

**COLLEGE of LIBERAL ARTS  
WASHINGTON STATE UNIVERSITY  
STRATEGIC PLAN 2007-2012**

**I. CONTEXT**

Within a world of escalating change, the College enhances and connects our lives, our educational endeavors, and our society through the examination of who we are, how we interact, and what we create.

**II. MISSION STATEMENT**

The College of Liberal Arts attracts world-renowned faculty. We foster an open and diverse environment where faculty and students engage in wide-ranging research, artistic creativity, humanistic inquiry, global learning and community involvement. We open the door for students to have life-changing experiences and to become life-long learners who think creatively and critically about the future and contribute to making a better world.

**III. VISION**

The College of Liberal Arts significantly contributes to WSU's comprehensive goals and its foundational mission by advancing the central role of human, social, and cultural capital in effecting positive societal change. The College uniquely develops the liberal arts as a cornerstone of social and economic development, vitality, and sustainability.

**IV. THEMES and GOALS**

Under this Strategic Plan, the College focuses on three major themes to contribute to WSU's and society's advancement.

**Themes**

**I. Cultural Understanding and International and Intercultural Relations**

Across and within contemporary societies, ignorance and intolerance impair social, artistic, and economic development. The work of College researchers and artists enriches cultures, increases critical understanding, and develops coherent strategies to unmask inadequate conceptions of relations, systems of inequality, and differences that threaten the security and well-being of all peoples.

**II. Just and Sustainable Societies, Policies, and Practices**

College faculty inform their efforts to address social and environmental challenges and improve the quality of life with knowledge of the personal, social, and historical contexts that impede equity and sustainability. To promote social justice and sustainability, College scholars study human-environmental interaction in context and shape policies, practices, and technologies that prize equity as a vital component of sustainable resource consumption.

**III. Social, Cultural, and Psychological Impacts on Human Health**

Human health has profound effects on societal well-being, human productivity, and the quality of life. College researchers exploring specific mechanisms by which social,

cultural, and psychological factors are related to disease states, substance abuse, and other threats to human health are identifying important contributors to maintaining human health that include socio-economic conditions, genetics, environmental hazards, individual behaviors, culture, communication, and access to healthcare.

## **GOALS and MEASURES**

### **1. Enhance the societal impact of faculty throughout CLA and achieve national recognition in all three thematic areas.**

- a. Increase CLA's prominent contribution to major WSU strategic priorities (e.g., global, health, diversity, sustainability)
- b. Increase number and prestige of invited contributions as visiting scholar, reviewer, invited speaker, and invited expert at AAU institutions and other prestigious public and private organizations
- c. Increase number, prestige, size and broad distribution of external funding and prestigious (AAU) awards across and throughout CLA.
- d. Re-allocate college resources (faculty lines, accruals, classes, etc.) toward strategic priorities.
- e. Re-align appropriate college-level processes and decision-making with strategic priorities.
- f. Increase interdisciplinary and inter-college partnerships and collaborations aligned with CLA/WSU strategic priorities.
- g. Increase visibility of CLA initiatives and faculty achievement through a significant annual Presidential arts and speaker series

### **2. Improve graduate study across CLA.**

- a. Use curriculum assessment data to align programmatic offerings with strategic goals and unit strengths
- b. Use flexible faculty assignments to reward and further engage talented faculty in graduate education
- c. Increase engagement of graduate students in funded research generally and specifically at the co-PI level
- d. Increase graduate student publication and participation in prestigious academic conferences
- e. Increase graduate applications to and receipt of prestigious fellowships, post-docs, etc.
- f. Increase recruitment and enrollment of top-quality graduate students
- g. Increase initial placement rate of graduates into tenure-track positions at AAU institutions and other prestigious public and private organizations
- h. Establish expectations and assessment of graduate student mentoring as a formal part of ongoing faculty evaluation measurable in part through demonstrable quality and quantity of graduate student productivity.
- i. Assess all graduate programs, revise degrees and curricula as warranted to increase flexibility and responsiveness to societal need, and ensure that each program establishes student learning goals and measurement of student achievement by graduate students.

### **3. Lead re-conceptualization and revitalization of undergraduate education.**

- a. Move to permanent funding model appropriate to quality achievement of

- CLA/WSU goals & strategic priorities w/demonstrated outcomes
- b. Increase recruitment and enrollment of top-quality students
  - c. Use curriculum assessment data to align programmatic offerings with strategic goals and unit strengths
  - d. Increase number of units and number of students engaged in research
  - e. Align general education with CLA/COS/WSU goals & strategic priorities
  - f. Expand WSU's nationally recognized writing program
  - g. Increase societal impact of undergraduate students through expanded student engagement with research, creativity, and internships as measured, in part, by engaged faculty headcount, total research and internship credits, and engaged student headcount.
  - h. Increase the quality and diversity of DDP courses by placing them on-load, equalizing their funding to that of face-to-face in-classroom delivery, and increasing participation of graduate students in DDP with faculty mentoring.
  - i. Assess all undergraduate programs and general education, revise requirements and curricula as warranted to increase flexibility and responsiveness to societal need and WSU's Six Learning Goals, and ensure that each program is improving its measurable achievement of student learning goals.

#### **V. Budgetary Initiatives**

- Double CLA's five-year average of externally funded research expenditures from the current \$1.7 Million (FY2001 to 2005) to \$3.5 Million (FY2006 to 2010) and the number of AAU-like fellowships and honors supported by a 15% increase in the number of research proposals. Between FY 2003 and FY 2006, CLA external proposals grew from 43 to 53 (23%), requested funding climbing from \$1.6M to \$4.4M (174%), and in 2008 a CLA faculty member received a Guggenheim Fellowship, the first in the college and only the second in the history of WSU. External funding and fellowship success remains to attain our goals.
- Achieve the College Capital Annual Plan goals and Campaign Goal of \$40 million by 2013. FY06 goal of \$2.25 million exceeded by 61% (actual \$3.63 million); cumulative FY06-07 goal of \$% million exceeded by 6% (actual \$5.3 million); FY08 goal is \$3 million.
- Redistribute resources to meet lab, travel, studio, equipment, presentation, publication, course release, and other faculty research support needs for excellent faculty aligned with strategic priorities.
- Improve Major and Minor Capital funding to enable necessary facilities improvements to support the College's thematic initiatives.
- Increase funding in Writing and Foreign Languages to improve general and intercultural communication skills for all undergraduates and within specific majors.