

## *College of Liberal Arts Strategic Plan*

### *Mission*

We are committed to the ideals of a liberal education and to the highest level of intellectual excellence. Our distinguished faculty is dedicated to teaching, scholarship, and outreach. We teach our students to think creatively, critically, and independently, to communicate effectively, and to adapt to change. Furthermore, we foster a community in which students, faculty, and administration have an understanding of the human condition, a respect for individual and cultural differences, and a desire for the free exchange of ideas. We emphasize integrity, inquiry, and civility for the sake of educated thoughtful citizenship.

### *Strategic Plan Goals*

The College will continue to decentralize decision-making power and provide great latitude to departments to determine their priorities to reach overall excellence. The college's goals are focused on encouraging greater collaboration and providing resources for endeavors that are beyond the capacity of individual departments.

#### **GOAL 1.0 Support strong undergraduate and graduate programs; preference is given to programs with one or more of the following:**

1. Accreditation - Accredited programs in the college are subject to regular academic review and accountability. It remains a primary goal of the college to assure that all accredited programs retain their accreditation and that adequate resources are available for annual dues and accreditation reviews. Accredited programs increase the ability of students to successfully compete for jobs. Accreditation provides the outside peer review of academic programs that assure the quality of the degree and opportunities for national ranking and distinction. Programs within the college that will continue to be supported are:
  - Art – B.A. in Art History and Studio Art and B.F.A. in Studio Art
  - Communication Disorders – Graduate program in Speech-Language Pathology; Graduate program in Audiology
  - Communication/Journalism – Journalism, Public Relations and Radio, TV and Film B.A. programs
  - Music – Bachelor of Music and Bachelor of Arts in Music
  - Political Science – undergraduate program in Health Administration; Master of Public Administration
  - Psychology – Masters in Clinical Psychology; Ph.D. in Clinical Psychology; Masters in Applied Behavioral Analysis
  - Sociology – undergraduate degree in Social Work
  - Theatre – B.A. in Theatre; B.F.A. in Theatre Performance; B.F.A. in Theatre Design/Technology; B.F.A. in Theatre Production/Management; B.F.A. in Music Theatre Performance
2. Placement for undergraduate and graduate students
3. Grants and contracts
4. High academic standards, visibility and/or productivity

**GOAL 2.0 Provide funding from the Provost Office to departments according to productivity and excellence (ex. Delaware numbers; Digital Measures) in order to ensure:**

1. CLA classes will be available to all Auburn students so they can graduate within their plan of study timeframe.
2. Identify large classrooms to satisfy space needs for larger classes.
3. Fund AU Core by controlling AU resources according to SCH production.
4. The continued growth of summer enrollment.

**GOAL 3.0 Encourage civic engagement.**

Leading universities, academic foundations, and civic-minded institutions have joined forces to encourage a scholarship of engagement that fosters service learning and experiential learning and an engaged faculty that forges partnerships with communities at the local, state, national, and international level. The purpose is to strengthen democratic values and improve the quality of life for all. In embracing this goal, the college will:

1. Continue to support the civic engagement initiative.
2. Expand opportunities for experiential learning through internships.
3. Offer an annual summer academy for faculty to promote civic engagement in their courses and greater collaboration within the college.
4. Develop more civic engagement courses.
5. Offer titled professorships for civically-engaged faculty.
6. Provide resources and opportunities for students to participate in conferences, internships and academic seminars sponsored by academically-based programs that promote learning by doing.
7. Support certificate programs that involve civic engagement and community governance.
8. Provide additional support for art exhibitions and lecture program.

**GOAL 4.0 Increase emphasis on cultivating a global and multicultural perspective for students and faculty.**

The global economy and telecommunications are forcing a reexamination of the knowledge and skills that faculty and students will need to succeed in the 21<sup>st</sup> century. To keep abreast of the rapidly changing world and the interconnected nature of nations of the world, the college will:

1. Maintain and increase study abroad programs and exchange programs for both students and faculty.
2. Maintain and expand course offerings to cultivate a global and multicultural perspective.
3. Offer more foreign language/culture courses, including at least one undergraduate distance education foreign language course.
4. Evaluate proposals for general education (core curriculum) requirements to ensure that adequate coverage of global and multicultural perspectives are integrated across the core curriculum.
5. Provide support for student and faculty study abroad, exchange, and travel.

**GOAL 5.0 Provide support for research, creative activity, and graduate programs.**

The College of Liberal Arts has created a vibrant research culture and a record of accomplishment that advances knowledge and serves as a leader in various fields of study in the college. The college is home to several distinguished faculty, who are recognized locally, nationally, and internationally. Graduate programs within the college have also carved out unique roles for Auburn in the academic world. In order to maintain and strengthen this record of accomplishments, the college will:

1. Establish a fundraising campaign with the School of Fine Arts to generate an endowment for the Arts.
2. Explore the feasibility of reintegrating Economics into the Applied Economics Joint Ph.D. Program.
3. Provide support and infrastructure that promotes and supports scholarly activity by:
  - Providing faculty development and training to advance research and grant writing.
  - Continuing to offer research grants and titled professorships.
  - Continuing to offer the Competitive Improvement Leave for tenured faculty.
  - Continuing to offer non-competitive research grants for tenure-track faculty.
  - Offering a semester-release for non-tenured faculty.
  - Continuing to contribute to graduate student research forums.
4. Promote undergraduate research opportunities by:
  - Expanding OUR CLA grant program.
  - Encouraging students to participate in university undergraduate research program.
5. When funds are available, provide extra merit to faculty and staff for exceptional performance.

**GOAL 6.0 Promote diversity in all its forms.**

Consistent with the long-stated university mission, the college maintains a strong commitment to diversity and believes the vitality of academic life is dependent upon a diverse population that enriches awareness and broadens understanding of the complex world in which we live. Recognizing the need to advance diversity on the campus, the college will:

1. Expand the concept to include not only ethnicity but also gender, sexual orientation, and all other forms of diversity.
2. Expand the curriculum and travel abroad activities to promote cultural awareness.
3. Continue to support diversity in faculty, staff, students, programs, and research.

**GOAL 7.0 Continue our efforts to expand our space and start efforts to raise funds for new buildings and naming opportunities**

1. Find office space to house faculty in departments that are growing due to increased quality student enrollment.
2. Explore possibilities for building:
  - Band Practice Building
  - Theater Addition
  - New Clinic Building
  - Performing Arts Center
  - College of Liberal Arts Building

**GOAL 8.0 Step up efforts to increase annual giving.**

1. Focus on raising funds for:
  - Facilities
  - Scholarships including study abroad
  - Funds for programmatic initiatives (e.g. civic engagement, women's leadership, election program, other collaborative programs)
2. Continue the CATS program to recruit undergraduates to visit with alumni to inform them of accomplishments of the college.

**GOAL 9.0 Maintain efforts to raise endowment funds for long-term growth and financial stability.**

Funding priorities:

1. Scholarships including study abroad
2. Programmatic support
3. Professorships

**GOAL 10.0 Promote CLA in an effective and timely manner to our students, perspective students, alumni, faculty, staff, community and others through use of both print and digital communications.**

1. Continue to implement more digital components to print pieces so audiences have more than one way to access information.
2. Maintain the college's graphic identity through use of policies and guidelines.
3. Implement a multi-media component of feature stories and news releases when possible.
4. Continue to publish the following: *Perspectives* annual magazine, CLA calendar, New Faculty brochure, "My Auburn Story" video segments, *Tiger Tales* on-line newsletter.
5. Explore new ways of reaching our audiences utilizing the most current technologies.
6. Utilize student interns for print and digital projects.