

College of Liberal Arts Strategic Plan, 2019-24

The College's strategic plan for the next five years is detailed and comprehensive. Below is an outline of its six themes and the major goals included under each theme. In the next five years, we will focus on advancing our reputation as a creative, forward-looking, and highly successful twenty-first century College of Liberal Arts.

Theme 1: Diversity, Equity, and Inclusion

- Recruit to advance a culture of inclusion and increase the diversity of applicants and acceptances among our students
- Recruit to advance a culture of inclusion and increase the diversity of applicants and acceptances among our faculty and staff
- Foster an environment of inclusivity and engagement for students, faculty, and staff

Theme 2: Academic Programming and Student Success

- Increase enrollments, retention, and graduation rates in undergraduate programs and, where appropriate, add new academic programs that will increase enrollments and advance our reputation as a 21st-century college of liberal arts
- Increase enrollments in graduate programs with goals of assisting the university in maintaining R-1 status, improving the reputation of our departments, advancing our research mission, and preparing our students for academic and non-faculty careers
- Increase the diversity of applicants and admitted students across the college

Theme 3: Research/Creative Activity Support and Granting

- Increase/enhance capacity in grant and research/creative activity support
- Increase graduate assistant support
- Increase/enhance faculty travel support
- Develop effective faculty training and mentoring programs
- Engage in development initiatives that support research/creative activity
- Enhance communication initiatives related to research/creative activity

Theme 4: Outreach and Public Engagement

- Assess the extent and effectiveness of current CLA outreach and public engagement programs and activities

- Clarify the definition of, and expectations for, outreach and public engagement
- Develop strategic campus and community-based outcomes for outreach and public engagement activities
- Expand outreach and public engagement efforts
- Collaborate with key stakeholders on campus and in the community to create productive relationships for advancing influential community/campus projects, organizations, and creative work.
- Facilitate outreach to and engagement with global communities on and off campus and support initiatives with global and international perspectives.

Theme 5: Marketing and Communications

- Assist in recruitment by developing professional materials (brochures, video, etc) that showcase the resurgence of the liberal arts in the 21st century and the ways in which our college is responding to the need for liberal arts education, research, engagement, and student success
- Tell the stories of the College (students, faculty, staff, programs, etc.) with a commitment to increasing the audience for these stories and their impact
- Communicate about our college, our students, our events, our programs, and our successes more extensively and effectively with the local community
- Produce, maintain, and regularly update a College Marketing and Communications Plan
- Regularly assess our needs for communication, marketing, and public relations and build an effective and creative in-house team for delivering on these needs

Theme 6: Development and Fundraising

- Solicit and secure funding and resources necessary to make progress on College priorities, which will be set and/or re-affirmed annually
- Enhance engagement with College constituencies (alumni, faculty, friends, and donors) to cultivate a robust pipeline of supporters to further the College's mission
- Improve and prioritize donor stewardship as an integral part of the development process