



CLA Strategic Plan

Vision

The College of Liberal Arts will emerge as the preeminent college at Auburn University. We will distinguish ourselves by providing a student-centered 21st-century liberal arts experience within a comprehensive land-grant university, offering a broad array of undergraduate and graduate degrees. We will attract and retain high quality students and faculty members who reflect the diversity of our state and nation and achieve national and international recognition.

Mission

The College of Liberal Arts constitutes the intellectual heart of the university, pursuing knowledge and creative expression in the fine arts, humanities, and social and behavioral sciences. We serve society by creating and disseminating knowledge and by preparing our students to lead today and tomorrow. We think critically, communicate effectively, and adapt to change by understanding the human condition within a global framework, respecting individual and cultural differences and promoting the free exchange of ideas. We share these intellectual pursuits with students, alumni, friends, the citizens of Alabama, and beyond through outreach and public engagement.

Strategic Goals

1. Strategic Goal: Improve students' educational outcomes and access to College of Liberal Arts core courses and degree programs.

We provide a robust student-learning environment that attracts and educates talented and diverse groups of in-state, out-of-state, and international undergraduate and graduate students. Consistent with Auburn University's strategic priority to enhance student success (Strategic Priority 1), we will increase the use of eLearning technologies to improve our students' learning environments; increase internships, study abroad, and undergraduate research experiences to improve preparation and success of graduates in the job market; and expand access to Liberal Arts programs so that all may more easily attain their educational goals.

- A. Incorporate the use of 21st-century learning technologies to enhance access to education and student learning.
 - 1. Encourage faculty members and provide workshops on the use of iPads and other tablets to enhance student learning.
 - 2. Promote, through faculty development, the widespread adoption of active learning techniques in classrooms and leverage university resources to develop additional "flipped classrooms" (EASL).
 - 3. Provide incentives and create opportunities for faculty members to develop online and other distance education course offerings for Auburn Core courses, graduate professional programs, and completer degrees.
 - 4. Promote all forms of digital learning including e-Portfolios.
 - 5. Create a CLA award for most innovative use of 21st-century learning tools and pedagogy.

- B. Improve preparation and success of graduates entering the job market.
 - 1. Use network of Auburn University alumni and friends to develop paid and unpaid internship opportunities, especially in the summer.
 - 2. Create a database of available internships, externships, and practicums for CLA students and seek alumni input for available opportunities.
 - 3. Encourage CLA degree programs to require or to strongly advise students to obtain internships, study abroad credits, undergraduate research experiences, and other high-impact practices within their undergraduate program.
 - 4. Build stronger career counseling programs to connect a student's major to job opportunities, working with the university counseling center, CLA graduate program directors, and successful alumni.
 - 5. Explore the creation of a school for health-related degree programs within the CLA to promote and market these programs to prospective students and employers.

- C. Support initiatives for undergraduate research in the college and university.
 - 1. Reconfigure and publicize internal grant opportunities within the college to support undergraduate research projects.
 - 2. Recruit faculty members to mentor CLA and honors students seeking undergraduate research opportunities.

- D. Improve graduate student training and support for professional development.
 - 1. Assess the competitiveness of stipends and support for graduate teaching assistantships at the Master's and Ph.D. levels.
 - 2. Create more graduate research assistantships through externally-funded research grants and contracts and raise endowments for additional graduate fellowships and scholarships.

- E. Recruit outstanding undergraduates to CLA majors.
 - 1. Raise scholarships for CLA undergraduates from \$600,000 to \$1,000,000 annually.
 - 2. Hire a CLA recruiter and actively use CLA's Student Eminent Society ambassador group.

- F. Invest in staff development activities that improve services and advising of students.
 - 1. Conduct periodic staff and advisor retreats for professional and leadership development.

2. Strategic Goal: Enhance research and creative endeavors.

We are a community of scholars who contribute new knowledge and creative works to our fields of study and are recognized by our national and international peers for these contributions. We share our scholarship in our classrooms, ensuring that our students become informed, engaged, and contributing members of society. Consistent with Auburn University's strategic priorities to support faculty excellence (Strategic Priority 2) and to enhance research, scholarship, and creative works (Strategic Priority 3), we will recruit, retain, equip, and reward faculty members who enhance the academic reputation of Auburn University.

- A. Provide faculty members more time for research and creative activities and for mentoring graduate students.
 - 1. Rewrite workload policies within doctoral granting programs to assign faculty members in doctoral programs 2-2 teaching loads.
 - 2. Use existing CLA and university policies to grant locally administered course release time and Professional Improvement Leaves for research active faculty members.

- B. Provide incentives and the research infrastructure necessary for the conduct and placement of research and creative activities in prestigious academic outlets.
 - 1. Bundle resources across departments, the Dean's Office, and other university entities to fund research and creative endeavors and to provide external grant writing support.
 - 2. Reconfigure CLA grants and department personnel guidelines to encourage and reward future efforts to seek external grants and fellowships.
 - 3. Establish "Professorial Performance Awards" for full professors who have demonstrated six years of prestigious and sustained research or creative productivity after promotion to full professor.
 - 4. During program review, instruct a unit's external reviewers to evaluate and make recommendations regarding the appropriateness of that unit's merit, tenure and promotion standards.
 - 5. Partner with the RBD Library to invest in the infrastructure necessary to build a network of scholars around digital humanities and other appropriate initiatives that use emerging technologies and scholarly developments.

3. Strategic Goal: Enhance activities and policies that promote a diversity of scholars and ideas and that recruit and retain talented faculty and students.

As stated so eloquently by Alabama native Tim Cook, Apple CEO and Auburn alumnus ('78), "Never allow people who fear anyone different from themselves to limit other's human rights or to deny other's human dignity." (IQLA, December 14, 2013, UN) Consistent with Auburn University's strategic priority to enhance the diversity of its student body (Strategic Priority 1) and to support faculty excellence and increase the university's reputation (Strategic Priority 2), we will foster a community of scholars and students that promotes diversity in all of its forms, attracting students and faculty members who reflect these characteristics and exhibit these core values.

- A. Foster a college and university culture that attracts and retains students from diverse backgrounds.
 - 1. Use new CLA recruiter to assist with attracting a diversity of students to CLA majors.
 - 2. Work with admissions to recruit and receive international students to CLA degrees, to mentor international students, and to cultivate connections with international partner institutions and alumni.
 - 3. Create scholarships and programs to recruit and retain students from Black Belt and urban counties in Alabama, first generation students, veterans, returning, and nontraditional students at undergraduate and graduate levels.
 - 4. Empower CLA Diversity Committee to develop additional strategies to enhance diversity among our students.
 - 5. Investigate demand and resource support for undergraduate degrees in areas focused on historically disadvantaged groups and area studies and make available additional coursework to fulfill SLO 8 on informed and engaged citizens and SLO 9 on diversity of society.

- B. Recruit outstanding, nationally competitive, and diverse faculty members.
 1. Move toward hiring junior faculty members whose salaries are based on the average salary of their southern regional peers.
 2. Empower CLA Diversity Committee to develop additional strategies for the recruitment and hiring of faculty from underrepresented groups, especially where current staff composition significantly lags the national or regional composition in that field.
- C. Retain outstanding faculty members.
 1. Enhance promotion salary increases to move faculty members closer to Southern Regional peers for their rank and discipline.
 2. Seek donor support for endowed professorships.
 3. Encourage the university to support and develop policies to provide spousal accommodation during the hiring process and same-sex partner benefits.

4. Strategic Goal: Increase engagement with citizens of Alabama and beyond.

Auburn University’s land-grant mission is to extend the power of discovery and knowledge to the citizens of Alabama and beyond. We embrace our land-grant heritage in alignment with the university’s Strategic Priority 4 - Enhance Public Engagement. In addition to the outreach and engagement activities provided through the performing and fine arts, Women’s Leadership Institute, Elections Center, Community and Civic Engagement Initiative, Caroline Marshall Draughon Center for the Arts and Humanities, and other faculty-led activities, we will seek to provide incentives for additional engagement and seek external support for engagement.

- A. Develop additional support structures and strategies to increase public engagement among faculty, students, and departments.
 1. Expand mini-grant program for faculty to develop community-focused projects, research, and teaching that incorporates public engagement.
 2. Increase the number of faculty and student nominations for national and international awards and fellowships related to public engagement.
 3. Work with the Community and Civic Engagement Curriculum Committee to develop departmental plans that include civic engagement in selected required coursework for majors and minors and the creation of professional/continuing education programs.
- B. Increase external funding for projects and programs that directly affect and benefit the community at large.
 1. Work collaboratively with CLA faculty members to identify and apply for funding for public engagement programs.
 2. Work collaboratively with CLA Development Office to increase alumni support and develop naming opportunities for public engagement programs.
 3. Develop interdisciplinary work groups on issues and topics that have significant potential for grant funding and public engagement

5. Strategic Goal: Engage CLA alumni, friends, and students in support of college’s mission and vision.

We know that one of the college’s most important resources is the network of Auburn alumni and friends who stand ready to support the current and the next generation of Auburn University students. Consistent with Auburn University’s strategic priority to focus resources on the institutional mission and priorities (Strategic Priority 5), the college will work to cultivate its alumni and friends to support our strategic priorities.

- A. Expand CLA's base of alumni and friends who participate and support the college's mission and vision.
 - 1. Expand the number of Dean's Club members to 300.
 - 2. Hire one additional development staff member to enhance communication with alumni and friends and to support development officers.

- B. Work with CLA's Campaign Committee to meet our campaign goals, promoting philanthropy to meet donors' wishes and the college's goals in the following areas:
 - 1. Student scholarships, including undergraduate, graduate, first generation, and other underrepresented student groups.
 - 2. Endowed professorships.
 - 3. Facilities and other naming opportunities, including for a performing arts center, School of Communication and Journalism, and College of Liberal Arts.

- C. Continue to communicate across all media forms to reach out to CLA's students, alumni, and friends and to promote CLA's vision and mission.
 - 1. Develop promotional materials extolling virtues of CLA degrees in the humanities, fine arts, and social sciences and highlighting student and alumni success.
 - 2. Use new media formats to reach students, alumni, and friends in the most effective ways to share college success stories and to support fundraising and stewardship initiatives.
 - 3. Support and enhance departmental communication with alumni and prospective students.

6. Strategic Goal: Build or renovate facilities to create 21st-century learning and research environments.

Preeminent universities have outstanding facilities to teach students, to conduct research and creative activities, and to facilitate outreach. Almost all preeminent universities and colleges of liberal arts have performing arts centers for university performances and for hosting performing arts series. Consistent with Auburn University's strategic priority to focus resources on institutional mission and priorities (Strategic Priority 5), the college will leverage private and public dollars to renovate, build, or move to state-of-the-art classrooms, labs, offices, and meeting rooms, and to encourage the funding and building of a performing arts center.

- A. Finish plans and raise additional resources from alumni and friends to complete the following projects:
 - 1. Caroline Marshall Draughon Center for the Arts & Humanities
 - 2. Band practice facility

- B. Work with facilities and university planners to revise and fulfill University Master Plan.
 - 1. Plan to move clinical programs to the health sciences sector.
 - 2. Develop a College of Liberal Arts corridor for most CLA departments in the center of campus with expanded office space and state-of-the-art facilities for CLA programs.
 - 3. Work with the university to support building a performing arts center.

- C. Encourage university action on the central classroom facility that will be crucial to delivering appropriate education to CLA majors and students in our general education classes.