

***COLLEGE OF LIBERAL ARTS***  
***STRATEGIC GOALS AND INITIATIVES***  
***2021***



**COLLEGE OF LIBERAL ARTS**  
COLORADO STATE UNIVERSITY

## **STRATEGIC GOAL 1: PURPOSEFUL LEARNING**

*Vision: CLA will be recognized on campus, locally, and nationally for its rigorous and supportive academic environment that promotes intellectual exploration, self-discovery, and lifelong learning and success*

### **Initiatives & Actions**

#### **1.1 We will foster a community of student-centered learning.**

##### **Initiative: Engage students as active, confident, and responsible learners.**

- Diversify and enhance pedagogical approaches to promote purposeful and active learning
- Revise courses and program descriptions to articulate clear course objectives and student learning outcomes
- Build capacity of faculty (TTF, NTTF, GTA) and advisors to communicate objectives and learning outcomes
- Enable students to be actively engaged participants in scholarship, performance, and creative work
- Build capacity of Academic Success Coordinators (ASCs) and Career Managers to communicate to students the engaged role in their education, life, and future career planning

##### **Initiative: Transform and elevate the role of faculty as teachers, mentors, and lifelong learners.**

- Identify, develop, and reward innovation dedicated to improving learning and teaching
- Support and incentivize faculty participation in the scholarly discipline of teaching and learning
- Enhance support for professional development tied to identifying and implementing pedagogical practices proven to increase student achievement of learning outcomes
- Encourage the completion of the Graduate Teaching Certificate for Graduate Students (through TILT)
- Recognize and respond to the changing nature of faculty roles by advancing the contributions of NTTF
  - Provide compensation for non-tenure track faculty for participation in curricular development
  - Elevate role of non-tenure track faculty and encourage participation in pedagogical professional development and curricular conversations
- Recognize and enhance CLA's reputation for teaching excellence
  - Encourage applications for pedagogical awards and curriculum development grants
  - Develop CLA equivalent of Distinguished Teaching Fellows and encourage applications from non-tenure track and tenure track faculty members

**Initiative: Ensure an effective learning environment.**

- Renovate existing and/or design and build new facilities that will provide high-quality environments in support of pedagogical innovation and learning
- Address key structural issues impacting learning, including technology
- Address class sizes and course caps to enable greater faculty/student engagement according to discipline-specific best practices
- Address advising loads on ASCs to enable greater ability for ASCs to perform meaningful outreach to students

***1.2 We will develop innovative curricula that aligns with student's current and future needs.***

**Initiative: Advance our forward-looking curricula designed to prepare students for a rapidly changing world, while maintaining a foundation of core, discipline-specific skills.**

- Assess existing curricula/courses and revise if necessary
- Create new majors/minors/graduate and undergraduate certificates to enhance student learning and meet the needs of a changing social and cultural environment
- Implement high-impact classroom, studio, and laboratory practices in individual courses and experiences
- Implement high-impact co-curricular practices in majors (undergraduate research, internships, education abroad; service learning; field work) and graduate programs where appropriate, educate faculty and students in seeing the value of these experiences, and help provide access to them
- Make visible CLA opportunities and programs that are beneficial to all CSU students (Education Abroad, marching band, second language learning)
- Invest resources aimed at implementing curriculum improvements

**Initiative: Communicate the skills cultivated in CLA as essential and transferable.**

- Empower faculty, ASCs, and Career Managers to demonstrate and communicate to students the value of a liberal arts education throughout coursework and degree programs
- Utilize data and research to support the viability of a liberal arts education
- Iterate and promote the existence of numerous professional programs within CLA
- Emphasize the value of second major or minor to students and other campus partners; work with Admissions to enable students to double major at the outset of their program of study and communicate the “value added”
- Increase central administration’s understanding of the importance of second majors and minors from a budgetary perspective

**Initiative: Build more opportunities for interdisciplinary learning.**

- Develop partnership within the college and across campus to enhance capacity to address complex issues, problems, interests
- Develop infrastructure for encouraging team-taught, interdisciplinary courses

### ***1.3 We will strengthen opportunity and inclusive excellence.***

#### **Initiative: Demonstrate and communicate the value of a liberal arts education through coordinated recruiting plans.**

- Identify specific recruiting goals appropriate to each major and graduate program
- Increase the number of inquiries, applications, deposits, and registration in CLA majors (first-year and transfer)
- Increase the number of CLA majors who begin as undeclared students
- Increase number of high-achieving students
- Increase number of CLA students in the University Honors Program

#### **Initiative: Implement a college plan for diversity and inclusive excellence.**

- Develop curricular and co-curricular initiatives that encourage diverse perspectives and foster inclusiveness across campus
- Enhance education for all students by recognizing the needs of a changing student body (underrepresented minority; Pell-eligible; first-generation)
- Set specific college goals for attracting underrepresented student populations (graduate and undergraduate)
- Collaborate with campus partners to grow resources to support underrepresented students
- Close achievement gaps between traditional and underrepresented, especially first-generation, students
- Support transfer and non-traditional students
- Increase CSU Online and summer courses strategically geared toward students for whom access is an issue
- Expand CLA's international profile in order to attract a global cohort of students

#### **Initiative: Foster an academic community of high expectations and achievement.**

- Make CLA a destination for academically well-prepared, motivated students
- Partner with the Honors Program to recruit outstanding students
- Increase financial support and merit-based scholarships for high-achieving students nationally and internationally
- Increase the number of CLA students who apply for nationally competitive awards through faculty mentorship, CURC, undergraduate research, and scholarships
- Evaluate and develop a college plan to enhance professional development, mentorship, and funding for graduate students

## **STRATEGIC GOAL 2: IMPACTFUL SCHOLARSHIP**

*Vision: CLA will be an exemplary model of how our disciplines drive scholarly excellence in a land-grant university, recognized on campus and nationally for its leadership in research and creative excellence and impact*

### **Initiatives/Actions**

#### **2.1 We will enhance research and scholarly capacity and develop new opportunities for creative artistry.**

##### **Initiative: Promote excellence and impact through enhanced funding for faculty scholarship.**

- Increase summer funding from college, department, and university sources
- Increase pre- and post-grant staff support
- Hold college-level workshops to support and build the unique skill sets that are required to successfully compete for grant dollars
- Increase internal funding for faculty scholarship and professional development (TT and NTT)
- Strengthen existing, and develop new, Research Centers (CIOSUs)

##### **Initiative: Promote and strengthen scholarship of engagement and engaged scholarship.**

- Ensure that engaged scholarship is recognized and valued in evaluations and decisions about tenure and promotion
  - Revise CLA College Code to explicitly recognize engaged scholarship where appropriate
  - Host College-level workshops/town halls designed to encourage faculty and department conversations about engaged scholarship
  - Encourage Department-level discussions about how engaged scholarship may be recognized with department codes
- Provide College-level awards recognizing faculty excellence in engaged scholarship
- Feature stories of exemplary engaged scholarship in college communications

##### **Initiative: Expand research capacity through strategic faculty hiring and improved facilities.**

- Allocate a portion of new TT Lines based on forward-looking criteria:
  - Leadership in emerging trends in scholarly disciplines
  - Expanded expertise in key technologies
  - Enhanced engaged scholarship
  - Development of career-based opportunities for internships, research skills for graduate and undergraduate students
- Identify college/department facility's needs, with a particular emphasis on access to technology
- Increase opportunities for NTT and TT faculty to collaborate

- Identify with greater intentionality the substantive areas of interest among our NTT ranks so as to help facilitate relevant connections with other faculty
- Enhance and promote undergraduate opportunities for research and creative artistry

***2.2 We will improve the College's profile through increased awareness and recognition of our excellence in research and creative artistry.***

**Initiative: Improve recognition for distinguished scholarship.**

- Create new College-level recognition to identify candidates for CSU's Distinguished Research Professors
- Recognize and reward discipline-based scholarship on pedagogy and learning
- Create new College-level recognition to identify candidates for CSU's Distinguished Teaching Professors
- Create College-level awards for engaged scholarship
- Increase funds for endowed professorships and endowed chair positions
- Increase funds for non-entry level TT faculty positions

**Initiative: Strengthen existing and create new graduate programs in areas of research excellence.**

- Identify and promote nationally-ranked graduate programs in the college
- Support new Ph.D. programs in Anthropology and Communication Studies
- Develop new graduate programs in areas of strength and potential, such as Music Therapy, Art Education, Public Administration

**Initiative: Communicate the College's impact through strategic publications and engagement.**

- Highlight individual scholarship activities in College and departmental communication
- Showcase areas of excellence (PRSE, VPR and external awards)
- Promote broader understanding of implications and impact of CLA scholarship through platforms such as The Conversation
- Facilitate understanding of the land-grant mission by linking research explicitly to undergraduate instruction

***2.3 We will empower research and creative collaborations and partnerships.***

**Initiative: Develop partnership within the college and across campus to enhance capacity to address complex issues, problems, interests.**

- Establish CLA Interdisciplinary Center to promote work across departments and colleges

- Strengthen faculty expertise in emerging technologies, key fields such as quantitative analysis, and “big data”
- Develop College interdisciplinary work through faculty hiring in priority areas
  - Race/Inequality
  - Science, Sustainability and Environment
  - Internationalization/Globalization
- Support existing and develop new faculty in university cluster hires
- Hold meet-and-greets and brown bag events to facilitate collaborations and conversations between faculty and graduate students across CLA department as well as across colleges

**Initiative: Invest in current programs/create new initiatives that develop synergies with CSU research and institutional priorities.**

- Improve mentorship of new faculty hires and promote interdisciplinary partnership
- Develop college pipeline of projects for submission for VPR Quarterly Strategic Initiatives, etc.
- Increase college investment in interdisciplinary projects and centers

### ***STRATEGIC GOAL 3: MEANINGFUL ENGAGEMENT***

***Vision: CLA will advance and demonstrate the unique position of the Liberal Arts in fulfilling the 21<sup>st</sup> century land-grant mission.***

#### **Initiatives/Actions**

***3.1 We will identify, develop and reward scholarship, curricular opportunities, and individuals whose work addresses local, state, national, and global issues and challenges.***

**Initiative: Build and strengthen internal and external partnerships through increased capacity for research and learning**

- Strengthen connections with campus engagement partners including CSU Extension and the Vice President for Engagement and Office of the President
- Leverage existing strengths to increase our community’s capacity to learn, grow, and apply knowledge (Gregory Allicar Museum, UCA, CPD, PLHC, MSOE, REDI )
- Develop capacity within CLA through recognition in evaluation, promotion, and tenure; college-level awards; intentional faculty hires, and support for promising new programs

**Initiative: Enhance community engagement through curricular innovation and learning opportunities in and outside the classroom, on and off campus**

- Expand learning opportunities through on-line and summer programs
- Develop the intentional links of engaged scholarship to teaching
  - Increase the opportunities for student engagement through high-impact practices
  - Increased fund-raising for scholarships that support unpaid internships
  - Develop specific centers such as Straayer Center
- Support life-long learning and professional development (e.g. Bimson Seminars)

**Initiative: Contribute to intellectual and cultural life on and off campus through CLA leadership**

- Ensure that the campus engages diverse worldviews and perspectives through the resources and disciplines the college offers
- Increase the number of campus/community engagement opportunities through intentional campus partnerships (ASCSU, Student Affairs, other colleges)
  - Foster conversations about key issues, emerging trends
  - Apply expertise in scholarly disciplines
  - Increase visibility of scholarship
- Involve our community partners in the development of programming, such as Straayer Center
- Redesign signature community-directed programs (Great Conversations) to address crucial topics and issues
- Enhance quality of life and understanding of diverse cultures through CLA programming

***3.2 We will communicate the importance and values of liberal arts contributions through coordinated and collaborative strategies.***

**Initiative: Create and implement a content strategy around the values of and value of the liberal arts (at CSU)**

- Articulate and champion the liberal arts and the College's value for CSU's mission
- Better focus messages towards primary audiences of students and alumni
  - Develop messaging for recruitment efforts that reflects the potential of the liberal arts
  - Demonstrate the impact that faculty, staff and current students make
  - Show the life-long benefits of the liberal arts for CSU alumni
- Align efforts with three strategic college priorities:



- Increase undergraduate enrollment
- Build and enhance recognition of scholarship, learning, and leadership
- Increase community and alumni support

**Initiative: Create resources and a unified message across college, departments, and units**

- Build department resources via professional development
  - Work with higher ed marketing agencies on branding and messaging initiatives
  - Provide themes and instructions for quality storytelling to address enrollment and branding goals
  - Coordinate messaging and storytelling efforts
- Anchor communication through redesigned college and departmental websites and print
  - Adopt student-centered approach
  - Develop departmental narratives that are informative, inspirational and motivational
  - Showcase scholarship and learning: qualitative, quantitative, engaged.
- Align social media campaigns to extend reach and audience engagement
  - Create annual campaigns around themes emphasizing impact
  - Align messaging with unique audiences for select social medial platforms
- Integrate CLA stories with CSU and external communication outlets
  - The College Source, Source, The Conversation

**Initiative: Measure the college's impact through strategic communications and marketing efforts and engagement**

- Measure college-level impact of social media, CLA Magazine, Source, and College Source
  - Readership; Amplification, Applause and Conversation (social); External pick up of stories (PR)
- Measure department-level impact of social media, News, and College Source
  - Readership; Amplification, Applause and Conversation (social)
- Track website visits to CLA website
  - Unique vs returning; Pages visited; Length of time; Number of clicks on Apply, Visit, or Inquiry form
- Develop and measure paid strategy
  - Google AdWords; Facebook ads

***3.3 We will enhance our engagement with alumni and foster stewardship in support of the CLA mission.***

**Initiative: Build capacity and develop resources necessary to continue and expand college activities**

- Reorganize CLA Development Office
- Work with departments to identify capacity, opportunities and alignment
- Strategically align college and department priorities

**Initiative: Complete 2020 Campaign fundraising goals connected to College strategic priorities**

- Creating the Region's Most Distinctive Facilities
- Ensuring Access and Inspiring Excellence
- Enriching the Cultural Experience
- Developing an Informed and Engaged Citizenry
- Preparing Students for Careers and Citizenship in the 21<sup>st</sup> Century

**Initiative: Partner with alumni, local, regional, and global community to identify and align assets to address emerging issues, opportunities, and challenges**

- Connect Development, College Communications, and Departmental teams to tell the alumni story
  - Interviews with alumni to demonstrate LA value
  - Re-do Alumni page on website
  - Develop and send an alumni survey to alumni 5, 10, 20, and 30 years out of school to see how they've used their liberal arts degree.



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