



## **Strategic Resource Allocation Project**

### **Administration Response to Recommendations of the Academic Task Force**

What follows addresses all of the major recommendations in the Academic Task Force report, including recommendations that were included under the heading of General Recommendations early in the report. Many recommendations really have to be taken up by the faculty—for example, recommendations that departments find ways to better serve the Gen Ed curriculum or find collaborative ways to contribute to other majors and minors. Some departments may be better able to address these concerns than others, given their current resources and programming responsibilities; all departments are asked to respond to these recommendations before the end of the 2014-15 academic year, indicating what might be done and what it would take to get that done. It is expected that all departments will make a good faith effort to find ways to address these concerns without new resources, but if that is not possible, departments should simply indicate what it would take to achieve the recommended change.

Some recommendations in the report are being directed towards the strategic planning process. For example, recommendations that relate to the next phase of construction and/or renovation on campus should be taken up in that planning process. In other cases, recommendations are being accepted here, and the chart indicates what we are directing to be done. Alternately, some recommendations are not being accepted, and in those cases, some explanation is offered; occasionally, an alternative plan is proposed.

Area	Task Force Recommendation	Decision
Marketing	Either reallocate some existing general marketing funds to support marketing academic programs or identify new funds to support these marketing efforts.	It is clear that some programs have suffered from lack of adequate marketing support, whether in the development of marketing materials (like program-specific brochures) or in the ability to conduct broader marketing campaigns (such as radio ads that might inform our regional market about UMW's adult programs). Academic Affairs and the Marketing department in University Relations and Communications should conduct an internal audit of all general and program-specific marketing and determine where limited dollars could most effectively be spent. Some internal reallocation should be identified to support this recommendation. Budgets should be developed to support marketing of key programs in all three colleges.
Location	Enhance connections with Washington, D.C. and Richmond, as well as the Chesapeake Bay area (for sciences)	The strategic plan should address this issue, which has great potential to give UMW a stronger national and international image and appeal. Promoting opportunities in Washington, D.C. especially is one means by which many of the departments targeted in the report for enhancement could achieve that goal (e.g., Art History, International Affairs, Museum Studies, Political Science, Security and Conflict Studies, Theatre). In addition, a general "field trip" fund to support this initiative should be developed. Alumni Affairs should also be engaged in this initiative.
Digital Learning and Research	Promote cutting-edge aspect of research, education, and student engagement at UMW	This is an area in which we have already made a considerable investment. We should capitalize on this investment by determining how to continue to maintain our leadership in this area, as well as make our investment more visible. The Special Assistant to the Provost for Teaching, Technology, and Innovation should play a key role here, and the strategic plan should address this issue. In addition, we should pursue

		foundation and grant support to support this initiative.
Internationalization	Continue effort to promote study abroad, connecting with foreign universities, and increasing student enrollment.	Admissions is already reevaluating current strategies to recruit international students. ELS is a valuable resource that we are not effectively leveraging at this time. Targets and timetables should be implemented for successful student recruitment through ELS. The Center for International Education and Admissions can also collaborate more effectively to develop valuable and sustainable partnerships with institutions abroad. We should consider retooling an existing staff line to jointly serve CIE and international recruitment. Internationalization might also be another way in which some programs targeted for enhancement could achieve that goal (most notably, International Affairs, Middle Eastern Studies, and Spanish). A proposed interdisciplinary major in International Business would also help advance this goal.
Dual Degree Programs	Expand offerings through such programs.	We should immediately begin to develop dual degree and preferred admission programs for engineering (a 3/2 program), law, and medicine. These programs should be in place no later than spring 2016 (available to students matriculating in fall 2016), earlier if possible. Discussion is already underway with George Washington University Medical School, and the law school at George Mason University has been identified as a possible partner as well.
Reprioritize Hiring	Hire more full-time faculty	While faculty growth was indeed fairly limited in the three-year period under review in the SRA study, it should be noted that 2010-11 faculty staffing levels (the baseline for the study) included several new appointments, including two adjunct conversions, and that several more new lines were staffed in 2013-14 and 2014-15 (11 lines in total, excluding Athletics, all in CAS). The student-faculty ratio has dropped to 14:1 (actually

		<p>13.77:1), having fallen from a recent high of 16:1 in 2009. At the same time, class size has, for the most part, held steady. In 2009, 42% of our classes—excluding sub-sections-- were under 20; in 2013, 50% of our classes (again, excluding sub-sections) were under 20. The number of classes over 40 has risen from 7% to 12% in that same period—so if there is one area of concern, it would be in our increasing reliance on large sections. Faculty hiring remains important, especially in staffing established areas undergoing growth or in staffing new areas that could help establish new enrollment growth (and the task force report names several relevant areas for consideration, all of them addressed below). At the same time, faculty salaries must be a top priority going forward. In allocating available resources, we will need to balance these needs: new faculty will remain essential to serving students, especially as we model enrollment growth going forward, but we must, at the same time, allocate funds to meet our established faculty salary benchmarks. As we go forward, we should establish appropriate benchmarks and targets for class size, deployment of adjunct faculty and RTAs, workload distribution both across and within colleges, and for other practices that impact staffing needs. Data should be developed and shared with respect to these benchmarks and targets, as we work to develop both a hiring plan and a salary plan in conjunction with the development of the 2015-2020 strategic plan.</p>
Facilities	Larger and upgraded facilities for the arts and the sciences	<p>Planning for the Jepson renovation and expansion is underway, and the project is already in the capital plan; preliminary decisions regarding plans for the arts, including the final disposition of Seacobeck, should take place as part of the 2015-2020 strategic planning process, drawing on studies already</p>

		completed and on further analysis by that task force of the current state of affairs. It should be noted, too, that this recommendation contributed to the decision to award two additional spaces to Theatre: the old DTLT space (which will allow the department to significantly expand its practice facility in DuPont) and space in the Hostess building (which is now being used as an off-site practice facility for productions).
University Organization	Meaningful solutions to organizational challenges	Faculty should continue to work to resolve governance issues, most notably with respect to UFC representation. Administration continues to regard this as a faculty issue, requiring faculty resolution, and we are heartened by apparent progress on this issue in recent weeks. All areas are charged to work to reduce administrative overhead. COB has made significant progress in reducing administrative overhead since its establishment. Organizational changes in COE should similarly seek to reduce administrative costs. CAS faculty should consider embracing a divisional structure, in keeping with UFC governance proposal, as a means to improve communication and efficiency in the college.
All academic departments	Recommendations on general education and contributions to other majors and minors	The task force report contains many recommendations on departments' contributions in these areas. Because the ability to provide these courses is often dependent on resources, there is no mandate at this time to fulfill these recommendations, though all departments are encouraged to review their offerings with an eye to efficiencies that could enable them to better serve non-majors.

Art and Art History	Maintain: improved facilities	Enter next phase of planning for arts complex renovation/expansion, starting with the 2015-2020 strategic plan, which should offer concrete recommendations on duPont/Melchers/Pollard as well as on Seacobeck
Asian Studies	Transform: further develop, better promote, convert current position in Chinese to tenure-track	As the report notes, the minor is relatively new. Enrollment remains very modest (with a decrease in the number of minors in 2013-14 relative to 2012-13). No change is recommended at this time. We do agree, however, that this is an area of growing strength (as evidenced by the recent tenure-track appointment of someone in Asian religions in CPR) and may merit further enhancement at some time.
Athletics	Transform: Reconsider granting credit for 100 and 300 level courses	It is very common to offer credit for PE courses, even when PE courses are not required. In fact, this would appear to be the norm at most colleges and universities. The department is charged to conduct a review of this practice, at UMW and elsewhere, along with a similar review of course credit now offered for varsity sport participation. Final recommendations should be submitted to the Provost before the end of the spring 2015 semester. Any change should undergo review and approval through the usual channels.
Athletics	Reevaluate relationship with Campus Recreation	After discussion with the Athletics department and with Student Affairs, we have determined that Campus Recreation is highly successful under the current structure, so no change is recommended.

BLS	Modify: Increase marketing, add more evening and on-line courses	BLS program administrators are charged to work with faculty to provide more flexible enrollment options (including more on-line and evening classes), as well as to develop a limited number of marketable degree programs that offer similarly flexible course delivery options. If new funds are not available, funding to support marketing of programs should be identified through an internal reallocation (see “Marketing,” above). Market research should be conducted to determine the market demand for proposed programs. Given the importance of serving our regional market and the importance of adult enrollments both to the diversity of our student body and to our overall enrollment strategy, this is a high priority, and should be so reflected in the strategic plan.
Biology	Enhance: Address bottleneck in key required courses	The department should explore solutions to this problem and develop a proposal to be submitted to the Dean and Provost before the end of the spring 2015 semester.
Chemistry	Modify: Eliminate the non-ACS major.	After consultation with the department, we have determined to maintain both the ACS and the non-ACS major, because moving to the ACS major only will be costly and, because of substantially increased requirements, will likely drive some students from the major altogether. The current option to pursue ACS or non-ACS majors is not unusual among small liberal arts colleges.
Chemistry	Transform: eliminate the multiple introductory-level options	The department is charged with reviewing the current array of introductory courses—including the recently introduced CHEM 101—and seeking a more streamlined approach that will effectively serve prospective majors and non-majors.

		Recommendations should be submitted to the Dean and Provost before the end of the spring 2015 semester. Any proposed change should undergo review and approval through the usual channels.
Philosophy and Religion	Modify: use an advertised rotation of courses to reduce number of under-enrolled upper level courses	The Philosophy and Religion majors do frequently offer multiple under-enrolled courses in any given semester. The department is charged with developing a publicized course rotation as one means of directing enrollments in ways that will better fill these courses. In general, fewer upper-level courses should free full-time faculty up to contribute more to well enrolled introductory and Gen Ed courses offered by faculty in these majors. The department Chair, after reviewing adjunct usage, has noted that this strategy might not reduce reliance on adjuncts. The fact that there remain many low-enrolled upper-level courses in both majors suggests, then, that we may not really need all the hire-behinds that are provided for the Chair, sabbaticals, and the like. The department should work with the Dean and Associate Dean to find ways to reduce reliance on adjuncts, while developing enrollment in upper-level courses offered by full-time faculty.
Philosophy	Reassess: pre-law concentration	The department is charged to work with colleagues in other fields to redesign the pre-law concentration as a more fully interdisciplinary major, perhaps using UMW's existing "General Liberal Arts and Sciences" degree program that currently houses other interdisciplinary majors. The major could also continue to be a "philosophy" major, but it should still seek more interdisciplinary course opportunities. The Latin requirement should be reconsidered (perhaps simply included as an option). Alternately, an interdisciplinary pre-law minor might allow students to major in other fields, but still achieve a "pre-law" certification of sorts. The department and other collaborating colleagues should submit a proposal to the Dean and Provost

		before the end of the spring 2015 semester. Any proposed change should undergo review and approval through the usual channels.
Classics	Reassess: Classical Archaeology	The Chair has noted that closing Classical Archaeology won't save any money, since no courses are offered exclusively for this major. The task force has suggested that multiple tracks "inevitably leads to fragmentation of the discipline and the faculty's focus," but the Chair adamantly takes issue with this claim. He suggests that multiple options actually help bring more students into the major. Last year, Classics graduated 15 students—more than either Religion or Philosophy. There were 7 in the Classical Civilization track, 4 in the Latin track, and 4 in the Classical Archaeology track. The numbers in Classical Archaeology remain modest by any measure, but this would seem to be part of the formula for enrollment in Classics. Given that closing this major track would yield no savings, and given the overall enrollment pattern for Classics, no change is recommended at this time.
COB	Modify: MMIS	The program has been closed.
COB	Reassess: MBA in Accounting	The program has been closed.
COB	Reassess: MBA in in Contracts and Procurement	The program has been closed.
COB	Reassess: MBA in Health Care Management	The program has been closed.
COB	Reassess: MBA in Information Accountancy and Security	The program has been closed.

COB	Reassess: MBA in Management Technology	The program has been closed.
COB	Reassess: MBA in Public Administration	The program has been closed.
COB	Reassess: MBA in Project Management	The program has been closed.
COB	Reassess: contribution to other majors and minors	The college is charged to work with colleagues in CAS to further explore an interdisciplinary International Business major. Any proposed major should undergo review and approval through the usual channels. This is not a mandate to create the major, but rather a mandate to explore the major, as we consider options for future development of new programs.
COB and COE	General	12-month contracts are an artifact of a time when enrollment patterns were very different, especially at the Stafford campus. The COB and the COE are charged to move to 9-month contracts for all faculty by FY 16. RTA's on multiple-year 12-month contracts should be converted to 9-month contracts when a new contract is issued. Faculty moving from 12- to 9-month contracts will remain eligible, like all faculty, to apply for summer teaching opportunities. This change will be effective in summer 2016. The Provost will work with the Dean all affected faculty to address details.
COE	COE programs are placed in all five quintiles. In addition, the task force observes an "underutilization of faculty," with COE faculty teaching the lowest number of SCH per faculty	The College is charged to streamline programs wherever possible and reduce the number of part-time faculty and low-enrolled courses. If programs are consistently unable to meet enrollment targets in required courses, those programs should be closed. For now, these programs—especially those listed under "Reassess," along with the TESL program, which has similarly struggled with low enrollments in required courses—should set enrollment targets, in coordination with the Dean and the Provost.

	<p>while still using the second highest number of part-time faculty on campus.</p>	<p>Enrollments and targets should be closely monitored, and programs that are unable to meet the targets within a reasonable timeframe should be closed. It should be noted that this is an area where some investment in program-specific marketing could have a significant impact, and this should be explored in conjunction with the earlier recommendation on marketing. In addition, the College should develop clear metrics to track enrollment, retention, and graduation rates in all distinct programs, including data that shows the “pipeline” in undergraduate programs and data that shows enrollments in all distinct graduate programs, including non-degree programs. Considerable work has already been done to develop this data, as well as to map out cross enrollment among programs; this data should be maintained, updated each semester, and shared. Any new proposed major should undergo review and approval through the usual channels.</p>
Computer Science	<p>Recommendations in 4 of the 4 quintiles, including Enhance. Includes possible closing or redesign of GIS track within major; better development of the CIS track, in collaboration with the COB; and the potential development of a minor. In addition, cybersecurity is mentioned as a potential area of collaboration.</p>	<p>Recommendations include a new faculty line to support multiple areas of potential enhancement. The department did gain one additional line in 2014-15, through the adjunct conversion program, though it also lost one person (whose replacement has already been authorized). Any further growth should depend on new program development or collaboration. One further area of potential collaboration with COB is Data Science, for which a Masters-level proposal has been in the works. It should be noted that SCHEV’s recent strategic planning process identified computer technologies as representing the most significant growth opportunity for employment in the Commonwealth, especially in the Northern Virginia area. The department is also encouraged to explore further collaboration with other faculty working in GIS technologies (and especially in determining the fate of the current Computer Science track in GIS, which enrolls far fewer students</p>

		than the two other tracks in the major).
Earth and Environmental Science	Enhance: develop in the area of energy systems. This would serve EES and the minor in sustainability, an area with growing internal and external demand.	Recommendation does not specify a new faculty line, but a proposal for such a line should be developed and prioritized by the Dean and the Provost alongside other new faculty proposals (pending available funding).
ELC	Enhance: creation of new major in journalism and/or communication.	Faculty discussion is already underway regarding a major in Communication and Digital Studies. This might serve as a first track in Communication Studies, with other tracks to be developed later; starting with Digital Studies reflects faculty interest in building on an existing strength. The core Communication courses offered in this major would also serve as core courses for other tracks, if and when they are developed. The major could include courses in journalism, especially in “convergent journalism” using digital platforms. Searches have been preliminarily authorized in fall 2015 in Communication (to fill Tim O’Donnell’s vacant position) and Journalism (to fill another vacancy), both of which could contribute to this program. While adjuncts can fill out the program in its first year, one additional line is likely to be needed starting in fall 2016, especially if enrollments develop quickly (as it is anticipated they will). This major is being designed to serve both traditional undergraduates and adult degree completers. Any newly proposed major should undergo review and approval through the usual channels.
ELC	Enhance: Linguistics major, to tap into existing faculty depth in the field	The task force notes that internal demand for the linguistics minor has been low, but nevertheless suggests development of a major, in order to capitalize on the number of faculty teaching in the field. Linguistics should continue to maintain a “special major” option,

		and we should track enrollment in that major, and in the minor, to determine whether and when to pursue a more formal major at a later time.
Historic Preservation	Modify: the task force recommends modification of the major “to highlight the expertise of its new faculty members and to update its curriculum more generally.”	The department is charged to review its curriculum with an eye to achieving these goals. Any proposed changes should undergo review and approval through the usual channels.
History and American Studies	Reassess: American Studies	Review of the most recent data suggests that enrollments in American Studies, while fluctuating somewhat from year to year, remain steady. The current design of the major is somewhat expensive to maintain, especially given its heavy reliance on required seminars. Faculty are charged with reviewing the major with an eye to achieving efficiencies that will enable them to provide more support to the History major, listed for enhancement. Proposed changes should undergo review and approval through the usual channels.
Honors Program	Transform: the task force identifies a need to “better define [the program’s] academic purpose.”	A faculty-led review should be conducted of the Honors Program. Metrics and surveys should be developed to measure the impact of the program, as well as to help determine how the program could be more impactful. A recommendation should be submitted to the Provost before the end of the spring 2015 semester. Any proposed changes should undergo review and approval through the usual channels.
James Farmer Postdoctoral Fellowship	Transform: “more extensive oversight by the administration” and more clearly define “the fellow’s	The Postdoctoral Fellowship represents the living legacy of Dr. James Farmer, and the University remains committed to its continuance. The concerns raised by the task force should be addressed before authorization is given to replace the current

	responsibilities”	Fellow (whose term expires after the 2014-15 academic year). The Provost will work directly with the committee that supports the Postdoc, and with the Multicultural office that also works closely with the Fellow, to determine next steps.
Library Science Courses	Reassess: low enrollment and lack of connection with the rest of the University	Eliminate courses and focus on library support of and engagement with faculty and students through their Gen Ed, major, minor, and other elective coursework.
Mathematics	Enhance: another faculty line to provide additional expertise	This proposed appointment should be prioritized alongside other recommended appointments, in conjunction with the general recommendation about faculty hiring. It should also be noted that Mathematics has been authorized to share the old Writing Center space in Trinkle, which will now serve as a center for quantitative tutoring and, through the COE, a literacy lab.
Middle Eastern Studies Minor	Enhance: tenure-track appointment in Arabic language	The task force reports strong internal demand for the new minor, though the number of students who have completed or even declared the minor remains modest. This is at present an RTA position, and the MLL department regards this as sufficient to meet students’ needs. Until the numbers show significant growth, and unless there is evidence that the current staffing arrangement is unsuccessful, no change is recommended.
Modern Languages and Literatures	Transform: reduce number of full-time faculty in French by not replacing current vacancy	This recommendation has been accepted and will be implemented effective fall 2015.
MLL	Modify: German, to attract more students	The task force notes that the German program has a “low number of graduates,” but, with only one full-time faculty member, German has graduated the same number of majors as French over the three-year period of the study (16 each), and in fact one more than French if 2013-14 is also considered. It is, however, not tenable to

		run a major with only one dedicated full-time faculty member. Given these circumstances, the vacant French position will be reallocated to support German with a second full-time position.
MLL	Maintain: Gen Ed	The task force recommends maintaining MLL's contribution to 100- and 200-level language courses that fulfill Gen Ed requirements. This is a very expensive requirement to maintain, representing the single largest adjunct expense at the university (over \$300,000 in the last year of the study alone). The intermediate level requirement is the gold-standard requirement for a liberal education, though many top schools are more generous in either allowing students completing the BS degree to complete that degree under different requirements (often one year of a language) or in allowing students to place out of the language if they have completed four years of one language in high school—a practice apparently once in place at UMW. Practices vary widely in Virginia, but very few schools have the strict requirement UMW maintains. Based on a preliminary inquiry, a reasonably large number of UMW student matriculate with four years of language completed in high school. Allowing more flexibility in the administration of our language requirement could have several benefits, including reduction in CAS adjunct spending. These savings would accrue to the CAS adjunct budget and could be reallocated internally to meet strategic priorities in CAS. This is a curricular issue that needs to be addressed by both CAS and University faculty. The UFC is charged with determining the most appropriate means to conduct this review, utilizing existing governance bodies.
MLL	Reassess: Business Spanish, Business French, and Business German	While the design of these minor programs is innovative, it is nevertheless possible to major in Business or Economics and minor in French or German, or to major in Spanish, German, or

		French and minor in Business or Economics. These low-enrolled programs are duplicative and should be closed.
Music	Transform: the task force points to the high cost of the major, relative to the low average number of graduates each year. Faculty also teach fewer student credit hours than faculty in other areas.	Major redesign is under way in the department. This will be critical to developing enrollments, which should be a high priority for the department. Any proposed change should undergo review and approval through the usual channels.
Music	Transform: Music Fee	Private music lessons were heavily subsidized, with the expense falling to the CAS adjunct budget. Fees were raised effective fall 2015, covering the full expense of the lessons (which, it should be noted, remains somewhat below market rates). This amounted to savings of \$84,000 annually (though these savings were released in the first round of budget reductions in summer 2014—a sensible decision that spared CAS \$84,000 in further budget reductions elsewhere).
Music	Transform: department leadership and relationship with Philharmonic	A search will be conducted to make an advanced appointment as Department Chair. This will fill an existing vacancy.
Physics	Reassess	UMW's Physics major actually performs well relative to other programs its size, both in the Commonwealth and more broadly, in terms of the number of graduates annually. While the numbers of students taking courses beyond the introductory level remains low, most courses achieve a reasonable enrollment. Through careful curricular planning with a well advertised rotation of advanced courses, including several offered bi-annually, the major can be maintained and can even thrive. A recent vacancy remains

		<p>frozen, and adjunct faculty will provide all necessary courses, including popular Gen Ed courses in astronomy (it should be noted that in freezing this and two other lines this year, funds were reserved from the frozen lines to support adjunct faculty as needed). Any proposal to re-staff this line with a full-time appointment should address the concerns raised by the task force report, which focus on applied physics and on creating more collaborative opportunities, perhaps through the minor program, that will appeal to students majoring in other math and science areas. Also, a 3/2 engineering agreement could help us recruit more students who would major in Physics (and, as at other institutions, these students might ultimately decide to complete the undergraduate Physics degree at UMW before moving on to the designated engineering program).</p>
Political Science	Enhance: Security and Conflict Studies	<p>The task force reports alludes to enhancement of the minor program, but pursuit of a Masters-level program in Defense and Security Studies would help develop more resources to enhance related programs at both the undergraduate and graduate levels. Faculty have been engaged in developing a proposal for some time and have been charged with bringing that proposal forward before the end of the 2014-15 academic year, for potential implementation in fall 2016. Any newly proposed major should undergo review and approval through the usual channels.</p>
Psychology and Sociology/Anthropology	Enhance: an additional line shared with Sociology to support a program in forensics and/or criminology	<p>This recommendation should be explored by faculty in Psychology and Sociology, and any recommended appointment should be among those considered for prioritization, in keeping with the response above to the recommendation on faculty hiring.</p>
STP	Transform	<p>The data in hand suggests that STP is an effective program. Program leadership should work with the Provost to develop</p>

		further metrics by which the program's impact can be monitored on a continuing basis. Program leadership should also explore with the Provost opportunities to serve a broader segment of the student population, as recommended in the task force report.
Special Majors program	Modify: utilize more standardized templates in popular areas	This is a good recommendation. In addition, a report should be shared annually that shows the number of declared special majors and the number of graduates by discipline each year (corresponding to counts of declared majors and graduates in the formal majors).
Summer School	Transform: centralize leadership and eliminate in-state and out-of-state tuition difference	The Associate Provost has played a central role for the past several years, but we will seek to enhance that role this year. He will continue to work with the Deans, and the Deans will continue to work with department Chairs. Every effort will be made to create more opportunity for student enrollment, including a push to develop more on-line course opportunities, which would enable students to return home and even work while still enrolling in classes that will help them complete their degrees in timely fashion. A survey will also be conducted to better understand students' needs and interests. The Provost's Office studied the possible impact of eliminating the out-of-state tuition differential, and it was determined that the cost of that change would be prohibitive, requiring more new enrolled students than can be reasonably anticipated, given the recent trend line for summer enrollments, just to break even.
Theatre and Dance	Enhance: facilities	As already noted, facilities for the arts will be reviewed as part of the current strategic planning process. In the meantime, theatre has already begun use of the recently acquired Hostess facility as a practice studio. In addition, with DTLT's move to the ITCC, theatre has acquired the old DTLT space in duPont, which is contiguous to its existing practice space. The department is authorized to make

		renovations (using its own funds) which will expand the footprint of that practice space considerably.
Theatre and Dance	Transform: Dance and Musical Theatre	Recent data—through the current fall 2014 semester-- suggests that Musical Theatre is growing in popularity. Given that there is very little if any cost to the program (which taps into courses that would run even without the minor), the department should be given the opportunity to develop the minor. The task force recommends developing more advanced opportunities in Dance, but it is not likely that there will be resources to add to the Dance curriculum at this time. The program should be maintained at its current resource level.