Undergraduate Student Guide

Fall 2023

Department Chair: Dr. Jie Zhang
Email: zhang@ku.edu
Phone: 785-864-2879
Office: 424 Blake Hall

Director of Undergraduate Studies (DUS): Dr. John Gluckman
Email: johnglu@ku.edu
Phone: 785-864-1415
Office: 411 Blake Hall

Undergraduate Academic Advisor (JAA): Mikhayla Sheeley
Email: msheeley@ku.edu
Appointments | Virtual Drop-Ins
Schedule an appointment using the Jayhawk GPS App or online

Office Manager: Kelly Bellmyer
Email: kbellmyer@ku.edu
Phone: 785-864-3450
Office: 427A Blake Hall

Linguistics Main Office: 427 Blake Hall
Email: linguistics@ku.edu
Phone: 785-864-3450
Linguistics Department Website: http://linguistics.ku.edu/
# Table of Contents

Department Overview ..................................................................................................................... 4  
Undergraduate Student Guide Purpose ........................................................................................... 4  
  Requirements for the B.A. or B.G.S. Major .................................................................................... 5  
    Introductory Linguistics ............................................................................................................ 5  
    Acquisition ............................................................................................................................... 5  
    Processing ................................................................................................................................ 5  
    Diversity .................................................................................................................................. 5  
  Advanced Course ......................................................................................................................... 6  
  Capstone .................................................................................................................................... 6  
  One of the following 3 credit hour courses—to be taken senior year: ...................................... 6  
  *Linguistics Language Proficiency Requirement ..................................................................... 6  
  Honors ....................................................................................................................................... 6  
  Major Hours & Major GPA ......................................................................................................... 7  
Mind and Brain Certificate ............................................................................................................. 8  
  Overview .................................................................................................................................... 8  
  Certificate Course Work (12 credit hours) .............................................................................. 8  
  Requirements for the Undergraduate Certificate in Mind and Brain ................................... 8  
Global Awareness Program (GAP) ............................................................................................... 9  
Department Policies and Procedures ............................................................................................. 10  
  Progress to Degree ................................................................................................................... 10  
  Advising ...................................................................................................................................... 10  
  Degree Program Changes ......................................................................................................... 10  
  Petitions ..................................................................................................................................... 10  
  Student Files .............................................................................................................................. 10  
  Post-graduation Plans .............................................................................................................. 11  
  Undergraduate Linguistics Club “LUCK” ............................................................................ 11  
  Grading ...................................................................................................................................... 11  
  Academic Integrity & Misconduct ............................................................................................. 11  
  Grievance Procedures .............................................................................................................. 12  
Research ....................................................................................................................................... 13
Facilities................................................................................................................................. 13
Libraries.................................................................................................................................. 14
Computers............................................................................................................................... 14
Professional Development ....................................................................................................... 14
  Colloquy ................................................................................................................................ 14
  Frances Ingemann Lecture ................................................................................................. 14
Research Award Opportunities ............................................................................................... 15
  Undergraduate Research Award (UGRA) ........................................................................... 15
  Foreign Language and Area Studies Award (FLAS) ......................................................... 15
University and Global Scholars Programs .............................................................................. 15
Honors Opportunity Awards ................................................................................................. 16
Programs for Minority Students ............................................................................................ 16
Linguistics Awards .................................................................................................................. 17
Department Overview

The unique strength of the Linguistics department is the systematic pairing of theoretical and experimental investigations of linguistic knowledge. Its nucleus of full-time faculty members in Linguistics serves a student body of about 100 undergraduate students. The first linguistics courses at KU were offered in 1957. In 1968, Linguistics became a department.

The department offers a broad range of courses that provide a basic understanding of human language and communication. Linguistics courses examine features of language that underlie the human capacity to express concepts and communicate ideas. They address the connections between language, brain, culture, mind, and history. The major or minor gives students a basic understanding of the human capacity to acquire, perceive, and produce language and of language’s role in contemporary society.

Linguistics is a superb preparation for careers that require expertise in the use of language as a means of communication, e.g., business, communications, personnel administration, teaching, health care, and social service. Many of our majors and minors pursue graduate study in education, law, psychology, computer science, speech and hearing sciences, or languages.

Undergraduate Student Guide Purpose

Students should be able to determine exactly where they stand at any time concerning the fulfillment of department rules and regulations. By referring to this document and to checklists kept in their files, students will know what still remains to be done, or at least will be able to ask specific questions about their status. All undergraduate students may obtain copies of their checklists in order to record their progress in fulfilling requirements.
Requirements for the B.A. or B.G.S. Major

B.A. Language Requirement: CLAS Language Proficiency Requirement* (see below)

BA or BGS majors must complete the following requirements:
Course Requirements (30 hours)

Introductory Linguistics
LING 106 Introductory Linguistics or LING 107, Honors
LING 110 Language and Mind or LING 111, Honors
LING 305 Phonetics I
LING 312 Phonology I (prerequisite: LING 305)
LING 325 Syntax I

Acquisition
One of the following 3 credit hour courses below (prerequisite: any LING course):
LING 415 Second Language Acquisition
LING 425 First Language Acquisition

Processing
One of the following 3 credit hours courses (prerequisite: any LING course):
LING 435 Psycholinguistics
LING 438 Neurolinguistics

Diversity
One of the following 3 credit hour courses (prerequisite: any LING course):

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>LING 308</td>
<td>Linguistic Analysis</td>
</tr>
<tr>
<td>LING 320</td>
<td>Language in Culture &amp; Society or LING 321, Honors</td>
</tr>
<tr>
<td>LING 343</td>
<td>Bilingualism</td>
</tr>
<tr>
<td>LING 370</td>
<td>Introduction to the Languages of Africa</td>
</tr>
<tr>
<td>LING 447</td>
<td>North American Indian Languages</td>
</tr>
<tr>
<td>LING 570</td>
<td>The Structure of Japanese</td>
</tr>
<tr>
<td>LING 572</td>
<td>The Structure of Chinese</td>
</tr>
<tr>
<td>LING 575</td>
<td>The Structure of: _______</td>
</tr>
</tbody>
</table>
**Advanced Course**

One from the following 3 credit hour courses:

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>LING 507</td>
<td>Phonetics II</td>
</tr>
<tr>
<td>LING 514</td>
<td>Phonology II</td>
</tr>
<tr>
<td>LING 516</td>
<td>Second Language Acquisition II</td>
</tr>
<tr>
<td>LING 526</td>
<td>Syntax II</td>
</tr>
<tr>
<td>LING 527</td>
<td>Morphology</td>
</tr>
<tr>
<td>LING 531</td>
<td>Semantics</td>
</tr>
<tr>
<td>LING 537</td>
<td>Psycholinguistics II</td>
</tr>
<tr>
<td>LING 539</td>
<td>First Language Acquisition II</td>
</tr>
<tr>
<td>LING 541</td>
<td>Field Methods in Linguistic Description</td>
</tr>
<tr>
<td>LING 542</td>
<td>Neurolinguistics II</td>
</tr>
</tbody>
</table>

**Capstone**

One of the following 3 credit hour courses—to be taken senior year:


LING 421 Capstone: Typology–The Unity and Diversity of Human Language (prerequisites: LING 305, 312, 325)

Click here for a [Sample four year plan for the B.A. in Linguistics](#) and the [B.G.S.](#).

**Linguistics Language Proficiency Requirement**

Students pursuing the B.A. degree in Linguistics must demonstrate fourth semester proficiency in a single non-English language, or third semester proficiency in a first non-English language and first semester proficiency in a second non-English language. This requirement may be met through coursework or examination by the appropriate language department. For more information about the requirements, [CLAS Language Proficiency Requirement](#).

**Please note:** Degree Requirements vary based on KU admissions date and whether a student opted in or out of the new CORE requirements. Meet with the Undergraduate Academic Advisor in Jayhawk Academic Advising (JAA) to confirm degree requirements.

**Honors**

To graduate with honors in Linguistics, a student must complete LING 496 (Honors Essay in Linguistics) in addition to the degree requirements. The student must have a GPA of at least 3.5 in Linguistics. More information can be found on the [Linguistics Honors webpage](#) or please contact the Undergraduate Honors/Research Coordinator, [Dr. Utako Minai](#) or the Director of Undergraduate Students, [Dr. John Gluckman](#).
**Major Hours & Major GPA**

While completing all required courses, majors must also meet each of the following hour and GPA minimum standards:

**Major Hours**
Satisfied by 30 hours of major courses, or 33 hours required if completing departmental honors course LING 496.

**Major Hours in Residence**
Satisfied by a minimum of 24 junior/senior (300+) hours of KU resident credit in the major.

**Major Junior/Senior Hours**
Satisfied by a minimum of 24 hours from junior/senior courses (300+) in the major.

**Major Junior/Senior (300+) Graduation GPA**
Satisfied by a minimum of a 2.0 KU GPA in junior/senior courses (300+) in the major. GPA calculations include all junior/senior courses in the field of study including F’s and repeated courses. See the [GPA Calculator](#).
Mind and Brain Certificate

Overview
The Undergraduate Mind and Brain Certificate, administered by the Department of Psychology, recognizes students who complete coursework examining the mind/brain. Students take two introductory courses and two junior/senior courses. Details and course requirements can be found at Undergraduate Certificate in Mind and Brain.

Certificate Course Work (12 credit hours)

Requirements for the Undergraduate Certificate in Mind and Brain

12 credit hours, of which at least 6 must be taken at the junior/senior level.

Required Course (3 credit hours)
LING 110 Language and Mind

Choose one course from the following (3 credit hours):
PHIL 140 Introduction to Philosophy
PHIL 150 Philosophical Communication
PSYC 104 General Psychology

Choose 2 of the following (6 credit hours)
LING/ANTH 320 Language in Culture and Society
LING 435 Psycholinguistics I
LING 438 Neurolinguistics I
PHIL 386 Modern Philosophy from Descartes to Kant
PHIL 622 Philosophy of Social Science
PHIL 654 Philosophy of Mind
PSYC 318 Cognitive Psychology
PSYC 375 Cognitive Neuroscience
PSYC/LING/PHIL 418 Introduction to Cognitive Science
Global Awareness Program (GAP)

The Global Awareness Program (GAP) recognizes students' enhancement of their cultural knowledge, international perspectives, and cross-cultural communication skills. Undergraduates in Linguistics can earn a global awareness certification. Students completing this program will have their GAP experience noted on their official KU academic transcript. They will also receive a certificate from the Office of International Programs.

GAP complements the KU Common Core Goal #4.2: "Respect human diversity and expand cultural understanding and global awareness" and Learning Outcome: "Upon reaching this goal, students will be able to: Examine a variety of perspectives in the global community, distinguish one's own cultural patterns, and respond flexibly to multiple world views."

Combining study abroad, cultural classes, and/or on-campus co-curricular activities, GAP provides students with the skills and knowledge to succeed in our globalized world. Students must complete two-out-of-three components to earn the certificate. The free KU certificate is an easy way to show future employers that you have experience with and respect for other cultures. It sets you apart in a competitive job market, enhances applications for graduate school and fellowships, and supports the development of essential skills needed for participatory citizenship in the 21st century.
Department Policies and Procedures

Progress to Degree

Entering Students (Major and Minor)
The faculty in the Linguistics Department provide advising (“Faculty Mentor”) to undergraduate students in addition to Jayhawk Academic Advising. The Director of Undergraduate Studies (DUS) of the Department serves as the faculty mentor of entering students until the student is assigned to a faculty mentor. Regular advisory meetings will give you early insight into upcoming opportunities and changes. Students should meet with their Jayhawk Academic Advisor and faculty mentor early on and regularly during their academic career to ensure that they are on the right track for a timely graduation by taking the necessary courses.

Advising

Faculty mentors in Linguistics have the responsibility for directing a student with their Linguistics major/minor program and providing updated notes in the student’s file. Any changes needed for a students’ degree plan or class substitutions should be discussed with the Director of Undergraduate Studies. If a student does not agree with a recommendation or interpretation of a rule given by a faculty mentor, the student may appeal the decision to the Director of Undergraduate Studies. If the Director of Undergraduate Studies and faculty mentor do not agree, the student’s appeal will go to the Department Chair, who will make the final decision.

Degree Program Changes

When requirements for a given degree program are changed, they generally become effective for students entering at the beginning of the following semester. Students already enrolled at the time of the change may choose to work under the new regulations (in toto) but may not be forced to do so.

Petitions

An undergraduate who wishes to obtain a waiver of or change in a rule should follow the procedures given in the sections on advising. If the student is not satisfied with the outcome, the student may petition the whole department by writing a letter to the Department Chair. The entire faculty will consider the petition and make a decision, which will be reported to the student in writing.

Student Files

Undergraduate student files are the joint responsibility of the Director of Undergraduate Studies, respective faculty mentor, Office Manager, and the students, although the Office Manager updates the student files at the start of each semester.

The student files should contain the advising notes, checklist of degree or certificate checklist, any official correspondence (to and from the student, letters written on the student’s behalf to
other officers of the university or to scholarship agencies, etc.), advising report and the degree progress report (DPR).

Access to student files is restricted to members of the department faculty on official business, the Office Manager and to the respective student, in accordance with the “Buckley Amendment.”

The checklist in each student’s file is based on the set of requirements that was in effect at the time of their admission to the program unless the student has chosen to come under a new program. Students are encouraged to maintain duplicate checklists and to compare them with the official ones from time to time.

**Post-graduation Plans**

Students will be sent an email in the semester they are graduating with a link to the Departmental Exit Survey. This survey should be submitted before they graduate. Students are encouraged to discuss their post-graduation plans with their Linguistics faculty mentor. Information concerning graduate programs in linguistics and fellowships is posted on the bulletin board. Students should keep in mind that some deadlines for fellowship applications are nearly a year before the time they intend to begin graduate work.

**Undergraduate Linguistics Club “LUCK”**

The Linguistics Undergraduate Club of Kansas (L.U.C.K.) consists of all undergraduate majors and minors in Linguistics. It is a recognized organization with the University of Kansas. The purpose of this organization is to promote student success and career preparation in linguistics and other language-related fields by encouraging networking among students, facilitating access to linguistic resources, and engaging in discussion regarding the study of the human language. LUCK accepts students from all majors. Several events are scheduled throughout the academic year. To learn more and get involved, please visit Rock Chalk Central.

**Grading**

A grade of D- or higher must be achieved for a course to count toward a degree in the Linguistics undergraduate program. Students should carefully review the University’s grading policy, found under Grading in the University Policies and Degree Requirements section of this handbook. In order to graduate with a major or minor in Linguistics, a student must have a minimum GPA of 2.0 in all Linguistic courses and an overall KU GPA of 2.0.

**Academic Integrity & Misconduct**

In the Department of Linguistics, we consider academic integrity essential to our work and we expect students to adhere to its principles in conducting research. This means students acknowledge the sources they use in their academic work and cite them fully and correctly; not acknowledging a source constitutes plagiarism.

Plagiarism is presenting someone else’s words or work as your own. Plagiarism applies to material taken from a book, an article, the internet, or from another person without properly
citing your sources. Paraphrasing another writer, substituting words, or rearranging sentences from the work of another also constitutes plagiarism. Plagiarism is easily detected with database and search engines. Students should consult with faculty well before paper due dates if they are not sure about how to handle a source. The KU Writing Center also provides guidance on incorporating and properly citing reference sources, and how to avoid plagiarism. Plagiarism is academic misconduct and is a violation of rules and regulations of the University of Kansas. Penalties for academic misconduct range from failure of the assignment to expulsion from the University.

Academic integrity is a central value in higher education. It rests on two principles: first, that academic work is represented truthfully as to its source and its accuracy, and second, that academic results are obtained by fair and authorized means. "Academic misconduct" occurs when these values are not respected. Academic misconduct at KU is defined in the University Senate Rules and Regulations. A good rule of thumb is "if you have to ask if this is cheating, it probably is. Students are subject to sanctions by the University for Academic Misconduct if they violate these principles. Additional information and definitions are provided in the University Senate Rules and Regulations.

**Grievance Procedures**

The Linguistics Department advises undergraduate students to first attempt to resolve issues directly with the party involved. If a complaint or grievance arises that cannot be resolved directly, or if the student does not feel comfortable attempting to resolve the issue, the Department Chair or any neutral party may be used to seek a conciliatory solution. If no mutually satisfactory resolution can be arrived at, the student should then follow the department’s official grievance procedure, which has been approved by the University.
Research

The unique strength of the Linguistics department is the pairing of theoretical and experimental investigations of language. As such, both our teaching and research focus on language as a cognitive system. We study the underlying rule system inherent in complex phonological, morphological, and grammatical structures of language. We also explore what it means to know a language both as an innate system in the human mind and the maturation of that system within the mind of the individual speaker, exploring similarities and differences in how children and adults acquire linguistic knowledge. The formal study of phonology, morphology, and syntax, for example, provides insight into the structure of language. Phonetic, psycholinguistic, and neurolinguistic research in turn explores how underlying structures influence the actual production and comprehension of language. Our experimental orientation distinguishes us from Linguistics departments with a sole emphasis on theoretical linguistics. Moreover, our curriculum emphasizes linguistic diversity as a reflection of human diversity: We teach a variety of “The Structure of ____” courses (recent examples include Arabic, Chinese, Japanese, Kaqchikel, Kiche, Kiowa, and Quechua). We also offer a Field Methods course, always centered around a native speaker of a language unfamiliar to the students (recent examples include Kaqchikel, Marathi, Quechua, and Vietnamese).

Facilities

The department currently houses 6 research/teaching laboratories. These 6 labs employ a vast array of methods for the collection and analysis of a wide range of linguistic data.

The Phonetics and Psycholinguistics Laboratory, focuses on acoustic, aerodynamic, and perceptual measurements for the experimental study of speech and language, including its production, perception, and acquisition. Location: Blake Hall room 15.

The Second Language Acquisition Laboratory, explores the nature of acquisition and processing in adult second language learners, using interpretation, self-paced reading, and speeded grammaticality judgment tasks. Location: Dole Human Development Center room 4035.

The Field Methods Lab provides an environment for on-site elicitation work with speakers as well as the processing, analysis and archiving of field data. The laboratory is equipped with computer workstations and an assortment of audio/video recording devices suitable for a range of fieldwork projects.

The Neurolinguistics and Language Processing Laboratory, investigates the cortical representation of language and uses ERP (event-related potentials) as well as lexical decision and priming paradigms. Location: Dole Human Development Center room 4037.

The Developmental Psycholinguistics Laboratory investigates how preschool-age children acquire and use the knowledge of meaning in their first language, utilizing linguistic comprehension tasks and the visual-world eye-tracking paradigm. Location: Dole Human Development Center rooms 4062 & 4064.
The Second Language Processing and Eye-tracking Lab explores how non-native speakers process phonetic, phonological, and morphosyntactic aspects of a second/foreign language. Location: Dole Human Development Center rooms 4066 & 4068.

Any student interested in research should contact the Undergraduate Honors/Research Coordinator, Dr. Utako Minai or the Director of Undergraduate Students, Dr. John Gluckman.

Libraries

The Linguistics Library (418 Blake Hall) and the Ingemann Library (304 Blake Hall) have books, periodicals, dissertations, and theses. Students are urged to use the materials in the library and may check out items by signing them out with the Office Manager.

Computers

Computers in the Department Computer lab (426 Blake Hall) are for Linguistics students, faculty, and staff engaged in linguistics-related coursework, research, and study. All other uses of the equipment in the lab have lower priority. Personal files are not to be stored on lab computers and will be deleted regularly. A key deposit may be charged for after-hours access to the computer lab.

Professional Development

Colloquy

Students and faculty meet regularly to hear talks and discuss linguistic topics at the "Linguistics Colloquy". All Linguistics Undergraduate students are encouraged to attend the Linguistics Colloquy series as part of their training.

The Colloquy Committee is normally elected for each academic year at the start of the fall semester, and it is in charge of setting up the program. Both students and faculty may serve on the Colloquy Committee. The Chair of the Department is an ex-officio member of the Committee. The Department supports the Colloquy with secretarial help and publicity expenses.

Frances Ingemann Lecture

Each year, the Department invites a renowned scholar to give the annual Frances Ingemann Lecture. All Linguistics undergraduate students are encouraged to attend the Frances Ingemann Lecture as part of their training. Speakers are selected with input from both faculty and students. Care is taken to balance the different areas within Linguistics. This lecture series is supported in part by the College of Liberal Arts and Sciences in recognition of Prof. Ingemann’s significant contributions to the department and the University at large.
Research Award Opportunities

Undergraduate Research Award (UGRA)

Undergraduate Research Awards (UGRAs) are $1,000 scholarships provided to undergraduate students pursuing original research or creative projects under the general guidance of a research mentor. The deadline to apply for an UGRA is in October for spring awards and in March for summer or fall awards. To learn more about these awards, visit the Center for Undergraduate Research website.

Foreign Language and Area Studies Award (FLAS)

KU offers Foreign Language and Area Studies (FLAS) Fellowships for the study of numerous less commonly taught languages. FLAS fellowships are available for both undergraduate and graduate students. Summer fellowships are also offered. Please visit the KU FLAS website linked above for current information on award and application procedures. The deadline for FLAS applications is typically late January to early February.

FLAS Awards are offered through the following Centers at KU:

- **Center for East Asian Studies** for the study of Chinese, Japanese, Korean, Uyghur, or Tibetan.
- **Center for Russian, East European, and Eurasian Studies** for the study of Bosnian/Croatian/Montenegrin/Serbian, Czech, Polish, Russian, Slovene, Tajik/Persian, Turkish, or Ukrainian.
- **Kansas African Studies Center** for the study of Amharic, Arabic, KiSwahili, Somali, or Wolof.
- **Center of Latin American Studies** for the study of Guaraní, Haitian Creole, Kaqchikel, K’iche’ Maya, Miskitu, Portuguese, Quechua, or Yucatec Maya. The Center also has several scholarships available for students doing research in Latin America: Stansifer Fellowship, Tinker Foundation Grant, KU Latin Americanist Graduate Research Competition, Oppenheimer research grants. Please check with the Center for details.

University and Global Scholars Programs

The University Scholars and Global Scholars programs are administered through the University Honors Program. University Scholars receive a one-time scholarship of $1,500. In addition, they are connected with a faculty mentor who helps them deepen and expand their academic interests. In addition to taking the Global Scholars Seminar, Global Scholars conduct internationally focused research on a subject of their own choosing, which they present at the Global Scholars Research Symposium their senior year. Both programs require enrollment in an interdisciplinary seminar that addresses an important topic in contemporary society. To be considered, applicants must have a cumulative KU GPA of 3.5. Students do not need to be members of the University Honors Program to apply to either program. (At the beginning of the fall semester, second-year students with a strong academic record are invited to apply.). Applications are accepted in the fall.
**Honors Opportunity Awards**

The Honors Opportunity Awards provide awards to support opportunities of intellectual and academic growth. To apply for an Honors Opportunity Award (HOA), students must have a minimum 3.25 GPA and be a member of the University Honors Program with undergraduate status while participating in the opportunity. A few qualifying opportunities include study abroad programs, service work, internships, conferences, and off-campus research. Applications are evaluated based on the strength of the student’s academic record, their involvement with the honors program, and the value of the experience as it contributes to the program’s Enhanced Learning Experience (ELE) requirement. For more information, please go to the Honors Opportunities website.

**Programs for Minority Students**

There are a number of different programs for minority students interested in pursuing research. Applications are typically accepted once per year for each program, and there is often a preference for enrolling students in the program early in their college careers. Students are typically eligible to apply in their freshman or sophomore years. Students are encouraged to contact the Office for Diversity in Science Training for further information. The programs include the KU/Haskell 500 Nations Bridge Collaboration, KU Maximizing Access to Research Careers (MARC), KU Post-Baccalaureate Research Education Program, and KU/Haskell Institutional Research and Academic Career Development Award (IRACDA), and KU Peer-Led Undergraduate Supplements (PLUS).
**Linguistics Awards**

All eligible students are automatically considered for the Department of Linguistics awards by the Fellowships and Awards Committee in the spring semester for the coming year.

**Outstanding Senior Majors**

These awards recognize undergraduate students majoring in Linguistics at the senior level, who have demonstrated academic excellence and scholarship in Linguistics.

**Outstanding Senior Minors**

These awards recognize undergraduate students minoring in Linguistics at the senior level, who have demonstrated academic excellence in Linguistics.

**Outstanding Junior Majors**

These awards recognize undergraduate students majoring in Linguistics at the junior level, who have demonstrated academic excellence and shown promise and potential as a linguist.

**Outstanding Student Service Awards**

These awards recognize exceptional service. Students who receive this award have contributed to the broader goals of strengthening the department.