



COLLEGE OF LIBERAL ARTS

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# Strategic Plan

2015-2020

## **Executive Summary**

Liberal arts disciplines face considerable challenges nationally, including questions about the value of a liberal arts education. In an effort to respond to national and local challenges, enhance the existing strengths of the College, and identify potential initiatives to benefit our students, faculty, and staff, the College began a strategic planning process in August 2014. After conducting a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and guided by the core mission of the College, we addressed four themes: Enhancing Student Success, Promoting Faculty Development, Advocating for the Liberal Arts, and Building Community. The goals and objectives included in the plan grew out of the discussion of those themes.

## **Mission Statement**

Liberal arts disciplines form the intellectual foundation of the university. Fully aware of the paramount importance of the skills taught in the liberal arts, the College seeks to inculcate students with a strong sense of responsibility and belonging to their local and global communities. Through the General Education curriculum, the College provides for the intellectual development of all students. By creating a robust scholarly environment, our major and minor programs equip students to be lifelong learners and good citizens. Supported by a caring staff, our diverse, engaged faculty members strive for excellence in teaching, research and creative activity, and service. Helping students thrive both inside and outside the classroom remains central to our mission.

**Theme: Enhancing Student Success**

**Goal 1: Enhance the curricular and co-curricular experience of current students.**

Objective	Action Items	Responsible Parties	Assessment
Improve the instructional experience for all students in Liberal Arts.	Advocate for access to multi-media instructional technology in all CLA classrooms.	Dean, Associate Dean	% of CLA classrooms with Master Classroom technology.
	Continue voluntary course redesign initiative.	Chairs, Faculty	% of General Education courses redesigned.
Continue to improve the advising experience for students.	Facilitate high-quality faculty and college advising, including faculty training and regular communication between faculty and college advisors.	Advising Manager, Chairs, Associate Dean	Student advising survey satisfaction rate.
	Encourage all faculty advisors to use the EAB platform.	Advising Manager, Associate Dean, Department Chairs	% of faculty advisors using EAB.
Build common areas for students to work with one another and with faculty outside the classroom.	Advocate for more informal learning spaces closer to CLA departments.	Dean, Associate Dean	# of CLA informal learning spaces created.
Create a mechanism for obtaining feedback from students.	Establish a student advisory council.	Associate Dean	Achieved by end of AY 15-16.

Objective	Action Items	Responsible Parties	Assessment
Develop interdisciplinary projects and programs with STEM-related disciplines.	Establish a committee to identify, develop, and coordinate interdisciplinary opportunities with a STEM and Humanities/Arts focus.	Associate Dean, Chairs	# of interdisciplinary courses offered. Value of interdisciplinary grants received by CLA faculty (as PIs or co-PIs).
	Develop interdisciplinary courses and/or programs that include STEM and Humanities/Arts.	Associate Dean, Committee, Faculty	
	Create an internal grant competition for projects that bridge STEM and Humanities/Arts and include faculty and student participants.	Committee, Dean	
Increase global competency of CLA students.	Increase participation in study abroad.	Dean, Chairs, Faculty	% of CLA students participating in and % of CLA faculty leading study abroad courses.
Increase the quantity and quality of internships available to CLA students.	Identify and recruit new internship partners.	Faculty Coordinator, Associate Dean, Chairs	% of students participating in internships.
	Increase financial support for internships.	Faculty Coordinator, Development Officer, Dean	
	Highlight available internships on CLA website.	Faculty Coordinator, Associate Dean, Chairs, Faculty	

**Theme: Promoting Faculty Development**

**Goal 2: Increase professional development opportunities for faculty.**

Objective	Action Items	Responsible Parties	Assessment
Increase awareness of external and internal professional development opportunities.	Create an inventory of faculty development opportunities and funding on CLA website.	Dean's Staff	Achieved by end of AY 15-16.
Increase opportunities for contingent faculty.	Establish a fund for professional development for contingent faculty.	Associate Dean	Amount of funds earmarked for contingent faculty.
Create workshops to assist faculty with professional development.	Establish an annual T&P workshop for CLA.	Associate Dean	Phased rollout of workshops during planning cycle.
	Establish an annual grant-writing workshop for CLA.	Associate Dean	
	Add CLA specific events across the first year of employment for new faculty.	Dean, Associate Deans, Senior Faculty	

**Theme: Advocating for the Liberal Arts**

**Goal 3: Increase enthusiasm for the liberal arts among prospective and current students in order to stabilize and grow enrollment in CLA programs and courses.**

Objective	Action Items	Responsible Parties	Assessment
Increase awareness of current student and faculty success.	Work with departments to spotlight student achievements and co-curricular activities in publications off campus, particularly targeting potential students.	Events Coordinator, Departments, Faculty	# of first time freshmen and transfer students who select majors and minors in CLA.
	Send CLA publications to local editors.	Events Coordinator	
	Encourage the CLA advisory board to invite faculty and students to community events and alert us to opportunities to “tell our story.”	Dean	
Develop discipline-specific recruiting initiatives to attract transfer students.	Facilitate discipline-specific links with local community colleges.	Chairs and Directors	
Improve recruitment of students from critical identity groups (e.g., minority groups).	Identify underrepresented groups and provide appropriate recruiting materials.	Chairs and Directors	IPEDS data on diversity of undergraduate student cohort.

**Goal 4: Promote the value of a Liberal Arts education.**

Objective	Action Items	Responsible Parties	Assessment
Demonstrate the value of research and creative activity in the Liberal Arts.	Encourage dissemination of research and creative activity to broad audience beyond the academy.	Chairs, Dean	# of articles in mainstream publications and public talks/performances given by faculty.
Help all students understand the purpose of General Education in a way that is meaningful to them.	Encourage General Education faculty to be explicit in identification of the key learning outcomes (knowledge and skills) in General Education courses.	Chairs, Directors, Undergraduate Curriculum Directors	GSS survey responses related to general education.
	Provide all college advisors and faculty with information about the knowledge and skills gained in specific General Education courses or blocks.	Advising Manager, Associate Dean	
	Emphasize the importance of General Education as a foundation for all education at CUSTOMS and other advising events.	Advisors, Dean	

**Theme: Building Community**

**Goal 5: Increase interactions among faculty and between faculty and CLA staff members.**

Objective	Action Items	Responsible Parties	Assessment
Improve communication between faculty & college staff.	Establish a college-wide annual meeting.	Dean	Communication-related questions in IDEA evaluation.
	Provide regular updates about issues facing the college to the faculty.	Dean	
Facilitate informal interdisciplinary interaction.	Establish a CLA brownbag series for faculty research, innovative pedagogy, or critical issues/themes discussions.	Associate Dean, Chairs	# of interdisciplinary projects resulting from series.
Facilitate formal interdisciplinary interaction.	Form a committee to study the potential for an interdisciplinary center for the Liberal Arts.	Associate Dean	Committee report submitted by the end of AY 16-17.