

College of Humanities and Social Sciences  
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To: Su Swarat, Assistant Vice President of Institutional Effectiveness

From: Sheryl Fontaine, Dean, College of Humanities and Social Sciences

Subject: Dean's Summary and Evaluation, Division of Anthropology (Archeology, Cultural Anthropology, and Evolutionary Anthropology)

The Division of Anthropology was created in 2013 as a restructuring of the Department of Anthropology. At the time of the Department's last PPR (2009-10), the department was in receivership with an outside chair. It was not able to admit undergraduate students from 20XX until 2013 or graduate students from 20XX to 2015. With the development of the Division of Anthropology, allowed the faculty to reembark on a productive path for both students and themselves.

The Division of Anthropology was reviewed by three external reviewers (Dr. Henry Delcore, Cal State Fresno, Dr. Lynn Gamble, UC Santa Barbara, and Dr. Sang-Hee Lee, UC Riverside) and one internal reviewer (Dr. Carrie Lane, American Studies). Dr. Sang-Hee Lee was also a member of the external review committee for the 2009-10 Program Performance Review

The Division and its faculty have made great progress over the past five years and are now well poised to embark on further strengthening of their undergraduate and graduate programs. In the process, the Division will need to focus on ways to effectively and equitably balance the development of the undergraduate major, the graduate program, and service to the university's General Education program.

### **Areas of Achievement**

The restructuring of the department into the Division of Anthropology has effectively stabilized the faculty community and allowed for success for both undergraduate and graduate students.

Faculty communication within and between the Division's three programs has improved.

The Division has rebuilt the undergraduate and graduate programs, although communication needs to be improved to ensure that area community colleges and high schools fully understand the new divisional structure.

The faculty, individually and as a body, are productive scholars and active within their disciplines. They are innovative in their engagement of students in High Impact practices at the local, national, and international level. To a very significant degree, High Impact Practices are embedded in the curriculum of the degree program at both the undergraduate and graduate level.

The Division is responding in innovative ways to new challenges and opportunities posed by changes to the GE program and to shifting enrollment patterns. In particular, efforts to develop certificates or minors in Forensic Anthropology and Museum Studies are likely to bring the department greater visibility across campus and in the

local community. Such programs will also help students better understand the range of career options open to them.

### **Opportunities for Development**

The Division has greatly increased the collegiality among the faculty, especially in light of the internal conflict so visible at its previous PPR. However, the Division currently functions adequately in part by **not** working together. The Division's leadership should identify ways to begin creating a stronger sense of a single academic community among all the faculty of the Division. It is particularly important that the senior faculty model for newer faculty and for students the shared identity of the Division and its disciplines. Initial events may need to be student focused (e.g. receptions, graduate and undergraduate student research colloquia), but the goal should ultimately be to return to shared governance among all of the faculty within the Division through all-faculty meetings and shared decision making.

The Division's current structure of three coordinators and no Division Chair is extremely expensive in terms of faculty time and energy. It also limits the ability of the Division to participate effectively in shared governance within the College and across campus. The Division should develop a plan for a governance structure that includes a single Division Chair as well as coordinators for each disciplinary program.

Despite the divisional structure, Anthropology is a single degree program with a single curriculum. Key decisions about scheduling, hiring, curriculum, advising, assessment, and student success need to be made as a degree program with the support and consensus of the entire faculty and all three coordinators.

The Division should invest resources in revising its curriculum and student support structures for its undergraduate degree program. The curricular structure of the undergraduate degree is flat and unusually unstructured, undermining the Division's commitment to the broad disciplinary training of students in at least three fields of the four main fields of Anthropology. The Division should work to develop a curricular structure that will ensure that all undergraduate majors receive appropriate training in at least three fields at both the lower division and the upper division.

A clearer set of upper division requirements will also aid in the scheduling of courses and student advisement. The Division is advised to consider the development of at least one required course for the major at the 300 level that addresses issues or themes common to all of the Anthropological disciplines, as this would create opportunities for both academic and career advisement and student support within the curriculum. It would create a mechanism to ensure that all undergraduate majors receive appropriate and timely advisement and significantly reduce the burden on faculty advisors.

The Division should approach curricular development, scheduling, and recruitment with an eye to reducing its dependence on General Education in order to sustain the major and the graduate program. Rather than focusing singularly on driving enrollment in a select number of lower division courses (e.g. ANTH 101), the Division should identify ways to increase enrollment in both lower and upper division courses and disciplines that currently may not reach their ideal enrollment. The intent of all enrollment management efforts must be the well-being of the entire Division.



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The Division should consider partnering with the HSS Marketing and Student Success Teams to develop sustainable methods to recruit students that leverage the Division's presence in General Education in order to increase the number of majors. This may involve rethinking the proportion of online to face-to-face classes offered by the Division, or it may involve the development of innovative approaches to online teaching that foster greater engagement between students and faculty.

### **Conclusion**

The Division of Anthropology is to be commended for its success in emerging from its past internal conflicts. The Division's faculty and, in particular, its coordinators, have worked hard to stabilize their academic community in which both students and faculty can thrive. As the external reviewers indicated, the Division is still in a transitional stage. We encourage the Division and its leadership to develop a long-term strategic plan that will ensure the health of Anthropology degree programs and the success of their students.