Over the past year, the College welcomed three new members of the staff and twenty-four faculty colleagues who joined Gonzaga in September, bringing the total number of full-time faculty to 244, 176 of whom are in tenure-line positions. We also greeted six new department chairs who were elected by their units. Fourteen faculty members were promoted, and seven were tenured effective fall of 2015. At the end of the year, we said good-bye to long-serving professors Scott Coble, S.J., John Downey, Bob Gilmore, Patrick Hartin, Ed Vacha, and Anthony Via, S.J., and we wish them well in their retirement.

CAS Accomplishments
Faculty Accomplishments
College faculty were actively engaged in scholarship, publishing nine books and eighty-three peer reviewed articles and book chapters (see Appendix 1). Twenty-one faculty were awarded external grants and brought in $877,000, some of it serving to support undergraduate research (Appendix 2). Four faculty members who had published books were selected to present their research to colleagues in the Dean’s Research Forum sessions (Prindle & McMahon, Ostersmith & Westerhaus, Silvestri, and Goldstein). Faculty who received national and regional recognition include Julie Beckstead (Inspiring Women in STEM Award), Beth Cooley (Pinnacle Ultra Short Story Prize), Vesta Coufal (Pacific Northwest Section of the Mathematical Association of America’s Distinguished College or University Teaching of Mathematics Award), Greg Gordon (nominee for Washington Book Award), Tod Marshall (Poet Laureate of the State of Washington and Washington Book Award for Bugle), Marianne Poxleitner (Howard Hughes Medical Institute Education Fellowship), Lisa Silvestri, (International Communication Association’s Herbert S. Dordick Award), Tim Westerhaus (US Conducting Fellow to South Korea, International Conductor Exchange Program), and Tyler Tritten, (Alexander von Humboldt Postdoctoral Research Fellow at the Albert Ludwigs Universitaet Freiburg). Eight out of twelve University-wide Distinguished Faculty Awards went to College faculty this year! Two new endowed professors have been selected. Professor Mary Farrell will serve as the next Kreielsheimer Chair and Mike Tkacz will be the Coughlin Chair.

Staff Accomplishments
Ms. Carolyn von Muller, Assistant to the Dean, won the first annual College of Arts and Sciences Outstanding Staff Award.

Vision 2018
Following faculty endorsement of the College’s Strategic Plan in May of 2015, the implementation process began with an identification of five priorities and the formation of taskforces around each.

Center for Public Humanities: The taskforce charge was to develop plans for a CPH, housed in the College, whose goal will be to promote the humanities and to support community engagement around the humanities. The group researched similar centers, devised a mission statement and a director’s position description, inventoried current humanities-based programming, identified possible community and regional partnerships, brought in two speakers, and hosted consultants who led us through a discussion of how we define “public,” and
“project.” About fifty faculty participated in one of the three workshops. This group is also working with the College’s Digital Humanities Committee, which is developing teaching components around the archives of the Oregon Province for inclusion in first-year seminars. The latter group sponsored a Lunch-and-Learn session and is developing a flagship project.

**Center for Undergraduate Research and Creative Inquiry (CURCI):** This taskforce was charged with developing plans for a Center for Undergraduate Research, housed in the College. The group researched peer and aspirant institutions, discussed what it might mean to make us premier in this area, worked on a vision/mission for the Center, developed a director position description, and reviewed existing research practices in the College.

**Global Engagement:** This taskforce researched comparison institutions, held student focus groups, assessed current integration of GE components by interviewing all department chairs, and collaborated with the CGE to develop CAS-specific programming. Two types of initiatives emerged: one revolving around faculty training needs (understanding theories of intercultural competence) and the other directed at global relationship-building, including participation in virtual global learning networks, faculty exchanges, and international communities of scholarship and practice.

**Innovations in Teaching and Curriculum:** This taskforce’s charge was to design a College program to begin in spring semester of 2016 that addresses faculty needs and that is reflective of 21st century practice at a Jesuit, Catholic, and humanist institution. It conducted a student survey, and designed Saturday Pedagogy Practica on Visual Thinking, Active Learning, Inquiry-Based Learning, and Community-Engaged learning. Fifty-six College faculty attended one or more sessions.

**Technology and Online Learning:** This group inventoried technology infrastructure, conducted a needs assessment, and sought information on funding and access. The group developed two pilot workshops for “Online Fellows,” one taking place for three full days during spring break, the other over ten weeks, delivered online. Thirteen faculty members participated in spring.

**Undergraduate Research**

Even before developing plans for a CURCI, involving students in research activities had been one of the College’s strengths. The Gonzaga Science Research program (Summer 2015) enrolled twenty-one Chemistry, Physics, and Biology students who worked with their mentors on authentic research experiences. Sixty-five additional students were funded by the HHMI grant. The College was able to support one hundred and thirty-four students who participated in professional meetings, which included sixty-five students who participated in the American Choral Directors Association Conference. Seventeen Sociology majors presented their work at the Pacific Sociological Association Conference, and fourteen students performed at the American College Dance Association Conference and the Kennedy Center American College Theatre Festival. Students further participated in the Molecular Genetics of Bacteria and Phage Meeting, the annual regional Murdock Conference, the Biomedical Research Conference for Biology students, MathFest, the Pacific Northwest Meetings of the Mathematical Association of America, the National Women’s Studies Association Annual Meeting, the meeting for Undergraduate Women in Physics, as well as various other undergraduate research and honors societies conferences. This year, ninety-nine students participated in the Spokane Intercollegiate Research Conference. In addition, Gonzaga sponsored the annual Graduate Philosophy conference. (Appendix 3)
Curriculum, Assessment, and New Programs

Second Language Requirement: Following a vote in April 2015, in which 68.9% of College faculty opted for a more robust language requirement, the College formed a working group to develop a proposal and to discuss the implementation of this requirement. The proposal that all students must demonstrate intermediate proficiency was approved by the CAS Curriculum committee and by Academic Council, and will go into effect in Fall of 2016.

Other Programs: Academic Council approved the following new programs or significant changes to existing programs. They are an Interdisciplinary Arts minor, a Jazz Performance concentration, and a Research concentration for PSYC. Major revisions to the CHEM and PHIL programs were also approved. The 104-credit requirement for CAS courses for College students was removed.

Additionally, and in light of the transition to the University Core, many, if not most departments took the opportunity to reassess their offerings; they engaged in discussions of learning outcomes, curriculum mapping, and revisions of the major.

The first set of program reviews were conducted according to new guidelines (ART, BIOL, MATH, MDLA).

Last year also saw the successful launch of new online program, the MA in Theology and Leadership.

Following the approval of the collaboration with the UW Medical School in April of this year, faculty have been working with the offices of the Dean and the AVP to plan their participation in the delivery of the curriculum.

Teaching beyond the Classroom

One of the College’s strengths remains faculty work with students. Seventeen departments reported sponsoring one or more Honors societies or other student clubs. (Appendix 4)

Faculty work to ensure rich co-curricular offerings to help students put classroom learning into context. Departments offered numerous public lectures, including those organized on an ad hoc basis (especially in CLAS, NTAS, and WGST) and named lecture series such as the O’Leary, Davis, Powers, Rukavina, Flannery, Tyrell lectures; they also offered the annual Homerathon (CLAS), the Visiting Writers Series (ENGL), Kreielsheimer Visiting Artists (VART), as well as Film Screenings (ENVS; Appendix 5).

Faculty also sponsored numerous activities that facilitate learning outside of the classroom. These include the Mock Trial Team, which placed in five tournaments including the national championship. Students from the Model UN team won various awards at the Northwest and National Conferences. The Ethics Bowl team participated in the NW Regional and the Independent Colleges of Washington competitions and won fourth place in each. The Debate team competed at the regional and national levels, with several students receiving honors. (Appendix 6)

Exhibitions/Performances/Concerts

Jesuit education stresses the importance of human creativity, and once again last year, students, faculty, and staff shared their talents with the community. THEA offered three main stage and three second stage productions. For the third year in a row, the program participated in the American College Theatre Festival. MUSC produced fifty-eight concerts on campus and at the Fox Theater. This number includes all ensembles, student recitals, faculty recitals, degree recitals, and guest artist recitals but not concerts that were not hosted by Gonzaga such as the
concerts on the choir tour. Gonzaga is one of the few universities its size that is lucky enough to have an art museum. Last year, the Jundt Art Museum featured eight exhibitions, including a second year of the outdoor display of sculptures by David Hayes, a presentation of the works of Fr. Andrew William Vachon, S.J., as part of the Jesuits in the Arts series, and the annual student art exhibition. The museum published its second and third books, *Vivid in My Mind: The Visionary and Landscape Images of Father Andrew William Vachon, S.J.*, and *Fifty Masterworks from the Print Collection of the Jundt Art Museum*, for which the museum was awarded its first ever state grant from Arts Washington. Between June 1, 2015, and May 30, 2016, the museum hosted 20,560 visitors. During that same time, the museum provided eighty-six guided tours to 2,044 museum patrons.

**Internships**
The College continued its collaboration with the Center for Career and Professional Development, involving students and faculty in Treks. This was the first year that all programs had internship courses. Most of the Internship Coordinator’s work revolved around liaising with departments to develop and promote robust internship experiences, to develop learning contracts, to educate faculty with respect to the value of internships, and to collaborate with other offices to solve policy questions. Sixty-seven students enrolled in one of our newly designed internship courses over the course of the academic year.

**Community Outreach**
In addition to the numerous ways in which Gonzaga faculty are involved in the Spokane community through, for instance, faculty lectures and presentations, the College has various outreach programs that focus on children: the MATH department, for example, continued its weekly Mathematics tutoring, and BIOL its Science in Action! Series, involving GU students. Additionally, a StarTalk grant helped us offer a Chinese Language Summer Camp for school-aged children. In Summer of 2015, fifty-five K-12 students enrolled in six sections. To increase visibility of the academic sector, several other departments are planning summer camps for children (RELI and THEA, for instance). See Appendix 7 for a complete listing of community partners.

**Collaborations**
College faculty have initiated, or are continuing, collaborations with internal and external partners. The performances of *Dido and Aeneas* and *Weaving Our Sisters’ Voices* provided a unique forum for faculty presentations from multiple disciplines. Other collaborations included course development and team teaching (Ostersmith/Swanson, Goldman/Manoguerra); research; co-sponsoring presentations (COMM and COMM-L); study abroad programs; and program development (ART and INMD; ART, ENGL, and Spokane ESD).

**Space Planning**
Planning for the Integrated Science and Engineering space was on hold. Faculties from MUSC, THEA, and DANC participated in programming and design sessions with consultants for the Woldson Performing Arts Center. Departments held numerous meetings, planning sessions, and joint inter-arts discussion throughout the process.
College PR
At the end of last summer, a committee of staff members completed the revision of the College’s website, working within the current system to ensure that faculty, staff, and students can easily access up-to-date resources. The College continued work with an intern, who developed a second College newsletter, and worked on advertising and social media. At the end of the year, Tony Payne joined the Dean’s office staff as the College’s Events Coordinator and MarCom person.

College Committees
CAS Advisory Council: The College’s inaugural Advisory Council, chaired by Liz Morris and made up of eleven members who are either alumni or friends of the University, convened twice during the course of the year to discuss the College’s strategic plan (September meeting) and experiential learning opportunities (April meeting). The purpose of the Council is to assist the Dean in accomplishing the College’s mission and vision, and to advise her on the promotion of and fundraising for the College.
Student Council: The Dean continued to convene a council consisting of students who were nominated by their department chairs as a focus group to gather information about perceptions of the College, and to gauge students’ interest in College initiatives.
College Awards Committee: The Dean appointed five faculty members to form a College Awards committee, which oversaw the selection of endowed professors and the distribution of College funds for faculty development in the areas of research/creative activity and teaching.

Mid-career Faculty Project
The purpose of this project, led by Heather Easterling, was to recommend support mechanisms for faculty who are at the midpoints in their careers. Dr. Easterling sent out a survey, conducted research, and produced a report that outlines recommendations for supporting faculty at this stage in their careers (Appendix 8).

Key Challenges
Enrollment Management and Space Needs
See last year’s report: We continue to be particularly challenged in the sciences to accurately, and in a timely fashion, predict enrollment. While we understand the dynamics at work in a tuition-driven institution, earlier intervention and predictive analytics would make rather late hires unnecessary. The increasing student demand in the STEM disciplines, the backlog of students who need science requirements for non-majors, as well as the incoming scientific inquiry requirement, put quite a bit of pressure science departments to deliver their courses. We are quickly running out of office, teaching, and research spaces.

Also widely reported from Humanities faculty are difficulties finding adequate space for teaching in digital environments. This is going to be a continuing and growing concern.

The needs assessment conducted in conjunction with the PAC planning process demonstrated a particular need for the Dance program for a 2,400 sqft facility, which is an accreditation requirement.

Similarly, the Jundt Museum (facility) is substandard for accreditation purposes.

While the PHYS lab remodel afforded a better design of the space, and we are grateful for receiving Herak 257 as a shared space, we do need to ensure that the technology and instrumentation are up to date (see also below).
Technology
The funds dedicated to updating technology are insufficient. A report from our Technology Lab Coordinator shows that some labs are equipped with computers that date back to 2007. The most recent budget allocation is insufficient to fund the increasing demands of faculty for integrating technology into their curricula, software applications for research, as well as student expectations around technology infrastructure.

Budget
To address the serious under-funding of some departments, the Dean formed a committee of department chairs to analyze departmental budgets and to develop criteria for the allocation of funds. We hope to have this work completed by September.

Appendices
1. Faculty Scholarly and Creative Activity
2. Grants
3. Student Achievements
4. Honors Societies and Sponsored Student Clubs
5. Lectures
6. Student Tournaments
7. Community Partners
8. Mid-career Faculty Project