



February 15, 2021

Dr. Brian Levin Stankevich, Provost
Search Committee for Dean of the College of Humanities and Social Science
Eastern Washington University

Dear Provost Levin-Stankevich and Members of the Search Committee:

Since 2018, it has been my honor to serve CALE as Interim Dean and Interim co-Dean. In that time, I have served under three Chief Academic Officers: Dr. Scott Gordon, Dr. David May, and Dr. Brian Levin-Stankevich. The learning curve has been steep and circuitous. To say that it has been a period of extraordinary churn is obvious to everyone, as EWU has endured budget adjustments, COVID, Max-Flex, and our fair share of institutional soul-searching. If I have learned anything in my time of service to CALE, it is that progress requires confronting challenges and that deciding which challenges to confront is a team effort. I accepted the college position on an interim basis after Dr. Roy Sonnema withdrew, and I continued on an Interim basis after budget concerns prompted Provost Gordon to close the search for a Dean. After three years in the interim role of Dean or co-Dean, I have worked with a large portion of the faculty slated to join the new college. In addition, I have a broad knowledge of the disciplines included in CHSS, a strong record of service to EWU, extensive community service, organizational leadership experience, professional connections to the region, and an abiding interest in promoting cultural competency, diversity, equity and inclusion. After learning much of the role of Dean and its place within the organization of Academic Affairs, I believe that I am a strong candidate to fill the position of Dean of Humanities and Social Science.

The national context of higher education is volatile and uncertain, with demographic shifts anticipated on the horizon. It feels quite different from when I served as Chair of Theatre and Film from 2014 to 2017, earned tenure in 2010, or completed my Ph.D. in Communications from Wayne State University in 2003. The challenges to higher education, especially to the traditional core that The College of Humanities and Social Sciences represents, are both old and new, and they will benefit from new ideas and strategies for rebuilding and thriving in the next decade and beyond. Higher education faces many headwinds, nationally, regionally, and within the state of Washington. In addition to these external challenges, EWU has some internal ones. Transparency and cooperation will be necessary to resolve them in ways that preserve the historical mission of EWU: access, opportunity, and student success.

The original reorganization plan proposed by Provost Gordon included moving the arts to a College of Science, Technology, Engineering, Arts, and Math. After hearing CALE faculty express a wish to retain connections with historically aligned departments, I proposed the College of Humanities and Social Sciences as an alternative. I believe this new configuration is very promising. The curricular alignment with units from Social Science extends the goal of gathering disciplines that ally and intersect in productive ways. Personally and professionally, I am looking forward to the opportunities for curricular and scholarly collaboration that will arise in CHSS. This is our moment.



As Interim Dean of CALE, I have worked with the Departments of Art, Education, English, Modern Languages and Literatures, Music, and Theatre and Film. Each of these units faces unique challenges in the college redesign with Education exiting to Professional Studies. Art, Music, and Theatre and Film remain and merge to form Fine and Performing Arts (perhaps to become a school at the addition of a terminal degree). Philosophy will migrate to English while Modern Languages and Literatures will join History and Anthropology to form International Studies. These units will join CSS units to form the following array: Africana Studies Program, American Indian Studies Program, Chicana Studies Program, Communication Studies Department, Economics Department, English Department, Fine & Performing Arts Department, Gender, Women's & Sexuality Studies Program, International Studies Department, Military Science Department, Political Science, International Affairs & Public Administration Department, Sociology & Justice Studies Department. Finally, under the CHSS umbrella will be The Honors Program and General Education, which have been housed in University College.

In order for CHSS to take a strong leadership position in the rebuilding of EWU, it will be imperative for all of these units to function well as a college, to align in the same direction, to identify areas of growth, to adjust to student needs, to engage students in experiential learning, and to support fundamental thinking and writing skills. Given its constituents, CHSS will be uniquely equipped to address many pressing issues of our age: climate change, diversity and inclusion, the global political economy, income inequality, and an erosion of the standards of truth and evidence. These are not matters of the physical sciences, but of human actions and passions that CHSS is best positioned to interpret, interrupt, and, perhaps, reverse. We must continue to embrace this challenge by enacting concrete solutions that embody our ideals as units and as a unified college.

The inaugural dean of CHSS will need to have a broad knowledge of disciplines as well as an active ear and a curious mind; this has been my practice and it will remain my practice moving forward. My educational pathway is through the field of Communications with a strong complementary background in English at the doctoral level, with one advisor in English and one in Communications. This is a common pathway for film, which remains perched between these disciplines and tends to celebrate intersectionality. My dissertation is about Menippean satire in the movies, so it has literary, philosophical, historical, and cultural dimensions. My more recent work has been in representations of human-animal relationships in the media; this work is grounded in the field of human-animal studies, a definitively cross-disciplinary mode of inquiry. Both film and animal studies are liable to draw on scholars and thinkers from multiple disciplines, and from scholars who defy categorization, or who are now described as cultural studies scholars. The answers to the questions that challenge us are likely to come from a combination of disciplines, as they have in critical theory or cognitive film theory; this has been true for many of the innovative breakthroughs of recent decades and CHSS should embrace this trend.

The past three years I have devoted to serving in the Dean's office, but I have continued to seek out opportunities for teaching and scholarship. Since my service to CALE began, I have taught Film History I, introduced films for the Spokane International Film Festival



and for The Spokane Symphony, chaired a panel at the Society for Cinema and Media Studies (an international film and media conference), had accepted some minor publications, served as Film Review Editor for *Society & Animals*, and presented a talk at an international animal studies conference. This was quite a change from the year before when I presented 12 talks internationally and earned the award for Best Conference Presentation for “Against Anthropocentrism: Menippean Animals” at Minding Animals 4 in Mexico City in January 2018. If I am allowed a brag, it is that my 2003 dissertation *From Menippus to the Movies* was among the first scholarship to seriously study *The Big Lebowski* (1998), which has since become a global cultural phenomenon. While I am proud of my academic achievements, by no means do I feel that I have reached my potential as a scholar, which is why I sought out opportunities even while serving as interim Dean. In my first CALE gathering as interim co-dean, faculty seemed surprised that I spoke so favorably of faculty pursuing professional leave; I am very gratified to report that CALE has been very successful in receiving professional leave. It is a COVID-delayed priority to encourage faculty to renew their scholarship; scholarship is absolutely critical to our identity and passion as a faculty.

I embrace a service mentality as demonstrated by the many committees and groups that I have served on at EWU since my arrival in 2004, such as Senate, Faculty Values Committee, University Budget Committee, and multiple search committees. I also believe that service to the public is essential to engaging the community and serving the mission of EWU as a public institution. As an example of excellence in service, I would point to my role as Director of the Spokane International Festival for 7 years; it was also critical to my professional growth for overseeing an organization. Directing SpIFF taught me how to assemble and manage a team, delegate tasks, reach out to community partners, manage a budget, propose and assess organizational priorities, recruit filmmakers to visit Spokane and EWU, interface with film distributors from around the world, raise funds, write successful grants (for Humanities Washington), court and retain sponsors such as STCU, engage the broader community, work with media partners such as KPBX, KYRS, the Inlander and Spokesman Review, compose and distribute publicity, write web pages, and stage and execute a cultural event. Thankfully, this was a labor of love and neither I nor my team earned a salary; we did it for the movies and for the community. Since I stepped away as Director, others have carried this mantle forward; it will rise from the ashes of COVID in 2022. Arts and culture, from the Spokane Symphony to SpIFF, have been especially harmed by the pandemic and I await the renewal of community work when it is safe and practical.

As Interim Dean, I have aimed for transparency and collaboration. The role of dean is deeply organizational, inviting, nudging, and cajoling units to move in positive directions. I have regularly convened the CALE chairs both as a group and individually, collecting faculty concerns and experiences and conveying them to the Provost and Academic Affairs Council. This is the best and only way to balance the needs of all constituents in support of the interests of the college and the institution. The recent move to Catalyst by Creative Writing faculty demonstrates my ability to balance these interests to find common ground and to move forward because the move was completed smoothly and with minimal disturbance. Working outward, I presented CALE as a college to the Board of Trustees



and to the Foundation Board; both presentations, which resulted from the CALE team working together, were well-received. Over the years, I have built many relationships in the community, especially in the arts, including the Downtown Arts District and the Northwest Museum of Arts and Culture. I look forward to deepening these relationships in the future as I believe that CHSS is uniquely positioned to embrace community engagement.

EWU must also continue to collaborate with other regional educational institutions to serve students, as we have with [Columbia Basin College](#) and Spokane institutions. In CALE, the Film Program has recently built a pathway from Spokane Falls Community College to EWU for students of Film and Digital Media, which we will finalize shortly. Music struck a similar pact for Music Technology students in 2020. Other agreements are in the works. Efforts to collaborate with Gonzaga did not conquer COVID, at least not yet. The CHSS Dean will do well to encourage faculty and chairs to interface with their counterparts at other institutions to explore how we can work together to serve student success. I have also encouraged CALE faculty and chairs to identify and fill regional needs that will serve as experiential learning for our students; many EWU students do not have personal connections to the career pathways that they seek, and we need to make these clear to them.

I strongly advocate for EWU's collective bargaining agreement, which ensures equity and fairness across disparate units; it informs a multitude of processes and decisions on a daily basis. I led the effort with Associate Dean Florian Preisig to revise CALE's CPP to accord with the 2019-2022 CBA; we were the first college to have the revision approved. I have already begun studying ways to join the CSS CPP and the CALE CPP for a CHSS document. As Interim Dean, I have been tasked with addressing complex personnel matters in ways that adhere to the CBA and EWU policy, which I have attempted to do both deliberately and fairly. In my service to CALE and beyond, I have attempted to be fair and thorough. Shared governance through Senate and other committees is also essential to an informed faculty who can appreciate the environment of EWU and higher education more broadly, as they consider questions of curricular integrity, student success, and institutional priorities. As much as possible, I have attempted to inform faculty senators of data that they might require or that might change their thinking about a particular issue under consideration.

Regarding evidence of my efforts to create a cooperative, collegial, collaborative, and student-centered environment, this is the daily framework that informs all that I do. It is the pathway for EWU to succeed and it amounts to dozens of decisions that we make every day in CALE. When Provost May migrated instruction online in Spring of 2020, CALE responded by creating the [CALE Virtual Teaching Resources Page](#) in Canvas to maximize Virtual learning by supporting faculty who needed help recording lectures, posting lecture notes, and learning about more elements of Canvas. In addition, we held weekly webinars for faculty to share their techniques and recommendations for virtual learning with one another. Since this time, the average CALE student evaluation exceeded 4 out of 5 and many students have written grateful comments about the care that instructors were giving in these difficult times.



While CALE has had at least three representatives from the Foundation since I began serving the college, much of the fundraising and outreach is led by departments: Music has been a fundraising powerhouse and Education prefers to control its own fundraising. Theatre has secured some amazing donations for student scholarships. Film worked with Jim Orr, President of Distribution for Universal, to arrange a visit by EWU students to the Universal lot to speak with industry leaders. Needless to say, we did this virtually in 2020 and we will be virtual again in 2021. Get Lit! will be virtual in 2021, and might reach more people than ever, as Theatre did with their virtual fall play *She Kills Monsters*. I would add that CALE programs have had great success lately with Eagle Grants. CALE chairs have encouraged me to recognize the extraordinary burden of moving courses online, but I have great hopes of faculty actively seeking internal and external funding, a process that I am familiar with after I co-authored successful grants for SpIFF and a \$48,000 equipment grant for Theatre and Film. CHSS can be uniquely poised for the rebirth of the arts and cultural scene in the Inland Northwest and I have the connections to do this. I receive periodical reports of grants and awards and the current CSS programs are doing very well; I would love to encourage them to lead this initiative in CHSS.

I have an abiding interest in promoting cultural competency, diversity, equity and inclusion, which I take as positive goals requiring actions both small and large. In the dean's chair, this often involves communicating information about EWU initiatives on behalf of the Office of Diversity and Inclusion, and encouraging faculty to attend events held by Faculty Commons. As EWU moves toward becoming a Hispanic Serving Institution, how do we welcome and nourish Hispanic students who choose to become eagles. Promoting a diverse learning community also includes ensuring that searches for faculty and staff are inclusive, which means that we work closely with Human Resources. I am looking forward to the promised Search Advocates program, as it stands to raise the level of attention to diversity in searches. I must point out, however, that hiring is only a first step. In Theatre and Film, we have had one faculty of color depart EWU for a tenured leadership position and one Special Faculty of color leave for a tenure-track position. While it would clearly be very difficult to retain non-tenured faculty who land offers of tenure or the tenure-track, it does not make the losses any less disappointing.

Our first priority, perhaps especially in the current budget environment, must be to retain the faculty who now support diversity and inclusion. As I have discussed with key persons such as the Chair of English and the Director of Gender, Women, and Sexuality Studies, we need to be creative here, and this is especially true in CHSS, which will need a trend reversal in enrollment to see a significant number of new hires. At this moment, we must ask whether we are doing all that we can to support faculty once they arrive at EWU. Do we have a faculty mentor system that is sensitive to questions of personal identity and background? Do we write faculty review letters that are honest with candidates about their achievements and that clearly point the way to promotion and tenure? I have made it my personal goal to check in with faculty who might need encouragement. Now that we have collected some university-wide data for student evaluations, can we address the suspicion that these reflect biases about faculty identity? How do we respond, if we find that they do? How might this affect our promotion, retention, and tenure deliberations? How might



we create a community that embodies inclusivity? I agree entirely with Dr. Shari Clarke and Ms. Kim Davis that this inclusion is an ongoing effort, rather than a task that will reach completion. The question then becomes, how will we measure progress? EWU must expand its toolbox of building a community of learners that is diverse and inclusive. I am committed to this goal.

If you will allow me a disciplinary digression: in film and media, it has been a perennial struggle to find diverse voices, a challenge that is resisted by a dominant handful of studios. Unfortunately, a long-standing and commonly cited study uses the Top 100 box-office films as the barometer of success, and then it focuses the question on the role of director. Doesn't this simply affirm that how studios make money now is how they will continue to make money, forever in an endless feedback loop? Also, does this not erase the many films that achieve modest box office success and silence the voices that represent diversity and inclusion without occupying the director's chair? Thankfully, this particular benchmark has coincided with greater representation, but the real breakthrough in diverse media representation has been Netflix and other distributors who have championed inclusive filmmaking. Progress seems glacial until you stop waiting for a handful of studios to change their ways and stop believing that only directors matter. When I program for SpIFF, we typically screen a majority of films by those marginalized in the industry; films by women, Latinos, African Americans, the LGBTQIA+ community, Indigenous and Aboriginal filmmakers and others are out there once you know where to find them. I am deeply proud of my efforts to share them in our community.

In my role as Director of the Spokane International Film Festival, I aimed to grow cultural competence in the region and reached out to constituent groups to invite them to participate. I am especially proud of my work at SpIFF with the LGBTQIA+, feminist, and Jewish communities, which have strong ties to my upbringing and family. I also collaborated with colleagues to involve students in SpIFF as applied community service, which can be transformative for both the student and the organization. Given my personal identity, I aim to be a strong ally for diversity, inclusion, and equity, which often means actively listening and educating myself, whether this includes taking an online course, reading books and scholarship, watching films, or attending reading groups. As Dean, this has meant supporting efforts to promote cultural competence and diversity. In the fall of 2020, CALE supported and assisted Dr. Joseph Lenti in presenting [Segunda Semana de la Lengua Española](#) and the One Heart Native Arts and Film Festival. In the spring, we are planning to support and assist Ms. Nicole DeVon in presenting The Lucy Covington Symposium, which looks poised to become an opportunity for student involvement via the EWU Film Society. The inaugural dean of CHSS must create and encourage such intersections between academic knowledge and applied learning if we are to grow and thrive as we can and should.

The College of Humanities and Social Sciences faces a challenging future, but I trust the faculty, administration, and students to chart a path forward that acknowledges and navigates our challenges. CHSS is in a unique position to understand the human elements of our situation and we should leverage this position. I absolutely don't have all the answers, but I believe in our team. I will listen to the concerns and needs of students and



faculty. We will respond as best we can given our resources, the most important of which is the faculty, with the hope of creating more resources. I believe that I have made wise use of resources during my service to CALE and as Chair of Theatre and Film. I have a firm grasp of our budget challenges from years of overseeing budgets, my current work with Mr. Bill Shaw, Chief Budget Officer of Academic Affairs, and my service on the University Budget Committee.

My successes as Chair of Theatre and Film, Director of SpIFF, and in the CALE office suggest my fitness to lead CHSS as it embarks on this new journey. My deep hope is that we can find common ground, to close the chapters of CALE and CSS and to move forward as a new and invigorated unit. I believe that we will have a good balance of voices from diverse fields who will listen attentively and respond with empathy about how to serve students and to help faculty flourish as teachers, scholars, and human beings. I believe that we can become examples of acknowledging difference while working together in our commitment to the mission of EWU, as Theatre and Film did when we won the CALE team award in 2015, after my first year as chair. Clearly, recent years have not favored the arts, humanities, and social sciences, but we can help our students to achieve their educational goals by clarifying degree and career pathways. We will navigate the next phase of our journey together. CHSS is a milestone opportunity for EWU to demonstrate the deep and abiding need for students who are equipped with the critical, historical, political, and artistic tools and who can read, write, and comprehend themselves in a rapidly changing and challenging society. My work as detailed above has given me background and insight into what lies ahead for our new college.

I appreciate the opportunity to describe the experiences and abilities that qualify me to serve EWU as the inaugural Dean of the College of Humanities and Social Sciences. On a personal note, I might have been a first-generation college student, except my mother returned to college as an adult learner to earn her degree in social work. I consider myself fortunate as this experience doubly equips me to understand EWU students, who might face unseen obstacles that they do their best to conceal from us. I need only recall the teachers and mentors without whom I would not have achieved what I have, or become who I am. It is in their names that I continue to serve as an educator. This becoming, the development of the human being that each student and faculty member takes to become somebody, not just to others but to themselves, is the opportunity that awaits us.

I appreciate your attention to my lengthy response to the job posting; I remain available if you would like additional information that is unavailable from my CV.

Respectfully,

Pete Porter

Attachments:

Achievements as Interim Co-Dean with Brian Donahue

Achievements and Goals as Interim Dean, with Associate Dean Florian Preisig

Memorandum

To: Brian Donahue, Interim Provost
From: Dr. Pete Porter, Interim Dean, College of Arts, Letters & Education (CALE)
Date: 24 August 2020
Re: Goals for CALE Dean's Office for AY 2020-21

This memorandum proposes a roadmap for the College of Arts, Letters, and Education under Interim Dean Pete Porter and Associate Dean Florian Preisig. Above all, we aim to position CALE to thrive in the changing landscape of higher education and to respond to evolving budget pressures at EWU. In 2019-20, we devoted a great deal of time to managing everyday processes in ways that support the letter and spirit of EWU policies, including the CBA and CALE CPP.

As EWU continues to offer courses online, we expect much of our effort to go toward maintaining the high standards for curriculum development and delivery in a remote setting. CALE has an exceptional faculty, which we hope to continue to develop to meet the needs of students. In Spring of 2020, Associate Dean Preisig organized a series of webinars that guided faculty toward online resources. This preceded the EWU offering of a similar series. We expect CALE faculty to continue to grow in their efforts to teach students in a virtual courses. Already, we have seen faculty realize the opportunities that are available to them. Complementing this effort, Chair of Theatre and Film Sara Goff and Chair of Art Jenny Hyde both volunteered to serve on the committee to evaluate applications for face-to-face instruction.

CALE also expects to continue to identify efficiencies wherever possible and to encourage CALE faculty and personnel to appreciate the benefits of pursuing efficiency. Theatre and Film, Art, MLL, and English have been exceptionally responsive to such requests. Associate Dean Preisig has been instrumental in implementing a revised Workload approval process in electronic form, which was a great improvement, but which still presented some roadblocks that could be eliminated.

A primary annual objective will be to prepare CALE departments and personnel to transition to the College of Professional Studies and the College of Humanities and Social Sciences. More specifically, Education will move to the College of Professional Studies while Art, English, Modern Languages and Literatures, Music and Theatre and Film will join HASS. In addition, the redesign of the college structure will change departments: creating the Department of Fine and Performing Arts from Art, Music, and Theatre and Film; creating English and Philosophy (moved from MLL); and moving MLL language programs to a Department of International Studies to combine with multiple programs currently housed in CSS. We have discussed with chairs the need to hold appropriate elections, to prepare to revise Department Policies and Procedures, and to make other necessary adjustments.

Another key objective will be to navigate the process of Program Reduction and Discontinuance. This promises to be a difficult and challenging process that we hope to engage with transparency and fairness. In 2019-20, CALE banked multiple programs: the MA in TESL, the BA/BAE in French for Elementary

and Secondary Education, the minor in Chinese, and the minor in Dance. We did this to preserve the strength of remaining programs.

CALE would like to be a campus leader in offering inclusive classrooms and learning experiences that elevate and celebrate diversity. We are eager to work with the Office of Diversity and Inclusion to achieve this goal. CALE chairs have the explicit goal of shaping a concrete commitment toward this end early in Fall quarter. Associate Dean Florian Preisig has convened a discussion group that will report its recommendations at the Fall Faculty Retreat.

Tara Haskins, chair of Education, and others have expressed concern and interest in providing support to faculty, staff, and students who might have challenges during the pandemic and related work and home adjustments. CALE remains attuned to offering support in every way possible, including providing technology, but also directing those in need to campus and off-campus resources.

CALE Goals and Achievements for AY2019-2020:

- Support Faculty and Staff as they navigate the pandemic
 - CALE Let's Go Online! Series
 - Virtual CALE awards replaced our annual ceremony
- Guided faculty through the Promotion, Retention, and Tenure Process
- Guided faculty to apply for Professional Leave
- Communicate with Academic Affairs about Program needs for Faculty and other support
- Ensure successful searches for New Faculty
 - CALE hired the following:
 - Education: 1 Tenure-Track faculty, 2 Lecturers
 - Music: 3 Lecturers
- Align CALE Policies and Procedures with the CBA
 - Approved by Provost April 2020
- Align Department Policies and Procedures with the CBA and the CALE PnP
 - DPPs for Art, Education, English, and Music are pending
 - MLL new DPP approved fall 2018
 - TF new DPP approved spring 2019
- Ensure equity in workloads across CALE
- Ensure proper submission and approval of courses to CPAC
- Devise and implement high impact practices that engage students in their EWU experience
- Manage budgets, with transparency and fairness, to maximize CALE effectiveness
- Increase diversification of fundraising for individual departments

- Encourage faculty to take advantage of internal sources of funding, such as Faculty Research and Creative Works Grants and Start Something Big Grants
- Identify potential members of a CALE Advisory Board
- Pursue sites for enhancing the Spokane footprint of CALE by building on the success of Get Lit! and other ongoing collaborations such as The Spokane International Film Festival
- Pursue faculty and staff ideas for improving instruction, including campus facilities and equipment
- Revisit the idea of offering conversational Spanish for faculty and staff
- Evaluate offerings and enrollments of Summer 2020 to improve enrollments for Summer 2021
- The Master of Education continued is strong growth.
- Added CALE achievements and highlights to Eastern Stories: <https://www.ewu.edu/cale/>

Of course, CALE continued to build on its college accomplishments for AY2018-19 in areas of new programs and curriculum improvement, grant awards, some significant program accomplishments, and progress in meeting some of our college strategic initiatives.

Program Additions and Curriculum Developments

- Art: BA in Art History, ongoing curricular streamlining
- Education: M.Ed. remains strong. Ed.D. pending approval with PESB, slated to begin Winter 2021
- English: Revised BA in English Studies, and BA in Creative Writing. Banking of MA in TESL.
- Modern Languages and Literatures: Banking of BAE/BA in French,
- Music: BA in Music Entrepreneurship
- Theatre and Film: Banked Minor in Dance

MEMORANDUM

DATE: August 15, 2019
TO: Scott Gordon, Provost and VPAA
FROM: Brian Donahue and Pete Porter, Interim Co-Deans, CALE
RE: Accomplishments for AY 2018-19

This memorandum describes the accomplishments of interim co-deans Brian Donahue and Pete Porter during AY 2018-19. It complements the memorandum of September 2018 detailing our goals and priorities for the academic year.

As interim appointees, our primary objective was to prepare CALE for the incoming dean. However, we adjusted this goal after the search for a new dean of CALE was paused. We now await the outcome of anticipated restructuring within Academic Affairs. Accordingly, during 2018-19 we aimed to maintain college operations on a daily basis, with these duties largely assigned to Dr. Donahue. Matters involving personnel, such as promotion, retention, and tenure, were largely assigned to Dr. Porter. For most areas, we collaborated to resolve conflicts and to implement solutions. Above all, we aimed to position CALE to thrive in the changing landscape of higher education.

We identified goals for 2018-19 in discussion with the CALE department chairs.

CALE Achievements in Relation to Goals for AY 2018-2019:

1. Ensure the successful search for the next dean of CALE.
 - Search paused pending new college structure
2. Communicate with Academic Affairs about program needs for faculty and other support.
 - Successfully filled staff positions within the CALE office and departmental offices as vacancies occurred.
3. Ensure successful searches for new faculty.

CALE hired the following:

 - Education: four tenure-track faculty
 - MLL/Philosophy: one lecturer
 - PEHR: tenure-track search for athletic training failed, to resume fall 2019
4. Bring department policies and procedures into compliance with the CBA and CALE CPP.
 - MLL new DPP approved fall 2018
 - TF new DPP approved spring 2019
 - Pending DPPs for Art, Education, English, and Music
 - PEHR declined to revise their DPP in anticipation of new CHSPH CPP protocols
5. Ensure equity in workloads across CALE.
 - Dr. Donahue has continued his role in this process, which is ongoing. CALE had some challenges with late submission of workloads, on a departmental basis.



6. Ensure proper submission and approval of courses to the general education breadth areas, as well as other curricular proposals.
 - Dr. Donahue ensured timely workflow and other management of the curriculum revision process.
 - In collaboration with CBPA, the Music Department proposed and won approval for a new undergraduate degree program in music, technology, and entrepreneurship.
7. Devise and implement high-impact practices that engage students in their EWU experience.
8. Manage budgets, with transparency and fairness, to maximize CALE effectiveness.
 - Dr. Donahue worked closely with the college budget officer to monitor and manage college budgets.
9. Implement a proposed Philosophy, Humanities, Religious Studies Department (PHUR).
 - Dr. Porter declined to advance this long-circulating proposal.
10. Begin initiative for the implementation for a School of Education.
 - Education declined to forward this proposal, in anticipation of the re-organization of Academic Affairs.
11. Evaluate CALE offerings and enrollments from summer 2018 to improve enrollments for summer 2019.
 - CALE enrollments for summer 2019 have shown an increase.
12. Increase diversification of fundraising for individual departments.
 - With Advancement experiencing significant transition, this remains a developing project. Nonetheless, CALE received some major gifts, including a pledged bequest of over \$1 million for Music.
13. Encourage faculty to take advantage of internal and external sources of funding, such as Faculty Research and Creative Works Grants and Start Something Big Grants.
 - CALE faculty won \$199,994 in faculty research and creative works grants.
 - Philosophy used SSB grant funds to host the first public philosophy night in the Spokane Public Library.
 - Education won \$280,000 for each of two years for an alternative route grant: The funds awarded for this grant will help increase teacher diversity in rural educational service districts, develop and sustain EWU's partnership with ESD 171 and the community surrounding it, and create qualified and effective educators in the classroom.
 - Art won a grant to bring students to Los Angeles to study works by Édouard Manet.
 - MLL won funding from the German Embassy to host a German campus week as part of the Wunderbar Together program.
14. Identify potential members of a CALE Advisory Board
 - With Advancement experiencing significant transition, this remains a developing project.

15. Pursue sites for enhancing the Spokane footprint of CALE by building on the success of Get Lit! and other ongoing collaborations such as the Spokane International Film Festival.
 - CALE programs maintained an active presence in Spokane, including Get Lit!, various music performances, participation in SpIFF, public philosophy, engagement with k-12 schools, and visual arts activities.
16. Pursue faculty and staff ideas for improving instruction including campus facilities and equipment.
 - Several CALE departments upgraded equipment and facilities this year.
17. Collaborate with Outreach and Engagement to offer conversational Spanish for faculty and staff.
 - This project was paused when university budget challenges arose.