**Wright State University**

**Empower: College of Liberal Arts Strategic Plan 2014-2019**

**Vision**

The College of Liberal Arts (CoLA) will continue to lead the university and the region in providing a high quality, transformative education in the social sciences, humanities, arts, and interdisciplinary studies and in communicating the importance and broad applications of a liberal arts education. CoLA faculty, staff, and students will enrich our community and our world with first-rate, innovative scholarship and thoughtful, dedicated service.

**Mission**  
We transform the lives of our students and the communities we serve. We will:

* engage CoLA students in exceptional undergraduate and graduate programs that advance their aspirations and future endeavors;
* provide all students with a superior general education program as a foundation for their educational and life success; and
* engage in creative, innovative, and applied scholarship and professional service that benefit the community, the region, and the world

#### Goal 1: Academic Quality and Program Distinctiveness

Offer distinctive learning experiences to produce talented graduates with the knowledge, skills, and dispositions essential for lifelong learning and the ability to adapt to and lead in a rapidly changing world

**Objective A:**

 Enhance curricula to engage students in discovery, creativity, communities, professions, the arts, scholarship, and world affairs

**Action:** Align college component requirements to reflect essential liberal arts skills

* Develop Critical Thinking college component course
* Develop goals and learning outcomes for Research Methods college component courses
* Continue to support essential Foreign Language requirements

**Action:** Innovate curricular offerings and support curricular revision

* Assess curricula, programs, and student learning outcomes through program reviews and make changes as needed
* Partner with the Center for Teaching and Learning (CTL) to support a Faculty Director position
* Partner with CTL to develop quality SCALE-UP course offerings
* Partner with CTL to develop quality online course offerings

**Action:** Support and increase service learning courses

* Collaborate with the Office of Service Learning and Civic Engagement to streamline and increase service learning courses
* Seek donor funding for faculty support and programming

**Action:** Support our Ohio Center for Excellence in the Arts: Collaborative Education, Leadership, and Innovation in the Arts (CELIA)

* Increase programming, participants, and audience
* Provide annual funding for programs, projects, and visiting artists
* Seek donor funding for programs, projects, and visiting artists

**Action:** Support the Model United Nations program

* Provide annual funding for projects and travel
* Seek donor endowment for projects and travel

**Objective B:**

Support and promote curricular collaboration through interdisciplinary majors, minors, certificates, and courses that reflect the changing world

**Action:** Continue to support current interdisciplinary programs  
**Action:** Explore, develop, and implement new interdisciplinary offerings  
**Action:** Complete and launch the New Media Incubator  
**Action:** Explore shared interdisciplinary faculty appointments, including endowed professorships

**Objective C:**

Grow study abroad participation and recruit and support international students Action: Increase funding for study abroad scholarships

* Collaborate with the Dean’s Leadership Board (DLB) and the Dean’s Fund to increase scholarship funding
* Collaborate with the University Center for International Education (UCIE) to fund Study Abroad Travel Assistance Scholarships

**Action:** Continue to support Summer Ambassador Programs  
**Action:** Continue to support and grow the Learning English for Academic and Professional Purposes (LEAP) Intensive English Program

* Seek accreditation from the Commission on English Language Accreditation
* Develop LEAP-based programming to support international students across campus
* Develop differential tuition strategies for in-state, community-based, and corporate clients

**Action**: Develop plan for recruiting international students for CoLA programs Action: Explore flexible partnerships with international universities  
**Action:** Continue to host international visiting scholars

**Objective D:**

Recruit, develop, and retain an accomplished, diverse, and learning-centered faculty and staff

**Action:** Enhance search committee training  
**Action:** Collaborate with the Office of Multicultural Affairs and Community Engagement to support an Equity Advisor  
**Action:** Support visiting scholars  
**Action**: Provide strong faculty mentoring

* Foster formal mentoring programs in each department
* Continue to sponsor the CoLA Mentoring Conversations Action: Seek donor funding for endowed professorships

#### Goal 2: Student Access and Educational Attainment

Enhance access and the success of a diverse student body through high-quality and innovative instruction that leads to graduation and career placement

**Objective A:**

Improve enrollment of direct-from-high-school, transfer, graduate, nontraditional, and international student populations

**Action:** Implement the Center for Liberal Arts Student Success (CLASS)  
**Action:** Collaborate with Enrollment Management to implement a recruitment plan with targeted recruitment activities to specific student populations  
**Action:** Connect with high school students about CoLA programming

* Continue the Pathways to Success CoLA recruitment event
* Support engagement and recruitment events within departments and programs Action: Develop plan for recruiting international students for CoLA programs Action: Increase scholarships for recruitment
* Seek donor funding for recruitment scholarships
* Collaborate with the Graduate School to increase recruitment scholarships Action: Increase scholarships for retention
* Improve management and marketing of scholarships
* Collaborate with the Dean’s Leadership Board (DLB) and the Dean’s Fund to increase funding for leadership scholarships
* Seek donor funding for retention scholarships
* Continue to support ArtsGala

**Objective B:**

Improve retention and degree completion of direct-from-high-school, graduate, nontraditional, and international student populations

**Action:** Implement the Center for Liberal Arts Student Success (CLASS) to oversee student retention and workforce development

* Hire Director for Student Retention
* Enhance CoLA advising and use proactive advising to keep students on track for graduation
* Collaborate with University College to provide supplemental instruction in success marker courses

**Action:** Develop new criteria for direct admittance of CoLA students  
**Action:** Offer diverse pathways for successful completion of the ENG general education sequence

**Objective C:**

Develop effective educational processes to assist students in meeting post- graduation career and educational goals

**Action:** Implement the Center for Liberal Arts Student Success (CLASS) to oversee student retention and workforce development

* Hire Director of Workforce Development
* Promote a liberal arts education as the foundational framework of career success
* Provide career advising for specific majors
* Develop resume building workshops
* Facilitate student engagement with alumni

**Action:** Support and grow internship opportunities

* Centralize internship communication within the Center for Liberal Arts Student Success (CLASS)
* Identify internship coordinators within each department
* Improve collaboration between internship coordinators and community partners
* Increase internship courses
* Increase funding for internships
* Recognize internship providers at the CoLA Internship Celebration Breakfast

#### Goal 3: Research and Innovation

Attain regional and national prominence and leadership in creative and applied research, scholarship, and entrepreneurism

**Objective A:**

Enhance the pipeline of opportunities and incentives for faculty and student research

**Action:** Support and reward faculty research and scholarship

* Continue to sponsor the CoLA Outstanding Faculty Awards
* Continue to support CoLA Faculty Research Grants
* Continue to support junior faculty pre-tenure course release for research
* Continue to support the CoLA Author’s Celebration
* Implement Faculty Supplemental Travel Awards
* Implement the CoLA Research Conference

**Action:** Support and reward student research and scholarship

* Implement CoLA Undergraduate Research Fellowships
* Implement Graduate Student Supplemental Research Travel Funds
* Support the Wright State Undergraduate Research Conference

**Objective B:**

Broaden the participation of faculty, staff, and students in community engaged research and service

**Action:** Support and reward community engaged research and service

* Continue to sponsor the CoLA Outstanding Community Engagement Award
* Encourage departments to support community engagement research and service activities, where appropriate

**Objective C:**

Promote and enhance innovative scholarship and collaborations

**Action:** Support our Ohio Center for Excellence in the Arts: Collaborative Education, Leadership, and Innovation in the Arts (CELIA)

* Increase programming, participants, and audience
* Provide annual funding for programs, projects, and visiting artists
* Seek donor funding for programs, projects, and visiting artists

**Action:** Support the Center for Urban and Public Affairs (CUPA)

* Increase collaborations and funding opportunities within Wright State, and with new public, private, governmental, state, and national entities
* Develop a new business model for funding, grants, and indirect cost-return
* Provide expert policy analyses on important regional and state-wide issues

#### Goal 4: Community and Economic Development

Promote educational, social, cultural, economic, and sustainable development with local, state, national, and global partners through our leadership or supportive collaboration. Create a campus culture that values and supports community engagement and economic development.

**Objective A:**

Increase opportunities within the curriculum for community engagement, service learning, and internships

**Action:** Support and grow internship opportunities

* Centralize internship communication within the Center for Liberal Arts Student Success (CLASS)
* Identify internship coordinators within each department
* Improve collaboration between internship coordinators and community partners
* Increase internship courses and opportunities
* Increase funding for internships
* Recognize student achievement at the CoLA Internship Celebration Breakfast

**Action:** Support and increase service learning courses

* Collaborate with the Office of Service Learning to streamline and increase service learning courses
* Seek donor funding for faculty support and programming

**Action:** Support and reward community engaged research and service

* Continue to sponsor the CoLA Outstanding Community Engagement Award
* Encourage departments to support community engagement research and service activities, where appropriate

**Objective B:**

Enhance our presence within the Dayton/west central Ohio regions and beyond in ways that are important to the community

**Action:** Continue to support and grow the Learning English for Academic and Professional Purposes (LEAP) Intensive English Program

* Seek accreditation from the Commission on English Language Accreditation
* Develop differential tuition strategies for in-state, community-based, andm corporate clients

**Action:** Support our Ohio Center for Excellence in the Arts: Collaborative Education, Leadership, and Innovation in the Arts (CELIA)

* Increase programming, participants, and audience
* Provide annual funding for programs, projects, and visiting artists
* Seek donor funding for programs, projects, and visiting artists

**Action:** Support the Center for Urban and Public Affairs (CUPA)

* Increase collaborative and funding opportunities within Wright State, and with new public, private, governmental, state, and national entities
* Develop a new business model for funding, grants, and indirect cost-return
* Provide expert policy analyses on important regional and state-wide issues Action: Support programming that increases engagement with the regional community
* Continue to support the Robert and Elaine Stein Art Galleries and its programming
* Develop and support the Musical Theatre Initiative and its programming

**Objective C:**

Offer degree and other educational programs consistent with regional, state, and global needs

**Action:** Create and grow programs consistent with regional and state needs

* Develop LEAP differential tuition strategies for in-state, community-based, and corporate clients
* Grow joint WSU-Miami Master in Social Work program
* Grow Master of Public Administration program
* Complete and launch the New Media Incubator
* Strengthen and expand language courses and programs
* Strengthen and expand certificate programs
* Explore and establish opportunities under the Ohio College Credit Plus program
* Explore and establish articulations with area community colleges

#### Goal 5: Communication and Engagement

Communicate research, scholarship, creative activity, and other accomplishments to a broad regional, national, and international audience; and engage productively with our stakeholders

**Action:** Develop strong multi-platform communication venues for CoLA accomplishments and activities

* Continue to collaborate with the offices of Marketing and Communications on disseminating CoLA activities
* Broadly communicate the value of a liberal arts education
* Continue developing a strong and diverse social media presence
* Continue the CoLA Weekly and CoLA Newsletter
* Encourage departments to update websites
* Promote college and department communication initiatives

**Action:** Create opportunities to engage with and thank our donors, alumni, and community partners

* Continue to collaborate with University Advancement on engaging our donors and alumni
* Connect alumni to students as a workforce development strategy within the framework of the Center for Liberal Arts Success (CLASS)
* Continue to support ArtsGala
* Continue to support the CoLA Outstanding Alumni Recognition Ceremony
* Continue to support the CoLA Donor Appreciation Reception
* Continue to support the CoLA Internship Celebration Breakfast
* Continue to support the CoLA Outstanding Graduate Awards

#### Goal 6: Essential Resources

Develop and maintain the human, fiscal, and physical resources required to accomplish our strategic goals

**Objective A:**

Enhance human resources operations to support the professional development and wellness of faculty and staff

**Action:** Increase support for adjunct faculty

* Increase adjunct pay
* Increase access to technology
* Continue to sponsor the CoLA Outstanding Adjunct Award

**Action:** Support visiting scholars Action: Provide strong faculty mentoring

* Foster formal mentoring programs in each department
* Continue to sponsor the CoLA Mentoring Conversations

**Action:** Collaborate with the Office of Multicultural Affairs and Community Engagement to support an Equity Advisor  
**Action:** Seek donor funding for endowed professorships  
**Action:** Continue to sponsor CoLA Outstanding Faculty and Staff Awards

**Objective B:**

Enhance fiscal and operational management  
**Action:** Empower Chairs and Program Directors to manage their budgets

**Objective C:**

Increase fundraising support

**Action:** Collaborate with University Advancement to increase donor funding for CoLA initiatives

* Hire Major Gifts Officer to focus on new donor development

**Objective D:**

Increase investments in and maintenance of facilities

**Action:** Complete the modernization and expansion of the Creative Arts Center  
**Action:** Renovate existing facilities to house new Center for Liberal Arts Student Success (CLASS)  
**Action:** Complete and launch the New Media Incubatr