CONCLUDING ACTION MEMORANDUM
SAN FRANCISCO STATE UNIVERSITY
Department of Anthropology
Spring 2013

Introduction
This report is based on information and commentary from the Department of Anthropology, its External Reviewers, and the interview between the Department and the Academic Program Review Committee (APRC).

Commendations
The APRC commends the Department of Anthropology for:

1. Its achievement in equity and social justice involvement, civic engagement and internationalization. The summer Maasai workshop, the Human Rights conference, the international archeology projects are all outstanding examples of work in this area.

2. Working with students so that they are engaged with alumni and service learning projects in the community.

3. Mentoring students so that approximately 25% are admitted to doctoral programs in their subfields.

4. The engaged participation of graduate students in conference and other professional activities.

Recommendations
Based on the outcome of the program review, the Department of Anthropology is advised to take the following actions:

1. Due to its consistently high enrollments (over the standard-required 30), the APRC recommends replacing ANTH 320 or creating a separate graduate level course to serve the same purpose.

2. The APRC recommends the Department complete a full strategic planning process, beginning with a renewed mission statement, vision statement and goals. In addition, the plan should include a detailed implementation program on how to achieve their goals.

3. The APRC recommends the Department begin immediately to develop graduate level student learning outcome goals and assessment procedures to examine what students are learning.

4. The Department must put a plan into place to assist students in completing their theses. Therefore, the APRC recommends the Department take steps to immediately revise the thesis process and thesis advising and that this process be constantly monitored to see if more changes are needed. As stated by the External Reviewers, “Assign students to
faculty based on the matriculating students research interest and insist that the faculty take responsibility for that student (except in extenuating circumstances) through the thesis writing process. Place a maximum advising load on faculty and admit no more students than all faculty are willing to advise and mentor (up to the maximum per faculty member, e.g. 1-2 students per faculty member per year).” (Pg. 7)

5. The APRC recommends educating students more about faculty research through rotation of the foundation seminars among faculty so that more get involved in the graduate program.

6. The Department needs to create an adequate number of graduate seminars to sustain a full graduate program.

7. The Department needs to work to ensure more applications from qualified students.

8. The APRC supports the External Reviewers’ recommendation that the Department focus upon their strengths (urban anthropology, medical anthropology and visual anthropology with potential for archaeology and biological anthropology); the APRC also believes that this proposed focus must be revisited and justified in the recommended strategic planning process.

9. The APRC recommends discussing their lab and other space needs with the Dean.

10. The APRC notes the need to equalize the workload and ensure everyone is doing the required work and recommends proactive means to ensure that everyone is doing their share.

11. The APRC recommends a review of faculty workload by the Dean or her designee to determine how many faculty are needed to sustain a graduate program.

12. The APRC believes more internal resources are needed for the graduate program in Anthropology to succeed and so, the faculty must rethink the relative amount of resources dedicated to the graduate, as opposed to the undergraduate, program.

13. The Department needs to resolve the internal discord as referenced by the External Reviewers.

14. Per the Department’s lack of progress in addressing issues discussed in February 2012 (during the APRC interview), it is recommended that the ANTH graduate program withhold admissions for one year while the Department revises its strategic plan, revises the curriculum and implements a direct assessment program on which the Department previously stated they were making progress.
**Provost’s Statement**

The following statement from Provost Sue Rosser is intended to provide a context for addressing resource-related issues in all Memoranda of Understanding: “Student demand is growing in many areas of the curriculum. Furthermore, given the current fiscal setting, we do not expect that overall funding for programs will increase appreciably (if at all) beyond current levels. Therefore, all academic units are being asked to examine the depth and breadth of offerings in their programs and to assess the extent to which they can be sustained. Accordingly, as with all academic units in the University, the College of Liberal and Creative Arts must look at its ability to continue to offer the full array of current programs and emphases over the next several years.”

**Authorization**

We hereby approve this Concluding Action Memorandum:

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Sue Rosser, University Provost  Date
Vice President, Academic Affairs

______________________  ______________
Linda Buckley, Associate Vice President  Date
Academic Planning and Development

______________________  ______________
Paul Sherwin, Dean  Date
College of Liberal and Creative Arts

______________________  ______________
Peter Biella, Chair  Date
Department of Anthropology
Genie Stowers, Chair
Academic Program Review Committee