

## **Appendix A**

### **Questions for EMPL Faculty**

Initial Interviews

June 2021

What is the mission of EMPL? What are its strengths as a unit? What are its weaknesses? Please discuss both research and instruction.

How does your work—both research and teaching—align with EMPL’s mission and its strengths?

What is your perception of the intellectual coherence of EMPL as a department; do you feel that it has a cohesive identity? One of the things that struck the committee in its preliminary review of publicly-available materials was the apparent divide between an emphasis on practice and a research orientation? Similarly, are the three foci (methodology, policy and leadership) compatible? Are the committee’s preliminary impressions accurate? If so, how do individual faculty view themselves and what is the impact of this divide (or these divides) on, inter alia, workload, morale, programmatic coherence, and possibilities for collaboration within the department?

With whom are the faculty in EMPL collaborating, inside or outside of the COE? Do commitments/collaborations with other units within/outside of COE dilute EMPL’s identity or ability to carry out its mission? Where (or maybe who) is the center of the unit?

How are EMPL faculty—tenured, pretenure and career faculty—supported inside and outside of the department? Is there, for example, a culture of mentorship in the unit? Are the ideas of pretenure faculty taken into account in planning and decision-making, for instance? Do all faculty provide intellectual leadership for the various programs?

Somewhat related to the previous question, how would you describe the department climate? The relative collegiality of the unit? Do you consider EMPL to be a department committed to inclusion and diversity, broadly defined?

In what ways has COE supported or failed to support EMPL as a department, including its degree programs?

We are interested in learning more about EMPL's undergraduate and graduate programs. We have seen some data related to enrollments, which we haven't yet been able to analyze with the care they deserve. At this point, we are most interested in your impressions of the strengths and weaknesses of the existing programs.

-What are the strengths and weaknesses of the graduate programs? What barriers are hindering the success of those programs? What opportunities exist for their improvement and/or growth?

-Please describe the undergraduate programs, particularly the LEADS Minor, and other educational opportunities currently available to undergraduates. How successful are those programs and what challenges do they face? What opportunities exist for their improvement and/or growth?

-For both graduate and undergraduate programs, please describe existing recruitment efforts and how those might be improved? Who is responsible for student recruitment in EMPL?

In his message to Keith Zvoch, EMPL Department Head, of March 29, Dean Kamphaus writes the following concerning our committee's charge: "Based on the above assessment, make recommendations for EMPL academic degree program revisions, that may include: collaborations, mergers, new academic programs, closure or deactivation of academic programs, or other options." Which, if any of these, strike you as a potential path for EMPL as a unit, and individual EMPL faculty? Why? Are there other directions, not included on Dean Kamphaus' list, that you believe would be more appropriate based on your experience in EMPL?