

College of Liberal Arts, Strategic Plan (2019-24)

Implementation Plan: Year 1 (2019-20)

This plan provides various approaches to implementing the goals of the College of Liberal Arts Strategic Plan (2019-24). We will use the metrics contained in the Strategic Plan to evaluate the success of these approaches. This is thus a working document that will be revised yearly as we meet individual goals of the Strategic Plan and subsequently refine our implementation approaches. The items under each theme are listed in no particular order.

Theme 1: Diversity, Equity, and Inclusion

- Pursue conversion of Gender, Race, and Identity program into a department.
- Continue to prioritize the recruitment of faculty from under-represented racial and ethnic groups through reframing replacement positions as well as pursuing joint GRI positions, the Rick and Cathy Trachok Endowed Chair in International Studies, and other targeted opportunities.
- Continue to prioritize the recruitment and retention of diverse staff.
- Continue to prioritize the recruitment and retention of diverse graduate and undergraduate students.
- Establish and support two interdisciplinary working groups—one focused on Latinx, the other on Native/Indigenous—that will advise new directions and action plans for improving faculty, staff, and student recruitment and retention, focusing on removing structural barriers and inequities. These plans can include recommendations that dovetail with other themes of the strategic plan (e.g., academic programming, research, engagement, etc.) and they should include the advancement of existing programs or centers that contribute to the support of these groups, such as GRI and the Latino Research Center.

Note: Prioritizing these groups in the first year does not mean that we ignore other important underrepresented groups, nor does it mean that we ignore intersections among these groups and others as well as among the individuals within them.

- Advance Latino Research Center; seek regional as well as national recognition of its mission as a hub for Latinx research and engagement.
- Continue faculty and staff professional development workshops that advance understanding of diversity, equity, and inclusion.
- Enhance understanding of diversity, equity, and inclusion and CLA's leadership in this area through the CLA "Power of Diversity" speaker series.

- Once distributed, review results of Climate Survey and build plan for addressing problem areas and advancing opportunities; coordinate with strategic plan.

Lead organizer: CLA Associate Dean of Diversity and Inclusion, Director of GRI, Director of Latino Research Center

Theme 2: Academic Programming and Student Success

- Support and maintain new academic programs to which we have recently committed so that they are well positioned to attract students, prepare them for post-graduate success, and enhance our reputation, including but not limited to:
 - B.F.A. in Graphic Design
 - B.A. in Musical Theatre
 - B.A. in Gender, Race, and Identity
 - Spanish for the Professions
 - Cinema and Media Studies (minor)
 - Social Justice Studies (minor) [Goals 1, 2, and 3; also Theme 1, Goal 1]
 - Doctorate of Music
- Identify strategies and resources for building degree programs that have been listed on NSHE's "low-yield" list for several years, such as the MFA in Art and the MA in Philosophy. [Goal 2]
- Develop Applied Liberal Arts Pathways [Goals 1, 2, and 3]
 - Each department will create a new or feature an existing applied pathway for undergraduate students within their major/s. If possible, these pathways will also be available to non-majors, including in other colleges.
 - Explore the possibility of creating applied pathways (i.e., preparation for careers other than faculty positions) in graduate programs and/or creating new graduate degrees oriented to working professionals.
 - Identify and compensate a director of this Applied Liberal Arts Initiative.
 - Create a web presence and other communication materials that will promote this initiative to prospective students, current students, and strategic communities within Northern Nevada (business, K-12, political, community colleges, possible donors, etc.), as well as nationally.
 - Prepare to assess the success of this initiative including by tracking graduates through surveys, interviews, social media, and other relevant assessment tools.
- Continue defining and implementing the President's Writing and Speaking Initiative [Goal 1 and 3]
 - Establish a director of this initiative who will report to the Dean of the College of Liberal Arts.

- Facilitate collaboration and strategic planning among the different units of the WSI: Core Writing, the Rhetoric and Composition area in the Department of English, Basic Courses in Oral Communication, Writing and Speaking Center, and Composition and Communication in the Disciplines.
- Explore the feasibility of offering new programs in the following areas, for which we have working-group reports developed in 2018 [Goal 1 and 3]:
 - Science studies (minor)
 - Law and Society
 - Cinema Arts (major)
 - Global Studies
 - Social Psychology (B.S.)
- As required by NSHE and also highlighted in this strategic plan, assess undergraduate and graduate student success—time to degree, retention—in every department and academic program, and begin developing and implementing plans to improve these rates. Pay particular attention to success and needs for first-generation and historically underrepresented students. [Goal 1, 2, and 3]
- Continue to develop and make mandatory a successful LiberalArtsFIT program [Goal 1 and 3].

Lead organizers: CLA Associate Dean of Students and Curriculum along with Director of Applied Liberal Arts; Director of WSI; Director of Advising, Recruitment, and Retention; Coordinator of Student Engagement and Experiential Learning; and the CLA Planning Committee

Theme 3: Research and Creative Activity Support

- Hire a Grants and Projects Analyst II to provide continued support to faculty and graduate students engaging in grantsmanship [Goal 1 and 2]
 - Assess success of Grants Analyst in increasing number and amount of grants and fellowships acquired by our faculty.
- Assess the success of the CLA Start-up package first introduced in 2017 [Goal 1].
- Continue the CLA Fellows Program and consider increasing the number of fellows from six to seven or eight. [Goal 1]
- Increase the reputation of our faculty and departments by highlighting (both internally and externally) their research and creative activity. [Goals 1 and 6; also Theme 5, Goal 2]

- Explore ways to increase number and stipend amount of GA positions [Goal 2].
- Build networked and layered mentoring program; connect to existing Faculty Professional Development Program. [Goals 1 and 4]

Lead Organizer: CLA Associate Dean of Faculty Affairs and Resource Management

Theme 4: Outreach and Public Engagement

- Create an outreach and public engagement committee tasked with clarifying what counts as outreach and public engagement activity. [Goal 2]
- Develop a comprehensive approach to conducting outreach and public engagement. Besides the campus community (students, faculty and staff), develop community listservs and hold more events off campus (especially for K-12 students). Outreach and public engagement planning should target all of these audiences simultaneously for key events and activities. [Goal 4]
- Promote major outreach and engagement projects, including but not limited to the English department's M.A. in Public Engagement, World Language's outreach to K-12 students, Theatre's "Theatre Day," Criminal Justice's literacy program, Core Humanities' "Thought on Tap" program, and the Northern Nevada Women's Leadership Initiative. [Goal 4]
- Maximize the potential of the new University Arts Building and connections to other arts spaces on campus, including those in Church Fine Arts and Lombardi, to invite the community (including K-12 students) to campus for engagement with the visual and performing arts. Seek to create regional and national recognition of the University Arts Building and its state-of-the-art facilities as well as for the School of the Arts. [Goal 4]

Lead Organizer: Chair of outreach and public engagement committee, Dean

Theme 5: Marketing and Communications

- Launch new marketing and communications plan and assets for the college, which includes new tagline ("Elevating Humanity"), recruitment and development brochures, promotional video, and (potentially) annual magazine. [Goal 1, 4, and 7]
- Attain WCAG compliance on accessibility of websites and other educational materials. [Goal 4]
- Finish conversion of all college and collateral websites to new university template. [Goal 4]

- Develop new materials and promotional campaigns for the School of the Arts and the School of Social Research and Justice Studies. [Goal 4]
- Build greater awareness of CLA faculty, staff, alumni, and student successes and stories. [Goal 2]
- Hire Graphic Designer. [Goal 5]
- Seek broader recognition of some of our unique programs including but not limited to: Justice Studies/Judicial Management (connected to the Epicenter for Judicial Education), Black Rock Press, Basque Studies, GRI, Applied Liberal Arts, Latino Research Center, Social Psychology, Great Basin Paleoindian Research Group, Biological Anthropology Laboratory, Museum Studies, Shared History. [Goal 2]

Lead Organizers: Yun Ku, Lisa McDonald, Tamara Scronce, Clayton Peoples, Kristi Van Gorder

Theme 6: Development and Fundraising

- Work with dean to identify areas of fundraising priority emerging from implementation and strategic plan.

Lead Organizers: Dean, Julie Mathews, Stephanie Sellers