Writing Center Director Search Committee (1999)
- Journal Acquisition Committee (1998)
- Literature Club (advisor, 1995-1997)
- Search Committee for Linguistics position (1997)
- Pat McHenry
  - MAJOR COMMITTEES
  - Carnegie Community Engagement Classification decision committee (Co-chair, Spring 2017)
  - Capital Projects Task Force (Co-chair, Spring 2015 – Fall 2016)
  - Arnold Hall Renovation Committee (Co-chair, Fall 2014 – Fall 2016)
  - Howard Hall Renovation Committee (Co-chair, Fall 2013 – Fall 2014)
  - University Curriculum Committee (Fall 2003-present, except Fall 2004; elected and served as Chair for 2011-13), UCC Curricunet Task Force (2013-14), Ex Officio Academic Affairs (Fall 2016-present), UCC Task Force (Fall 2008-Spring 2009), Academic Affairs POC for transition from Curricunet to Courseleaf database (Spring 2017)
  - Salary Study Committee (2014)
  - Core Curriculum Task Force (2009-2011)
  - Provost Grant Committee (2010-2011)
  - College of Letters and Sciences Curriculum Committee (Chair, Fall 2009-present)
  - Academic Standards Committee (2007-2010; 2013 – present)

- College of Arts and Letters Curriculum Committee (Member, Fall 1997-Spring 1999; Chair, Fall 2003-2009, except Fall 2004)
- Domain Change Task Force (2010-2011)
- University Sustainability Committee (Fall 2009-present) and Sustainability Week Committee (Spring 2012)
- Assessment Committee Department of English (Spring 2011-present)
- Graduate Council and Task Force (Fall 2006-Spring 2009)
- Subcommittee chair: Policy and Curriculum
- Task Force for Part-Time Faculty Development (Chair, Fall 2005-Spring 2006)
- Faculty Senate Part-Time Faculty Use Committee (Chair, Fall 2003-Fall 2005)
- Task Force for Core Curriculum Offerings (Fall 2005)
- University Strategic Planning Commission (Fall 2004-Fall 2008)
- Subcommittee chair: Evaluation of 2000-05 Strategic Plan
- College of Arts and Letters Faculty Development Committee (Chair, Fall 2005-Spring 2006)
- College of Arts and Letters Personnel Committee (AY 2003-04, AY 2005-06)
- Promotion, Tenure, and Evaluation policy Committee, Language and Literature Department (Chair, Spring 2003)
- Ad hoc facilities committee for Howard Hall (Chair, Spring-Fall 2004)
- English Majors Committee, Language and Literature (Chair, 1998-2002; Member 1996-present)
- Composition Committee, Language and Literature (August 1998-May 2003)
- Pre-Tenure Review Committees for Dr. Efrain Garza (Spring 2002), Prof. Earl Coleman (Spring 2003), Dr. Ann Rosenthal (Spring 2003), Dr. Bradley Palmer (Spring 2004), Dr. Andree Martin (Spring 2004), Dr. Seon Jeon (Spring 2006), Professor Orion Wertz (Spring 2006)
- Post-Tenure Review Committee for Dr. Neal McCrillis (Chair, Spring 2006)
- English Education Curriculum Committee, ex officio (Fall 2001-May 2003)
- Election Committee of the Faculty Senate (Chair, Spring 2003-May 2004)
- Executive Committee of the Faculty Senate (September 2001-May 2003)
- Graduation and Special Events Committee (September 1996-May 2005)
- Ad Hoc Graduation Committee (Spring 2002)
- Publications Committee (ex officio as Saber advisor, August 1997-December 2001, member 2001 - 2005)
- Hunter Lecture Series
  - James Burke visit committee
  - Robert Pinsky visit committee
  - Hunter Lecture Series, selection committee (September 2001-2006)
- Facilities and Safety Committee (September 2001-May 2003)

#### Search Committees

- COEHP Associate Dean search, Dr. Joseph Jones hired (Fall 2015).
- Medieval literature, English Department, Dr. Shannon Godlove hired (Spring 2012)

- Library Dean Search, Dean Mark Flynn hired (two iterations: Fall 2010 and Spring/Summer 2011)
- Creative Writing, English Department, Dr. Aaron Sanders hired (Chair, Fall 2007)
- Director of the Schwob School of Music, Dr. Fred Cohen hired (Chair, Fall 2006-Spring 2007)
- Rothschild Chair of the Department of Art, Professor Mara Scrupe hired (Chair, Fall 2004-May 2005; member Fall 2005-Summer 2006)
- Modern literature, Language and Literature Department, Professor Steve Levin hired (Spring 2006)
- Medieval literature, Language and Literature Department, Professor Josh Eyler hired (Fall 2005)
- Art history, Professor Scott Brown hired (Spring 2003)
- Non-tenure assistant professors of composition, Language and Literature Department, Professors Crystal Woods and Nancy Moore hired (Spring 2002)
- Writing Center Director, Professor Susan Hrach hired (Fall 1998)
- European History position, History Department, Professor Alice Pate hired (Spring/Summer 1997)
- Linguistics position, Language and Literature Department, Professor Cheryl Wharry hired (Winter 1997)

#### Service to university

- Contributed to 2016 SACSCOC Reaffirmation effort, particularly Standard 3.4.1 (Curriculum approval), 3.5.3 (Undergrad and general education conform to commonly accepted standards), and 3.5.4 (25% of faculty in each program have terminal degree); provided data for various other standards.
- Served as supervisor to the BA Liberal Arts program (Summer 2011 – 2013)
- Created and edited Part-Time Faculty Handbook, on-line and in print (2005)
- Elected to represent COAL on Faculty Senate (May 2001-May 2004); appointed to Executive Council (May 2001; reappointed May 2002)
- Edited COAL section of university catalog (annually, Fall 2000-2009, except 2004)
- Served as faculty advisor to the Saber (September 1997-December 2001)
- Moderated “Introducing James Burke,” a screening and discussion of a James Burke documentary (March 2001)
- Organized annual trip to Alabama Shakespeare Festival or Shakespeare Tavern, open to students, staff, and faculty of CSU. Attended Love's Labors Lost (April 1997), Measure for Measure (April 1998), As You Like It (April 1999), Midsummer Night's Dream (March 2001), The Tempest (February 2002), Julius Caesar (February 2003), Two Gentlemen of Verona (October 2005), Twelfth Night (March 2006), Love's Labors Lost (March 2007), Twelfth Night (January 2008), Dr. Faustus (January 2009), King Lear (March 2010), Midsummer Night's Dream (September 2010), Comedy of Errors (September 2011), Titus Andronicus (November 2012), Much Ado About Nothing (Spring 2014), Winter's Tale (March 2015).

#### Service to Columbus community

- Served on Regional Council of the River Valley Regional Commission, representing post-secondary institutions in the 16 county region (September 2009 – July 2012)
- Serving as member of Citizens Advisory Committee for Columbus/PC Metropolitan Planning Organization (2007 – present); Represented CSU as a Stakeholder in the city’s Alternative Transportation Plan (2012 – 2013)
- Serving as President of Bicycle Columbus, a local bicycle advocacy organization
- Co-wrote Columbus' 2010, 2013, and 2015 applications for national Bicycle Friendly Community designation of the League of American Bicyclists (Awarded Bronze designation 2015, Honorable Mention 2013, 2010)
- Hosted Georgia Bike Summit (October 2014)
- Received grants of \$1500 and \$5000 for bicycle advocacy (Fall 2012, Spring 2013)
- Worked with City of Columbus to conduct a comprehensive Alternative Transportation Plan (Spring/Summer 2013)
- –Created What is the Renaissance? Podcast for Muscogee County School District, August 2012. Available [www.msccdpcast.net](http://www.msccdpcast.net) (9-12 ☞ Language Arts ☞ The Renaissance)
- Contributed to Film Society of the Columbus Museum as Vice President, board member, judge of first and chair of second and third Chattahoochee Film and Video Competitions (2002-2004), developer of Foreign and Independent Film Series with Carmike and Film Society (2001 and following), and editor of Reel News (October 1998-August 2000).
- Served on Page One Awards Literature Panel (1997, 2000, 2001, 2002, 2004, 2005, 2006)
- Served on Clean Air advisory group for City of Columbus, and Fall Line Trace Advisory Committee for City of Columbus (Fall 2007 – 2010)
- Local public addresses and publications:
  - “Is This a City for Cars or for People?” Ledger-Enquirer, 25 August 2016.
  - Discussed the flood story myth in a film component of Double Blind, an art exhibit at the Illges Gallery of the Corn Center for the Visual Arts (April 2010)
  - Is It Still Shakespeare? (Shakespeare As You Like It lecture series, Columbus Public Library, March 2007)
  - Bicycle Friendly Community and why the downtown mile of the proposed bike path is a bad idea (Citizen Advisory Committee of the Columbus/PC MPO, November 2007)
  - NSCS Keynote Address (September 2006)
- Eliot Rendleman
  - Institutional
    - Assessment Committee (Chair), Columbus State University, Columbus, GA (2011-present)
    - CSU Complete College Georgia Council, Columbus State University, Columbus, GA (2012-present)

- First-Year Composition Committee, Columbus State University, Columbus, GA (2009-present)
- General Education Committee (Chair), Columbus State University, Columbus, GA (2013-present)
- Quality Enhancement Program (QEP) Advisory Committee (ex officio), Columbus State University, Columbus, GA (2009-2012)
- SACS QEP Oversight Committee for Writing the Solution: Steps Toward Developing Competent and Professional Student Writers, Columbus State University, Columbus, GA (2009-2012)
- Search Committee Member, English Department Chair Search (fall 2012)
- Search Committee Member, English Department Tenure-Track Faculty Position Search (spring 2014)
- Writing Center Advisory Committee (ex officio), Columbus State University, Columbus, GA (2009-present)
- Advisor, Momentum: Columbus State University's Journal for Undergraduate Research and Critique (2011-present)
- Advisor, Professional Writing Organization (2009-present)
- Advisor, STEM Mini-Grant, "Use of a Writing Consultant in a Science Course," led by John Barone (spring 2012)
- Coordinator, Faculty Writing Fellowship (2012-present)
- Coordinator, Outstanding Teacher of Writing Award (2009-present)
- Coordinator/Host, A Celebration of the National Day on Writing at Columbus State University, "A Reading of Fiction and a Presentation on Research," by James Iredell and Man Martin (20 Oct. 2009)
- Coordinator/Host, Celebration of Student Writing (18 Apr. 2013)
- Judge, Tower Day (Apr. 2011, 2012, 2013)

#### Professional

- Coordinator/Host, "Second Language Acquisition in the Writing Center: Conversational Techniques for Scaffolding Language Development in ESL Writers," Agnes Scott (26 Apr. 2013)
- Volunteer, Registration Committee. Conf. on Coll. Composition and Communication (8 Apr. 2011)
- Georgia State Representative, Executive Board, Southeastern Writing Center Association (2013-2015)
- Membership/Newcomers Committee, Council of Writing Program Administrators (2012-present)

#### Local

- Habitat for Humanity, Annual CSU Day of Service (18 Aug. 2012; 25 Sept. 2010)
- Host, "Personal Narrative: A Writing Strategy for Success," Camp Faith Youth Services of Pine Mountain Enrichment Services Organizations, Inc. (1 June, 22 June, 13 July 2012)
- Judge, Literary Event Essay Contest, St. Anne-Pacelli Catholic School (12 Mar. 2011; 3 Mar. 2012)

- Literacy project of video podcasts for the Muscogee County School District (2010-2012)
- Received \$1,500 external funds for podcasts
- Sundi Rose-Holt
  - Member of following committees:
    - First Year Composition
    - PR/Technology Committee
    - International Learning Community
    - Carson McCullers Center
  - Participated in the Early Mentoring panel
  - Guest grader for FYC Director's 1101x course
  - At-risk Advisor for English Department
  - Volunteer for Group Advising
  - Orientation volunteer/liaison for new adjunct faculty
- Daniel Van Kley
  - Department Service
    - Philosophy Club Faculty Advisor. (2007 - Present).
    - Philosophy Coordinator. (2007 - 2009).
    - Philosophy Faculty Reading Group Coordinator. (2007 - Present).
    - Philosophy Webmaster. (2007 - Present).
    - Liberal Arts Webmaster (2013- Present)
    - Member Department chair search committee (2010)
    - Member Department chair search committee (2011)
    - Member Dept. personnel committee (2010)
    - Director for the Liberal Arts Program (2013-

#### University Service

- Faculty Senate
- Member of Faculty Senate: (May 2008 - May 2011).
- Executive Committee: Faculty Senate (2009 - 2011)
- Served on the Faculty Senate/AAUP subcommittee on Shared Governance. (2006)
- Chair Senate Committee for the Evaluation of Administrators (2010-11)
- Member Senate Committee for the Evaluation of Administrators (2009- 11)
- Chair of the Senate Task Force on Shared Governance. (2009-2012)

#### Search Committees

- Dean of College of Letters and Science Search Committee
- Provost Search Committee (2011-12)
- COS representative on the Registrar search committee
- Member of the Search Committee for the Chair of Department of Mathematics and Philosophy (2010)
- Member of the Search Committee for the Chair of Department of Mathematics and Philosophy (2011)

## AAUP

- Vice-President CSU chapter of the AAUP (2007-2009)
- President CSU chapter of the AAUP (2009- 2011) (2015-2017)
- Member of Executive Committee of the CSU AAUP (2011-2014)
- Served CSU AAUP bylaws committee

## Committee Assignments

- Committee Chair, Admissions Appeals Committee. (August 2007 - August 2008).
- Admissions Appeals Committee. (August 2005 - 2009).
- Served on the Admissions Policy Committee.
- Retention, Progression and Graduation Committee (2009- Present)
- U-Teach Steering committee
- Task Force for selecting new university wide questions for the Teaching evaluations.
- Member of the Faculty Handbook Taskforce. (2012)

## Guest Lecturing

- Guest Lecturer for Dr. Wright's CPSC3165 "Professionalism in Computing" (2005, 2008, 5/21/2010)
- Guest lecture for Dr. Barineau's ITDS1125 "Science and Pseudoscience" 8/30/1
- Guest speaker for Paul Hostetter (ITDS 5555u Business of Music) March 3rd 2015.
- Guest Lecture for Stephanie da Silva HONS 3555 "Great Conversations" 1/19/2017 & 2/21/2017

## Miscellaneous Service

- Served as member of Hearing Panel for Judicial affairs to hear a student complaint about a faculty member. Panel met in Spring of 2009.
- Faculty advisor for the Abbey Presbyterian Student Center
- Reviewer for Momentum: Columbus State University's Journal for Undergraduate
- QEP: CLAQWA grading: Was trained and participated in the grading sessions for establishing our baseline scores for the QEP initiative.

## Professional Service

- Member of Executive Committee and Webmaster for the Georgia Conference of the AAUP (2014-Present)
- Reviewed Philosophy of Science, a proposal for a philosophy of science textbook for Longman Publishers

## Public Service

- Guest Speaker, Trinity Episcopal Church. (October 2008).
- Guest Speaker, 1st Presbyterian Church. (2007, 2009, 2010, 2011).



- Guest Speaker, St Thomas Episcopal Church (2014, 2015, 2016, 2017)
- Chair of St Thomas Episcopal Church's taskforce for Dismantling Racism (2015-Present)
- Markus Weidler
  - Public Relations Committee (Coordinator), CSU, Dpt. of Mathematics and Philosophy, Fall 2013 -2014
  - "Opening out Idolatry anew," public lecture, Unitarian Church, Columbus Georgia, Apr 2010.
  - "American Jesus," 5-week lecture series, Center for Christian Studies, First Presbyterian Church, Columbus Georgia, Sep / Oct 2009.

· Program Improvement Plans

A plan for Program Improvements on the quality of faculty research is impossible as the Liberal Arts Program does not have a budget, nor does it have a formally defined faculty. Improvements in faculty research can only be done through the department in which they reside.

II E. Quality of Faculty and Student Achievements

· Faculty Honors : **Satisfactory**

- Benjamin F. Blair
  - Faculty Service Award 2011, University. (April 2011).
- Andres Jauregui
  - Nominated for 2007-2008 Educator of the Year (Top 5 candidate for this award)
  - Olice Embry "Spirit" Award – Turner College of Business, Columbus State University (2008)
  - The Association of Private Enterprise Education and the Journal of Private Enterprise – Best Paper of 2008 Award for "Housing Prices and Economic Freedom", Volume XXIII, Number 2 (2008)
  - Journal of Small Business Management – Best Empirical Paper Award USASBE 2009 Conference, Anaheim, California (2009)
- Joe Miller
  - Nominee, 2013 Pushcart Prize
  - Special Mention, 2012 Pushcart Prize
  - Winner, 2007 William Rockhill Nelson Award for Nonfiction Book, awarded by The Writers Place and The Kansas City Star
  - Winner, 2007 Harry Chapin Media Award for Nonfiction Book, awarded by WHY (a nonprofit focused on finding community-based solutions to hunger and poverty).
  - Finalist, Missouri Lifestyle Journalism Awards, in the Multicultural and Paul L. Myhre Series categories, 2004, awarded by the University of Missouri
  - Finalist, John Bartlow Martin Award for Public Interest Magazine Journalism, 2003, awarded by Northwestern University

- Finalist, John Bartlow Martin Award for Public Interest Magazine Journalism, 2002, awarded by Northwestern University
- First Place, Best Coverage of Government, Missouri Press Association, 2003
- First Place, Best Young People's Coverage, Missouri Press Association, 2003
- First Place, General Reporting, Kansas City Press Club Heart of America Awards, 2003
- First Place, Investigative Writing, Kansas Press Association, 2002
- First Place, Features Kansas City Association of Black Journalists, 2002
- First Place, Business Writing, Colorado Associated Press Editors and Writers, 1999
- Second Place, Feature Writing, National Association of Alternative Newsweeklies Editorial Awards, 2004
- Second Place, News Stories, National Association of Alternative Newsweeklies Editorial Awards, 2003
- Second Place, Feature Writing, Kansas City Press Club, 2000
- Second Place, Business Writing, Colorado Press Association, 1999
- Third Place, Best Story About Education, Missouri Press Association, 2004
- Third Place, Investigative Writing, Kansas Press Association, 2002
- Third Place, In-Depth Writing, Kansas Press Association, 2001
- Third Place, Political Reporting, Colorado Society for Professional Journalists, 2000
- Third Place, Investigative Reporting, Kansas City Press Club, 2000
- Honorable Mention, Best Coverage of Government, Missouri Press Association, 2003
- President's Award Recognizing Outstanding Contributions in Journalism, Kansas City Press Club, 2003
- Franklin Mixon
  - 2015 • Columbus State University Faculty Research and Scholarship Award
  - 2014 • Beta Gamma Sigma (BΓΣ), International Honor Society in Business
  - 2013 • D. Abbott Turner College of Business Excellence in Research Award
  - • The Honor Society of Phi Kappa Phi (ΦΚΦ)
  - 2005 • Honorable Mention, The Eckstein Prize (Eastern Economic Association)
  - • Aubrey K. and Ella G. Lucas Endowment for Excellence in Teaching Award (USM CoB)
  - 2004 • Named the 16th most productive public choice scholar worldwide (PUBLIC CHOICE, Sept. 2004)
  - • Named the 9th most productive new public choice scholar worldwide (PUBLIC CHOICE, Sept. 2004)
  - 2003 • Louis K. Brandt Faculty Research Award
  - 2001 • Business Advisory Council Distinguished Faculty Award
  - 2000 • Named one of world's Top 500 publishers in economics (Tom Coupé, ECARES)
- Joseph McCallus
  - Writing Teacher of the Year, 2008

- Pat McHenry
  - Faculty Service Award (2012)
  - Faculty Service Award nominations
    - College of Letters and Sciences (2012)
    - Department of English (2012)
    - Department of Language and Literature (2001, 2004, 2005)
    - Department of Art (2005)
    - College of Arts and Letters (2001, 2005)
  - Literary Sage Award, Sigma Tau Delta (March 2003)
  - Oxford/Berkeley Program scholarship (at Worcester College, Oxford, July 1999)
  - The Jordan Award (for best publication of 1996-97 in Department of Language and Literature)
- Eliot Rendleman
  - The Best of the Independent Rhetoric and Composition Journals for “Lexicography: Self-Analysis and Defining the Keywords of Our Missions.” The Writing Lab Newsletter 37.1-2 (2012): 1-5. Print.
  - COLS Nomination for USG Regents Scholarship of Teaching and Learning Award (2014)
  - Gary A. Olson Scholarship, Southeastern Writing Center Association (2013)
  - QEP Grant, National Day on Writing event (2009-2010)
  - Nominated for Administrative Excellence Award, Truckee Meadows Community College. Reno, NV (2006-2007, 2007-2008)
- Sundi Rose-Holt
  - Faculty Writing Fellow – 2013
  - First Year Experience Program and Quality Enhancement Plan – 2011 – Certificate of Appreciation
  - Addy Awards – 2007 – nominated for Clint Black
- Daniel Van Kley
  - Nominee for Educator of the Year (2008)
  - Office of Disability Services Excellence in Access Award Honoree (2008)
  - Finalist CSU Service Award (2011)
  - College of Letters and Science Service Award (2011)
- Markus Weidler
  - CSU Writing Fellow for the academic year 2011-2012.

· Student Honors: **Very Weak**

· Graduate Achievements (Licensure, Certification, Admission to Graduate School, Job Offers, etc.)

## II F. Quality of Curriculum

· Relationship Between Program's Curriculum and Its Outcomes: **Satisfactory**

- The program wide learning outcome is: "Effectively use the tools of oral and written communication to express ideas, solve problems, and contribute/participate appropriately

within a community of learners.” The program uses the requirement of an upper level English writing course as well as literature and philosophy and history courses to provide the student with experience at communicating their ideas in solving problems appropriate to the course material. The curriculum is more heavily weighted to promoting written communication than oral communication. But faculty in some disciplines incorporate oral presentations as part of the student’s grade. In the Military and Global Issues track, there are a number of communication classes that the student can take to improve both written and oral communication skills.

- "Military and Global Issues track’s learning objective: Apply knowledge from a variety of disciplines within the liberal arts to issues concerning diverse cultures and global interconnectivity is supported by ITDS 3115 and the option of POLS 4176 American Foreign Policy, POLS 4177 American Defense Policy. ECON 3165 Global Economic Issues. There is also the Area F requirement of a foreign language through 2001 to expose them another culture.
- "Humanities and Social Science track’s learning objective is: Integrate knowledge from the humanities and the social sciences to analyze problems, evaluate data, and draw informed conclusions. The program requires courses in at least two different disciplines in the Humanities as well as courses in at least two different social sciences. This gives the student experience in evaluating and solving problems in at least 4 different disciplines.
- "Philosophy Track’s Learning outcome is: Use critical thinking skills to articulate and evaluate various views concerning the fundamental nature of reality, knowledge and value. These skills are integrated in the philosophy courses. Students are required to take PHIL 2500 “Formal Logic” as well as PHIL 2010 “Introduction to Philosophy.” They then have to take 21 hours of 3000 level philosophy classes.

· Incorporation of Technology: **Satisfactory**

- All of our classrooms have PowerPoint projectors and computers for the instructors. We also have access to a course management system (Desire to Learn) to either supplement face-to-face classes or to teach an entire class online. The course management system is particularly important for the Liberal Arts Program as we do maintain a 100% online path into of our tracks. The University also has available to students computers in the library and in some computer labs on campus. One of our campus computer labs is open 24 hours a day.

· Utilization of Multidisciplinary Approaches: **Very Strong**

- The Liberal Arts Major, by its nature takes advantage of multidisciplinary approaches. Students are required to take upper level courses in multiple disciplines to develop a diverse set of skills.
- The ‘Humanities and Social Science’ Track requires upper level courses in at least 4 different disciplines. They have to take courses in at least two different disciplines that are part of the humanities and courses in at least two different social sciences. In addition, there are two upper level interdisciplinary courses that they have to take.

- The ‘Military and Global Issues’ Track gives the student a range of courses to pick from including courses in Economics, History, Communication, English, Psychology and Political Science. They effectively have to take courses in three different disciplines as well as two interdisciplinary courses.
- Utilization of Multicultural Perspectives: **Above Average**
  - The Liberal Arts program offers several courses that help the student understand the perspectives of other cultures. The liberal arts program requires a completion of intermediate foreign language class which helps to expose them to other cultures. Several of the social science classes as well as the other humanities classes also make use of the perspectives of other cultures, both within the country and other countries.
- Program Improvement Plans: **Below Average**
  - We will be revising the Military and Global Issues track to update it given the changes in the courses available at CSU and what the military is looking for their recruits. We will consult with the head of the ROTC program at CSU to improve the quality of the program.
  - We will look at using social media to provide Liberal Arts students with a sense of community. They don’t get such a sense from taking classes together because they spend most of the course time in courses offered for other majors. Since a number of our students are 100% online, whatever solution we work on has to include them as well. Social media may be our best option to improve a sense of community among the Liberal Arts students.

II G. Quality of Facilities and Equipment: **Satisfactory**

- Availability of Classroom and Laboratory Space
  - The universities most used classroom building was remodeled in the last couple of years. There are computer labs across campus capable of accommodating an entire class of students. Our classrooms are equipped with PowerPoint projectors and whiteboards or chalkboards in adequate seating.
- Availability of Equipment
- Program Improvement Plans
  - Since the Program doesn’t need any equipment beyond what is standardly supplied in the classroom, there is no improvement plan here.

Section Three - Indicators of Program Productivity

III A. Enrollment in Program for Past 5 Years: **Below Average**

- The enrollment for the Liberal arts program over the past five years has grown by 38.5%. However the programs enrollment peaked in the fall of 2013 and has declined since.

Measure	2011-12	2012-13	2013-14	2014-15
<b>Number of Declared Majors - Fall Semester</b>				
BA Liberal Arts				
Full-Time	14	22	23	22

Part-Time	12	16	22	16
<i>Total</i>	26	38	45	38

III B. Degrees Awarded Over Past 5 Years: **Very Weak**

The Liberal Arts program has graduated an average of 5 students per year over the last 5 year. One must consider that the program is only 5 years old and as such had very few graduates in the 1<sup>st</sup> couple of years. The data shows that the number of degrees awarded is nearing the 10 per year required by the University system.

<b>Number of Degrees Conferred - Fiscal Year</b>	2011-12	2012-13	2013-14	2014-15
BA Liberal Arts	1	0	8	7



Baccalaureate Program (*)												
* The cohorts below are first-time full-time undergraduate students enrolled fall semester who entered CSU preceding summer term.												
	Number in	Fall 2010 Cohort	Number in	Fall 2011 Cohort	Number in	Fall 2012 Cohort	Number in	Fall 2013 Cohort	Number in	Fall 2014 Cohort	Number in	Fall 2015 Cohort
Major Program	Fall 2010 Cohort	Returning Fall 2011	Fall 2011 Cohort	Returning Fall 2012	Fall 2012 Cohort	Returning Fall 2013	Fall 2013 Cohort	Returning Fall 2014	Fall 2014 Cohort	Returning Fall 2015	Fall 2015 Cohort	Returning Fall 2016
	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Liberal Arts	0		0		4	75.0%	2	0.0%	1			

III E. Student Learning Indicators (using a variety of data sources): **Satisfactory**

Student learning is evaluated by examining a portfolio that they submit as part of the Capstone course as well as a Thesis that they write as part of the capstone course. Students are required to have a C or better in every Area F-I course. All Liberal Arts majors are required to take ITDS 3115 “Seven Revolutions in Global Change” and the Capstone course.

III F. Graduation Rate of Program: **Satisfactory**

For first time freshman, we have no data. The vast majority of our students are transfer students. For our transfer students the average time to completion over the last three years is 3.3 years whereas the CSU average is 4.20 years. The average transfer student into Liberal Arts is able to complete their degree .9 years quicker than the CSU average.

III G. Cost Effectiveness of Instructional Delivery: **Above Average**

The Liberal Arts program primarily functions by soaking up excess capacity in the classes from other departments. There are only two courses that are each taught only once a year that are only taken by Liberal Arts students. Every other course in the program has a reason for existing and being taught independently of the Liberal arts degree. This makes a quantitative figure for the cost of instructional delivery nearly impossible, however since the majority of student hours are taken in classes that would be offered anyway it is probably one of the cheapest programs offered in the university.

Using just the two required courses for the Liberal Arts Program (which would be on a credit hour basis the most expensive courses in the program), the average cost per credit hour over the last three years is \$278 per credit hour. This accounts for the credit hour cost of 9 out of the 128 credit hours required for the degree. While the cost for these 9 credit hours is higher than the CSU average (\$250), it represents a very small portion of the program’s courses. The cost for the rest of the courses taken by Liberal Arts students is very low, as they are filling the excess capacity in the courses offered by other departments.

Section Four - Program Viability: **Satisfactory**

IV A. Summary of Program's Viability

· Reference supporting information previously presented in this report

The program is very young with a very short track record hence the amount of data on the program’s viability is limited. We have seen steadily increasing numbers of graduates and while we have not achieved the 10 per year expected by the University system we have gotten close.

The prospect of reaching out over the next few years seems quite good if we can continue to get



new students into the program. While our average over the last 5 years is only 5 graduates per year, the average over the past three year is 8 per year which shows that the program may be able

- Summarize recommendations for the future of the program
  - The program needs to put an emphasis on recruiting new students for its three tracks. The planned revision of the military and Global issues track will help.
  - We will create/revision of recruitment literature to be handed out at discovery days in order to increase the number of students in the program.
- Include timetable for program changes
  - We will do the revisions to the curriculum for the military and Global issues track in the spring of 17 and we will have a proposal for the curriculum committee in the fall of 17. The changes will not be actual until Fall of 2018.
  - We plan to revise the recruiting literature for prospective students by fall of 17.

#### IV B. Summary of Program Improvement Plan

- Reference recommendations previously made in this report
  - There are some workshops on advising and particularly with the University's new program (EAB) for identifying at risk students that would help ensure that we maintain or even improve the quality of the advising that we give our majors.
  - We will be revising the Military and Global Issues track to update it given the changes in the courses available at CSU and what the military is looking for their recruits. We will consult with the head of the ROTC program at CSU to improve the quality of the program.
  - This will include the creation/revision of recruitment literature to be handed out at campus discovery days in order to increase the number of students in the program.
  - We will look at using social media to provide Liberal Arts students with a sense of community. They don't get such a sense from taking classes together because they spend most of the course time in courses offered for other majors. Since a number of our students are 100% online, whatever solution we work on has to include them as well. Social media may be our best option to improve a sense of community among the Liberal Arts students.
- Specify initiatives/actions to be implemented
- Include timetable for program changes
  - We will do the revisions to the curriculum for the military and Global issues track in the spring of 17 and we will have a proposal for the curriculum committee in the fall of 17. The changes will not be actual until Fall of 2018.
  - We plan to revise the recruiting literature for prospective students by fall of 17.
  - We will look at using social media to provide Liberal Arts students with a sense of community. They don't get such a sense from taking classes together because they spend most of the course time in courses offered for other majors. Since a number of our students are 100% online, whatever solution we work on has to include them as well.

Social media may be our best option to improve a sense of community among the Liberal Arts students. 2017-2018

- There are some workshops on advising and particularly with the University's new program (EAB) for identifying at risk students that would help ensure that we maintain or even improve the quality of the advising that we give our majors. 2017-2018

· Address any new or reallocated resources required to implement improvement plan  
The program doesn't have any resources allocated to it (other than 9 hours of faculty teaching per year).