College of Arts and Letters Task Force
Strategic Plan 2017

Goal #1 – Student Success

Provide learning experiences that promote student success, achievement, and academic excellence and prepare students to contribute to a dynamic society.

Objective 1: Structure the beginning of the undergraduate experience to allow a smoother transition into a collegiate major.

Strategies:

1. Emphasize the transferability of CAL classes across disciplinary boundaries within the college. This would facilitate students' intellectual exploration without impeding time to graduation.
2. Strengthen undergraduate advising by providing detailed "roadmaps" to degree, requiring meetings with advisors, students, and alumni, etc.
3. Advertise "thematically-linked" course sequences in the course schedule.

Objective 2: Increase the emphasis on language arts within the college, thereby bolstering students' verbal and written communication skills.

Strategies:

1. Explore additional opportunities for writing across the curriculum, focusing in particular on the possibility of an upper-division writing requirement with CAL.
2. Require one year of Foreign Language study for all CAL majors, and encourage study abroad with a year of language prior to the study abroad.
3. Begin developing interdisciplinary and writing-intensive CAL courses for placement in the new GE curriculum.

Objective 3: Create a more effective bridge between the undergraduate experience and a post-graduation career and/or graduate studies.

Strategies:

1. Foster awareness of careers and graduate studies options related to individual majors through a course in each department. This could range from a 1-credit class with presentations from guest speakers, to a 4-credit class in which students actively research career and graduate school possibilities and prepare written documents developing a post-graduation career and/or graduate school strategy.
2. Help students develop a broader skill-set by developing and promoting minors in fields that might have more immediate practical applications (for example a minor in Business or Communications).

Goal #2 – Faculty and Staff Success

Foster innovation, scholarship, and discovery for faculty and staff success.

Objective 1: Foster excellence in teaching to increase High Impact Practices and promote course re-design.

Strategies:

1. Support interdisciplinary collaboration and team teaching with appropriate faculty support.
2. For team teaching, provide sufficient number of WTUs for each participating faculty.

Objective 2: Secure funding and incentives for research, creative activities, and scholarship.

Strategies:

1. After identifying current level, increase funding by 10% progressively over five years (per CSUSB Strategic Plan).
2. Provide course releases for junior and senior faculty for their research & creative activity.
3. Create system that enables faculty to accumulate professional development funding over time. (That is, allow faculty to roll-over unused professional funds from one year to the next.)
4. Create faculty learning communities for grant development, common research projects, and team-based creative partnerships.
5. Create a dedicated faculty lounge for creative and scholarly exchanges.
6. Encourage faculty pursuit and development of internal and external funding.

Objective 3: Increase opportunities for disseminating faculty scholarship and creative work both inside and outside the college.

1. Promote and use system to track research, creative activities, and scholarship by:
    - Tracking faculty areas of research & creative activity with Google CAL database https://docs.google.com/spreadsheets/d/1RVh65L1uUe_juAMNw0dW6HRWngAnO_gWg4QWiMpB86g/edit?pli=1#gid=0
    - Initiating procedure for new faculty to populate their information upon entry into CSUSB.
    - Linking Google database to MyCoyote so that faculty can update it.
    - Identify areas of intersection among faculty and share these via CAL website.
2. Work with deans and chairs to identify interdisciplinary connections across colleges.
3. Provide support to creative/performing art faculty who'll need to figure out the best way to showcase, collectively, creative work on the website.

Objective 4: Increase the recognition of faculty research, scholarship, and creative activity both inside and outside the college.

1. Celebrate faculty research & creativity through faculty colloquia
   http://artsletters.csusb.edu/activity/roundtable.html
2. Continue to develop College of Arts & Letters faculty activity website
   http://artsletters.csusb.edu/activity/activity.html
3. Continue to recognize external grant activity in CAL faculty activity website
   http://artsletters.csusb.edu/activity/grants.html

Objective 5: Increase funding and reassigned time for faculty in order to provide more student opportunities for supervised research and creative activities.

Objective 6: Increase Tenure Track Density (TTD) based on projected student demand and FTES growth, and decrease Student to Faculty Ratio (SFR).

Strategies

1. Increase TTD so that it approaches the broader university average (57%) by the end of five years. (This would mean increasing 1-2% per year for five years.)
2. Reduce the SFR to ??? by the end of five years. (TT faculty?)

Objective 7: Improve the climate of inclusion, support and respect of staff while supporting retention among staff.

Strategies:

1. By Spring 2017, develop a Star Awards program to recognize exemplary staff. Nominations can be submitted by any member of the CAL.
2. By Fall 2017, implement the Star Awards program.

Goal #3 – **Community Engagement and Partnerships**

Serve and engage communities (local, regional, state, national, global) to enhance social, economic and cultural well-being.

Objective 1: Develop a better understanding of the needs of our local, San Bernardino, and regional, Southern California, community and ways of establishing meaningful long-term community partnerships with educational, artistic, philanthropic, and social service organizations.

Strategies:

1. Collect data, in cooperation with the Office of Community Partnership, on all CAL past and current community partnership projects, including service-learning classes.
   a) **Tactic**: conduct a survey of all CAL faculty inquiring about their service learning and community service projects.
2. Identify areas of overlap among community partnership projects across CAL, and also with other colleges, and share these with CAL faculty.
3. Based on strategy #2, identify possible interdisciplinary cooperation throughout campus.
4. Leverage CSUSB community partnership resources in order to develop student internship programs for CAL students.

Objective 2: To provide service learning opportunities for our students.

Strategies:

1. Prepare civically engaged students, in service of meaningful social change, through community-based and service learning opportunities and projects.
2. Encourage local community leaders to attend CAL events and network with faculty so as to encourage relationships.

Objective 3: Promote the unique power of CAL Community Partnerships and the powerful role they have in creating a community that people want to be part of in the Inland Region and on campus.

Strategies:

1. Develop a relationship with Public Affairs to streamline communication within and beyond the University to bring attention to the considerable impact CAL is making in the San Bernardino community.
2. Encourage documentation of public events through film and video for use in promotion of CAL, specifically establishing a clearing house of all media documentation to be used in service of promoting CAL.
3. Contribute to CAL visibility and the college-readiness of young people by promoting events to local educational and youth organizations.
4. Support, document, and celebrate established platforms for student and community expression on campus, and provide platforms for new community projects

a) **Tactic**: Create a CAL yearly (spring) exhibit for students' different community projects and invite all community partners starting next year.

Objective 4: Create a path for CAL faculty to embrace Service Learning and Community Engagement.

Strategies:

1. Promote collaboration with the Office of Community Engagement to promote service learning course development grant opportunities to CAL faculty.
2. Encourage and celebrate the successful use of service learning in the tenure process.
   a) **Tactic**: Support the review of all RPT guidelines for all CAL departments to ensure the integration of community service as an important path to tenure, and formally share results of this process.
3. Address the workload issues for faculty involved in extensive community service.
4. Promote the Office of International Studies and Study Abroad as a path to International collaboration.
5. Reward faculty engagement with Student Research & Travel to provide these opportunities to students.

Objective 5: Pursue the creation of the CALMAC (CAL Media & Arts Center) as a hub for community service resources and communication, and prioritize the development and funding of this initiative college-wide.

Goal #4 – Identity

Cultivate the vibrant identity of the College of Arts and Letters in order to further celebrate our uniqueness, promote our accomplishments, and inspire the involvement of students, staff, faculty, and community.

Objective 1: Establish a well-supported institutional identity that is promoted within both the community and the larger university.

Strategies:

1. Engage in a process to identify what makes CAL distinctive and attractive.
2. Create and support an institutional framework (a clearing house) for managing and updating identity promotion.
3. Institute an annual "Identity Review" committee tasked with identifying and articulating evolving CAL activities and accomplishments.
4. Develop a public relations presence for CAL through hiring a PR person, through Coyote Advertising, or through faculty contributions (via buyout).

Objective 2: Further cultivate the CAL experience so as to increase student knowledge of, and identification with, the CAL.

Strategies:

1. Organize and implement a CAL film series consisting of one film a quarter accompanied by a faculty discussion panel.
2. Organize and implement a CAL speaker series that works to bring in one or two nationally-recognized scholars, writers, or artists every year.
3. Organize and implement an annual CAL research conference in which students and faculty both present work.
4. Organize and implement a CAL job fair at the SMU.
5. Institute an annual "common book" program where every student in the college reads and discusses the same work.
6. Organize CAL "coffee nights" or "bar nights" in which two or three faculty serve as servers at the campus pub.
7. Create, identify, and/or update gathering spaces for CAL students.
8. Improve CAL "signage" with banners, plaques, etc. in order to solidify spatial identity.
9. Institute an extra-credit "voucher" system whereby students can get a limited amount of extra credit in their CAL classes for attending approved CAL or university events (i.e., high-quality events of intellectual, scholarly, or professional benefit).

Objective 3: Further cultivate the awareness of CAL faculty and staff about the scope and nature of CAL research, teaching, and co-curricular activities.

Strategies:

1. Create, identify, and/or update gathering spaces for CAL faculty and staff (dining room, club, etc.).

2. Institute a quarterly (monthly?) cocktail party or wine bar for faculty and staff.
3. Write and send out a CAL newsletter (done).
4. Organize and implement CAL roundtables (done). Including receptions afterward.

Objective 4: Develop the awareness and involvement of alumni in the ongoing mission an activity of CAL.

Strategies:

1. Send out questionnaires (at 5 and 10 years?) to CAL alumni to gather information about the perceived value of their CAL degree and experience.
2. Design and implement a communication plan for regularly informing alumni about department and college activities.
3. Create and support one or two alumni-centered CAL events per year.

Objective 5: Develop a more robust program within the CAL for public outreach.

Strategies:

1. Create a mechanism for regularly updating high school programs about the latest developments in CAL departments and majors.
2. Create a mechanism for regularly updating appropriate community college programs about the latest developments in CAL departments and majors.
3. Organize and implement CAL faculty conference/symposia at community colleges. Or invite community colleges to our own conference.
4. Organize and perform readings, music, theater at high schools/community colleges.
5. Swag?
6. Student-to-student campaign in which CAL majors contact prospective high school students about CAL (social media, etc.).
7. Develop more compelling promotional materials.