

College of Liberal Arts Strategic Plan
August 26, 2008

Mission

We are committed to the ideals of a liberal education, and 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 interdisciplinary and collaborative programs

Interdisciplinary research is a major focus of top universities. The college is committed to facilitating the development of an infrastructure to encourage interdisciplinary cooperation and to promote collaborative programs that cross disciplinary lines. Ways the college will work towards this goal are:

1. Collaborate to advance existing interdisciplinary programs by:
 - Encouraging and supporting joint appointments with the Women's Studies Program and the Africana Studies Program.
 - Developing a partnership with Outreach to enhance the Africana Studies Program.
2. Expand collaboration with Jule Collins Museum of Fine Arts.
3. Expand CLA academic outreach programming of the Caroline Marshall Draughton Center for the Arts and Humanities and include most or all of the academic programs in CLA.
4. Participate in providing courses for Learning Communities and the Honors College.
5. Explore the feasibility of creating multi-disciplinary centers or inter-disciplinary degrees/minors/programs within the college. (ex. Africana Studies; Classics; Medieval and Renaissance/Early Modern Studies; Global Leadership; Civic Engagement)
6. Provide assistance for the development and participation in interdisciplinary conferences and journals.(ex. Imagining America;

- Comparative Literature Association)
7. Develop individually designed interdisciplinary degree program. (ex. Musical Theatre, New Media Art)
 8. Explore the possibility of developing an individually designed interdisciplinary degree program in conjunction with university-wide efforts to create such a program .
 9. Provide media technical support and equipment by hiring a media specialist and properly equipping the CLA IT office.

GOAL 2.0 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 21st century. In order 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 3.0 Expand civic engagement for students and faculty

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. Provide additional support for Art Exhibitions and Lectures Program.
2. Support the Encyclopedia of Alabama's efforts to obtain permanent outside funding.
3. Expand opportunities for experiential learning through internships.
4. Offer an annual summer academy for faculty to promote civic engagement in their courses and greater collaboration within the college.
5. Develop more civic engagement courses.

6. Offer titled professorships for civically-engaged faculty.
7. Provide resources and opportunities for students to participate in conferences, field trips, internships, and academic seminars sponsored by the Washington Center and other academically-based programs that promote learning by doing.

GOAL 4.0 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. Strengthen support for diversity by elevating the responsibilities to associate dean level.
2. Expand the concept of diversity to include not only ethnicity, but also gender and sexual orientation.
3. Expand the curriculum and travel abroad activities to promote cultural awareness.
4. Support the Diversity Research Council efforts to identify faculty and encourage diversity research.

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 accomplishment, the college will:

1. Explore the feasibility of offering new graduate programs in Sociology (M.S.W.), Philosophy (MA), Foreign Languages (Ph.D. - Spanish) and History (M.A. or Ph.D. in Public History).
2. Establish a fundraising campaign with Theatre and Fine Arts to generate an endowment for the Arts.
3. Develop a distance education degree option for the Masters in Public Administration Program.
4. 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.
 - Encouraging faculty to attend the annual Outreach Scholarship Symposium.
5. Promote undergraduate research opportunities by:
 - Continuing to offer OUR CLA grant program.
 - Encouraging students to participate in university undergraduate research programs.
 6. When funds are available, provide extra merit to faculty for exceptional performance.

GOAL 6.0 Provide adequate resources to maintain accreditation of the college's accredited degrees and programs

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. 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:

1. Art - B.A. in Studio Art and B.F.A. in Studio Art
2. Communication Disorders - Graduate program in Speech-Language Pathology; Graduate program in Audiology
3. Communication/Journalism - Journalism, Public Relations and Radio, TV, and Film B.A. Programs
4. Music - Bachelor of Music
5. Political Science - undergraduate program in Health Administration; Master of Public Administration
6. Psychology - Masters in Clinical Psychology; Ph.D. in Clinical Psychology
7. Sociology - undergraduate degree in Social Work
8. 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

- GOAL 7.0 Provide funding to departments according to productivity and excellence (ex. Delaware numbers; Digital Measures)
- GOAL 8.0 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 student enrollment; identify large classrooms to satisfy space needs for larger classes
 2. Explore possibilities for building:
 - New Clinic Building
 - Performing Arts Center
 - College of Liberal Arts Building
- GOAL 9.0 Step up efforts to increase annual giving, particularly to raise:
1. Scholarship giving
 2. Study abroad scholarship giving
 3. Funds for programmatic initiatives (e.g. civic engagement, women's leadership, election program; other collaborative programs)
- Goal 10.0 Maintain efforts to raise endowment funds for long term growth and financial stability.
- Funding priorities:
1. Scholarships
 2. Study Abroad Scholarships
 3. Programmatic Support
 4. Professorships
- Goal 11.0 Work with the Provost Office to be funded according to productivity 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. The reduction of class size as part of the increased emphasis on writing across the curriculum.
 3. The continued growth of summer enrollment
- Goal 12.0 Increase the percentage of alumni that give to the college.

After reviewing the 2008 Auburn University Strategic Priorities and Goals, the College of Liberal Arts has finalized its 2008 Strategic Plan, which is the culmination of two years of extensive discussion, collaboration, and synthesis. This plan will guide the college's

decision-making for the next five years and will be reviewed and assessed frequently. Through this ongoing reassessment, the strategic plan may be adjusted or adapted to changing circumstances. It is intended to be a “living” document that offers a thoughtful foundation for decision-making with flexibility to allow the college to meet new challenges.

These goals and priorities for the college have been established after a two-year collaborative process that began with strategic plans submitted to the college from all CLA departments. The department plans formed the foundation for the first draft of the college's strategic plan. Each CLA department was given a copy of the draft and instructed to engage departmental faculty in discussion of the college plan and a reexamination of each departmental strategic plan. During this time, the university began a campus-wide discussion--combined with focus groups and questionnaires--to develop a university strategic plan. CLA faculty were asked to participate in all levels of the strategic planning process: department, college, and university.

When the college received the first draft of the university strategic plan and goals, it considered the questions posed by the president: What are the top five goals? What are the bottom five goals? What additional items should be included in the university plan? The college drafted a response to the questions, solicited input from the department heads and chairs, and then provided the provost with the consensus feedback.