

# **THE COLLEGE OF ARTS & HUMANITIES STRATEGIC PLAN**

## **Fall 2016 — Spring 2020**

### **GOAL 1: OUTSTANDING ACADEMIC PROGRAMS**

Develop and enhance high-quality, high-touch liberal arts programs that promote pathways to social mobility, increase student social capital, and culminate in globally relevant degrees.

#### **OBJECTIVE A**

Increase the “tenure density” to a minimum of 60% of the College FTEF, growing by 2-3% per year until the College exceeds the University average and 50% of the College’s course offerings are taught by tenured and tenure-track faculty.

#### **Strategies:**

1. Create a 5-year hiring plan to recruit excellent, highly qualified faculty by December 2016. This will include attracting scholars who have an interest/experience in working with first-generation and non-traditional college students, equitably and responsibly distributing hires among departments, offering equitable but competitive compensation packages, prioritizing keeping positions in departments when faculty leave/retire, and offering additional support to search committees to effectively recruit highly qualified candidates.
2. Commit to building a culturally diverse faculty by actively recruiting applications from female, minority, differently-abled, and LGBTQ candidates, and by addressing unconscious bias in the hiring process, while also promoting the retention of current faculty.
3. Determine the optimal size of each program including number of FTEF and reasonable student-faculty ratio goals in order to efficiently provide students with the resources and educational opportunities they require and to inform the College’s hiring plan.
4. Create and implement equitable policies for hiring and retaining lecturer faculty, including promoting interdisciplinary full-time and non-tenure track hiring, hiring distinguished adjunct instructors, offering more professional development/funding for non-tenure track faculty, and providing compensation for additional service.

#### **OBJECTIVE B**

Support professional development for current and new faculty throughout the trajectory of their careers.

#### **Strategies:**

1. Develop a more active scholar-teacher model by striking a better balance between teaching, service, advising, curriculum planning, and research.
2. Adopt scheduling practices and curriculum design that supports a 3-3 teaching load for all faculty actively involved in scholarship and creative activities.
3. Increase support for faculty by developing revenue to support scholarship and creative activities, faculty development, travel support, resources, release time, and extraordinary service.

## **OBJECTIVE C**

Enhance existing academic programs and create new high-quality, accredited programs, certificates, centers, and institutes that are responsive to student interests and regional workforce trends.

### **Strategies:**

1. Finalize proposals to develop new BA degrees in Asian Pacific Studies and Women and Gender Studies, including curriculum and tenure-track hiring plans by Fall 2019.
2. Reconceive and modify existing programs as appropriate, as well as develop new programs, courses, discipline-specific certificates, credential programs, and inter- and cross-disciplinary opportunities (e.g., Critical Theories in the arts, Ethics certificate, Center for Human Justice), with a focus on going from STEM to STEEAM (Science, Technology, Engineering, Ethics, Art & Math).
3. Support initiatives for collaborative partnerships with related industries, brand niche market programs (e.g., “Reality TV”, Screenwriting, etc.) with a goal of becoming a regional center for the arts, culture, and human rights.
4. Pursue accreditation for existing programs without accreditation (e.g., Journalism, Art and Design, Dance, etc).
5. Create a Faculty Fellow position to coordinate and advise regarding assessment of programs in the College.

## **OBJECTIVE D**

Expand the College’s efforts to increase programs/curricula that promote and integrate broader international experiences and engagement for students and faculty.

### **Strategies:**

1. Support and promote international university and industry partnerships, short-term and course-related study abroad opportunities, international faculty exchanges, and incentives for faculty to participate in study abroad programs within the next 3-4 years.
2. Develop additional funding opportunities/financial strategies for students to gain international experience abroad, as well as offer more international online access (e.g., redesign of HUX program).
3. Introduce additional global perspectives throughout the curricula, connect the International Studies Center directly with academic programs, and create a committee to coordinate A&H internationalization policies and programs.
4. Build on the strengths of our Modern Languages program to incorporate the study of language as a key component of CSUDH’s commitment to internationalization.

## **GOAL 2: FOCUS ON STUDENT SUCCESS**

Contribute to the success of all CSUDH students by developing curricular, co-curricular, and extra-curricular programs that facilitate high academic achievement, timely graduation, and personal and professional growth.

## **OBJECTIVE A**

For students majoring in the College of Arts and Humanities, implement steps to meet or exceed the CSU Graduation Initiative 2025 Goals: 55% six-year graduation rate for FTF; 31% four-year graduation rate for FTF; 40% two-year graduation rate for transfer

students; 75% four-year graduation rate for transfer students; and no gap for URM or Pell-eligible students.

**Strategies:**

1. Assess advising needs and practices in order to develop an innovative, comprehensive advising plan that addresses the specific needs of each program in the College. Implement College-based advising practices to house advisors in academic departments, specialized A&H tutoring resources, updated articulation agreements with local community colleges, and regular academic advisement outreach with local community colleges by Fall 2017.
2. Develop graduation pathways for all A&H majors to meet the 2025 goals, including “Finish in Four” and “Finish in Two” advising programs, no later than Spring 2018.
3. Regularly assess our progress toward meeting the 2025 Graduation Initiative Goals at the College and program level.
4. Adopt and support innovative pedagogies in courses with high failure rates through the routine assessment and revision of these courses as necessary.

**OBJECTIVE B**

Deliver a high-quality, student-centered General Education curriculum that illustrates the centrality of the arts and humanities to the exploration of contemporary domestic and international problems, while strategically distributing General Education enrollments.

**Strategies:**

1. Create a college-level General Education ad hoc Committee to promote interdepartmental communication and to devise College-level strategies for improving the assessment and student attainment of General Education Program Learning Outcomes; and with renewed intentionality, align relevant Area A, C, D, and F learning outcomes with institutional learning outcomes and LEAP core competencies by Fall 2016.
2. By Fall 2018, implement College-level plans to improve student reading and student writing. Build and deliver General Education curriculum that improves student written communication, including assessing existing programs, supporting developmental reading/writing (composition) and writing-intensive courses, and integrating “Writing Across the Curriculum” throughout A&H. Assess progress annually, implementing necessary “close the loop” measures in AY 2019-2020.
3. Redistribute HUM undergraduate General Education courses and FTES to departments and programs by Fall 2018. Develop new courses and revise existing courses to achieve program learning outcomes through curriculum that is relevant and significant to students.
4. Create a task force by Fall 2017 to develop a cluster/core of First Year seminars promoting diversity and global learning to be implemented by Fall 2018.

**OBJECTIVE C**

Develop the infrastructure to ensure that all A&H students have the opportunity to participate in at least four high impact practices (HIPs) before graduation.

**Strategies:**

1. Infuse the curriculum of each degree program in the College with at least two signature HIPs by Spring 2018.
2. Create a policy that outlines and provides support for faculty to develop, offer, and assess internships, service learning, and international programs.
3. Incentivize and reward faculty and student collaboration in research and publication, including support for participation in local, regional and national conferences to present such research by Fall 2018.

**OBJECTIVE D**

Provide forums for students to formulate their personal and professional goals and equip them with the tools necessary to achieve those goals.

**Strategies:**

1. Build stronger relationships with centers across campus, including the Career Center, and SLICE; support the creation of dedicated career counselors for A&H students.
2. Increase the number of A&H students in the McNair Scholars Program, the Sally Casanova Pre-Doctoral Program, and other regional, state, and national fellowships by 50% by 2020.
3. Create a Faculty Fellow for Student Fellowships and Graduate Admissions by Fall 2017.
4. Cultivate new partnerships with public and private agencies supportive of the endeavors of A&H students, staff, and faculty, while developing further those already in existence.

**GOAL 3: INNOVATIVE LEARNING ENVIRONMENT**

Renovate, expand, and support the use of effective, innovative teaching and learning environments and pedagogies for students and faculty within and outside of the classroom.

**OBJECTIVE A**

Renovate existing classroom spaces utilized by A&H faculty to render them serviceable, accessible, and technologically sound, and create new classrooms that include access to appropriate technologies (software and hardware) designed for flexible interaction modes suitable for the needs of A&H disciplines.

**Strategies:**

1. By Spring 2017, create a facilities Master Plan assessing current renovation needs that will meet basic classroom requirements, address issues of accessibility, provide adequate space and update existing technologies to ensure a productive student learning environment.
2. By Spring 2017, create a facilities Master Plan outlining the construction of vital, student-friendly multipurpose spaces as well as new workspaces that meet the specific program needs of A&H disciplines and departments.

## **OBJECTIVE B**

Increase the opportunities for student participation in College, campus and community activities, events, and programs that support both program objectives and the larger A&H mission.

### **Strategies:**

1. Assess the current level of department/program-based clubs with the intent of helping augment their presence and activity level through stronger departmental organization and autonomy. Assess and implement support for College-centered organizations and events that will help students connect across A&H and make its values more visible by Fall 2017.
2. Create an A&H Student Council to promote and foster collaboration among department-level student clubs and organizations, support departmental honors societies and expand leadership opportunities for students in campus organizations by Fall 2017.
3. By Fall 2018, create a plan for co-curricular activities tied to A&H academic departments that offer both faculty and student incentives for leadership and participation.
4. Provide support for faculty and students to engage in undergraduate research with the goal of presenting at Student Research Day (e.g., by providing templates for posters and guidelines for abstract submissions on the A&H website), and creating a working group of faculty to build undergraduate research into courses that would increase participation in Student Research Day.

## **OBJECTIVE C**

Enhance the use of relevant instructional technological and pedagogies with particular attention to the digital humanities, offering support for both students and faculty in adapting to these new forms of media within and outside of the classroom.

### **Strategies:**

1. Ensure the future success of A&H instructors by attending to classroom renovations by a goal date of Fall 2018.
2. Develop programs for training faculty interested in adapting new digital pedagogies, and support incentives for implementation in the classroom by Fall 2019.
3. Provide support for faculty for training in Digital Humanities pedagogy and development through workshops and funds for conference travel by Fall 2017.
4. Cooperate with Campus IT for A&H-designated Information Technology staff to support and manage new technologies by Spring 2018.
5. Develop and improve ongoing cooperative arrangements with Campus IT to improve software and hardware acquisition for faculty and students that support digital humanities initiatives.

## **GOAL 4: SUSTAINABLE FINANCIAL STRENGTH**

Ensure, stabilize, and grow the College's fiscal resources by diversifying and increasing revenue sources.

## **OBJECTIVE A**

Increase revenue from gifts, public and private donations, partnerships, and sponsorships to the College.

**Strategies:**

1. Create a Dean's Advisory Council consisting of community members and alumni to advise the College on priorities, advocate for the Arts and Humanities, and help the College secure the resources required to achieve its mission by Spring 2017.
2. Create a position for a full-time Development position in the College committed to increasing revenue for College projects as well as working with each program and department on their own specific fundraising needs by Spring 2020.
3. Identify, cultivate, and secure public and private partnerships to generate new funding sources for the College in order to enhance academic programs and improve facilities.
4. Develop a system of support and training to enhance fundraising and advancement activities at the department and program levels.

**OBJECTIVE B**

Increase revenue from grants and fellowships for faculty research and creative activity.

**Strategies:**

1. Create a Faculty Fellow position for Grants and Fellowships by Fall 2018.
2. Cooperate with other units on campus to create a coordinated system of support services to assist faculty with the grant writing process and post-award support.
3. Build a team of experienced faculty for pre-submission review and feedback.

**OBJECTIVE C**

Increase Campus Partner Funds by 100% of current revenues by Fall 2020.

**Strategies:**

1. Increase Open University, summer, and special sessions offerings while keeping oversight of curriculum and instruction within the College.
2. Partner with CEIE to create new programs such as HUX 2.0.
3. Develop a "Golden 4" program in conjunction with community colleges.
4. Maintain an equitable and transparent revenue sharing model with Extended Education.

**GOAL 5: ADMINISTRATIVE EXCELLENCE**

Achieve operational and administrative excellence, efficiency, transparency, and effectiveness across all College programs.

**OBJECTIVE A**

Train, retain, reclassify, and hire staff who will serve in key roles in order to carry out the Strategic Plan.

**Strategies:**

1. Analyze staff positions in the College and departments in order to create a plan for staff reclassification, position growth, employment, and modification to better serve operational needs by Spring 2017.
2. Work with other units on campus to streamline and improve the hiring process to attract and hire talented candidates, review staff compensation and classification, and align salaries with appropriate position responsibilities.

## **OBJECTIVE B**

Foster a culture of exemplary professionalism that is characterized by high quality service College staff provide to students, faculty, and external constituencies.

### **Strategies:**

1. Support field-specific comprehensive training, professional development, and career paths for staff and administration.
2. Identify areas of improvement through feedback and evaluation, and implement steps to develop and enhance professionalism in service.
3. Recognize and reward exemplary service staff provide to students, faculty, and the College.

## **OBJECTIVE C**

Streamline administrative/business processes to reduce redundancy, costs, and unnecessary bureaucracy, including utilizing new technologies where appropriate.

### **Strategies:**

1. Integrate departments, chairs, and administration in budgetary processes that support greater departmental autonomy.
2. Incorporate enhanced technological solutions into administrative/business processes to improve workflow and efficiency where appropriate.
3. Identify and revise critical administrative and business processes to promote innovation and to improve workflow, transparency, efficiency, and reduce costs, including by inviting regular and routine feedback by faculty and staff.

## **GOAL 6: POINTS OF PRIDE**

Develop and promote notable points of distinction that demonstrate the strengths and program diversity found in A&H through effective and engaging public relations in the local community and beyond.

## **OBJECTIVE A**

Create and implement a College-wide, state-of-the-art plan for communicating and marketing the accomplishments of students, faculty, and staff, including publicizing on-campus events; design and implement an aggressive public relations, marketing, and branding plan for the College.

### **Strategies:**

1. Hire marketing and communications staff dedicated to promoting relevant A&H activities and accomplishments to the University and community through the development of high quality web, social media, and visual communication.
2. Develop a targeted publicity campaign and measure its effectiveness by analyzing any changes in enrollment numbers, community engagement, and event attendance.
3. Coordinate College efforts with the university marketing plan to effectively promote how programs within the College fit with the “CSUDH brand” and contribute to a sense of pride for the University.

## **OBJECTIVE B**

Increase the sense of pride by A&H faculty, staff, and students in the campus, its mission, and the College.

### **Strategies:**

1. Celebrate our diversity (including cultural, linguistic, and ethnic diversities) through the support of College, department, and program-level events, organizations, and projects that have diversity and inclusion as their primary mission.
2. Conduct climate surveys and focus groups by Fall 2017 to assess current attitudes amongst faculty, staff and students and develop and implement an improvement plan.
3. Develop a stronger culture of meaningful alumni engagement at both the program and College level, including increasing participation in the Professor for a Day program and extending invitations to successful alums to present master-classes for current students.

## **IMPLEMENTATION**

An initial implementation plan will be presented to the Chairs Council in early Fall 2016.

### **Annual Reporting and Revisions**

1. Annual reports on progress will be compiled by June 30 of each year and disseminated to the College.
2. Revisions to Strategic Plan and an updated implementation plan will be proposed to the A&H Chairs Council at the beginning of each academic year.