

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 21st 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 21st 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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