

# Seattle University

COLLEGE OF ARTS AND SCIENCES  
STRATEGIC PLANNING

## DRAFT VISION, INITIATIVES & STRATEGY SCREEN (02/03/20) 2020-2025

### Introduction

The College of Arts & Sciences Strategic Planning Committee is pleased to share draft versions of three elements of the CAS Strategic Plan including: 1) a **vision** for our College, 2) a list of **initiatives** to implement this vision, and 3) a series of **strategy screen** questions to lead our College's decision-making in the future. During Winter Quarter, we will be seeking input from you to test and refine this draft.

### Update on the Planning Process

The Committee's commitments throughout this process are to honor our mission and values, to center historically marginalized voices, and to work collaboratively building on our shared governance principles.

During Phase 1 in Spring 2019, the Committee gathered extensive feedback from faculty, staff, and students on our values, our strengths and challenges as a College, and on possible future visions.

Starting Phase 2 in Fall 2019, we gathered additional input and did personalized outreach to historically marginalized groups. We then elaborated a draft of a vision for our College, a list of initiatives to implement this vision, and a series of strategy screen questions to lead our College's decision-making in the future.

In Phase 3 in Winter 2020, we are seeking College-wide input on this Draft Vision, Initiatives and Strategy Screen via meetings with governance bodies, open fora, opportunities to respond online, and outreach to historically marginalized communities.

In Phase 4 this Spring, we will ensure that our initiatives align with our resources, propose, ratify and communicate the results.

### PHASE 1: SPRING 2019

Gather & Synthesize Input

- Online Survey: 167 respondents
- Open Fora: 4
- Facilitated discussions: 33
- Outreach to Marginalized Groups via email
- Journey Mapping focused on faculty, students and staff experiences

### PHASE 2: FALL 2019

Gathered Additional Input

- CAS Convocation Session
- Outreach to Marginalized Groups via email and personal communication

Draft Strategy Screen, Strategic Vision

Align with University Strategic Plan

### PHASE 3: WINTER 2020

Get input on Strategic Vision, Initiatives & Screen

### PHASE 4: SPRING 2020

Align Vision & Resources  
Design benchmarks  
Ratify & Communicate

## Development of the Vision

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In elaborating this draft of the Vision, Initiatives, and Strategy Screen questions, the Committee has considered extensive feedback from across the College and two critical documents: the University's Strategic Plan and the Environmental Scan produced by the Committee. These documents recognize the following challenges:

- the landscape of Higher Education is changing;
- our student population is increasingly diverse;
- there are major financial pressures on students, faculty, and staff both nationally and, due to our location in an expensive city, locally;
- there is a national emphasis on STEM education and a perception, that many of the disciplines in Arts and Sciences are less “relevant”;
- there is demand for flexibility in programming and curricula;
- our university strategic plan calls for a repositioning and a significant reallocation of financial resources over the next five years.

While taking into account these challenges and opportunities, our Vision also draws from our strengths as a College:

- a shared commitment on the part of students, faculty, and staff to the university's mission to empower students for a just and humane world;
- individualized attention to students both in and outside the classroom;
- dedicated faculty who are excellent teachers and scholars committed to the intellectual, professional, and personal growth of our students;
- dedicated staff who are committed to students' growth and to supporting our educational mission;
- our location in the heart of Seattle, a vibrant city that offers multiple opportunities for our students, whether their passion is in the arts, humanities, or social sciences, to connect their education to the communities that surrounds us.

## 1) DRAFT VISION 2025

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The College of Arts and Sciences will be known for the following:

- *Culture of equity, inclusion, and justice* in everything we do, including teaching and curriculum, research, public scholarship, creative work, work with the community, extracurricular activities, advising, internal operations, such as policies and practices, and everyday interactions;
- *Innovative curriculum and pedagogy* that reflects and develops our culture of inclusion, equity, and justice; promotes crossdisciplinary collaborations; incorporates technology in a thoughtful student-centered manner; and fulfills one of the central tenets of Jesuit education: its commitment to the essential role the liberal arts play in the education and development of the whole person, and the formation of national and global citizens who are equipped to lead justly and humanely;
- *Inspiring faculty* who are dedicated to student learning and students' holistic development and who are supported to develop strengths in teaching, research and scholarship, creative work, and/or work with the community;
- *Inspiring staff* who are dedicated to the holistic development of our students and to student learning, who, are given needed resources to carry out their work, and who are supported to develop professionally;
- *Vibrant student experience* that centers historically marginalized students, and prepares all students intellectually, professionally, and personally for a lifetime of learning and dedication to equity and justice both locally and globally.

## 2) DRAFT INITIATIVES 2020-2025

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***Culture of equity, inclusion, and justice in everything we do, including teaching and curriculum, research, public scholarship, creative work, work with the community, extracurricular activities, advising, internal operations, such as policies and practices, and everyday interactions***

- 1) Invest in curriculum development in all departments and programs as well as the College Core to center those historically marginalized and their concerns, histories, and voices;
- 2) Train faculty and staff, particularly those from non-marginalized communities, to work with historically marginalized students
- 3) Create and fund supportive structures for students, faculty, and staff from historically marginalized communities;
- 4) Prioritize diversity in hiring faculty and staff;
- 5) Give incentives to support research, scholarship, creative work, community work that centers marginalized communities;
- 6) In collaboration with the Office of Institutional Equity ensure that students have opportunities to report and repair instances of racism and bias
- 7) Conduct and utilize input from regular climate surveys in the College;
- 8) Promote culture of constructive dialogue among faculty, staff, and students.

***Innovative curriculum and pedagogy that reflects our culture of equity, inclusion, and justice; promotes crossdisciplinary collaborations; incorporates technology in a thoughtful student-centered manner; and fulfills one of the central tenets of Jesuit education: its commitment to the essential role the liberal arts play in the education and development of the whole person, and the formation of national and global citizens who are equipped to lead justly and humanely***

- 1) Review curricula to center historically marginalized communities;
- 2) Offer ongoing College-wide pedagogical conversations, workshops, and trainings on teaching with a focus on equity and justice;
- 3) Articulate a vision for the role of technology and of hybrid and online teaching in our College;
- 4) Incentivize the use of technology and other innovative forms of teaching to connect students and faculty to our communities--local, national, and global;
- 5) Develop initiatives to connect and collaborate with other colleges at Seattle University;
- 6) Recognizing the central role that the liberal arts play in the development and realization of the Jesuit educational mission, support work by faculty, staff, and students that promote engagement with the Jesuit mission both within the College and with the larger campus and beyond.

***Inspiring faculty who are dedicated to student learning and to students' holistic development and who are supported to develop their strengths in teaching, research and scholarship, creative work, and/or work with the community***

- 1) Recruit, support, and retain faculty of color;

- 2) Advocate with upper administration to provide competitive salaries and increase retention of faculty;
- 3) Support research, scholarship, and creative work in alignment with SUAdvance Grant (e.g., more grants and fellowships, making faculty work more visible within our College and outside it);
- 4) Ensure stability of curriculum, quality of teaching and scholarship, and care of students by increasing tenure-track lines and prioritizing full-time NTT lines versus part-time NTT lines;
- 5) Ensure that all faculty, regardless of their category (TT, NTT, FT or PT), are integrated into the life of the College and receive professional support;
- 6) Review APRs to incentivize emphasis on, equity, inclusivity, and justice and clarify what “counts”;
- 7) Support and strengthen existing shared governance structures;
- 8) Incentivize pedagogical and scholarly collaborations among faculty and between faculty and students.

***Inspiring staff who are dedicated to the holistic development of our students and to student learning, who are given needed resources to carry out their work, and who are supported to develop professionally.***

- 1) Recruit, support, and retain staff of color and from other historically marginalized identities;
- 2) Design and implement staff career ladders;
- 3) Review job duties, titles, and market classifications to ensure equitability for staff across similar roles at the university and at comparable institutions;
- 4) Invest in pay to remain competitive and equitable;
- 5) Decrease staff to student ratio to align with other colleges and schools;
- 6) Mandate staff supervisor training and coaching to ensure consistent staff development experience;
- 7) Elevate staff voices through shared governance;
- 8) Identify opportunities to minimize paperwork and redundant processes in order to prioritize student success.

***Vibrant student experience that centers marginalized students, and prepares all students both professionally and personally for a lifetime of learning, professional fulfillment, and dedication to equity and justice locally, nationally, and globally***

- 1) Review our advising practices to ensure inclusion of all students and develop more equitable and proactive advising for historically marginalized students;
- 2) Review our Study Abroad programs to make them more accessible, to prioritize those that focus on equity and justice, and to center the experience and perspectives of marginalized students;
- 3) Reduce barriers for low-income students by creating more on-campus work opportunities and advocating for affordable on-campus housing;
- 4) Enhance our recruitment and support of transfer students;
- 5) Enhance professional formation for all students and leverage alumni engagement;
- 6) Develop and foster strategic alumni engagement opportunities.

### 3) DRAFT STRATEGY SCREEN

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The CAS Strategic Plan will include a strategy screen, a tool developed for use during decision making. The purpose of the strategy screen will be to (1) facilitate robust, guided discussions when we are making strategic decisions, (2) ensure that our decisions are aligned with the core criteria we identify, and (3) provide greater transparency and communication throughout the decision-making process.

The first step in developing a strategy screen is to identify a set of criteria for use in decision-making. The CAS Strategic Planning Committee has developed an initial set of criteria for us to test in Phase 3. When considering strategies or options, we propose that we consider the following questions:

- Does it help us advance our mission?
- Does it center the margins?
- Does it build on/enhance our strengths?
- Do we have the organizational capacity (e.g., staff, funds) to implement it?
- Can we pay for it? Does it pay for itself (fees, earned revenue) or can we raise funds to pay for it?
- Are we the best organization to take this on?

#### **Q: Why use a strategy screen?**

Strategy screens can make decision-making more participatory by providing an intentional process for robust, guided conversations around important decisions. The tool can also make decision-making more visible for those not directly involved in a specific decision by clarifying the criteria considered when making the decision and the priorities that influenced how the decision was made. Responses to the criteria can also help groups identify what must happen for a strategy to be successful.

#### **Q: How will the strategy screen be used?**

The final strategic plan will include tips for using the tool. Here's how it is often used: When a challenge emerges or an important decision needs to be made, a group will list possible strategies or next steps to address this challenge. The group will then discuss each option and how it measures against the criteria. Responses can be simply yes or no. However, using a gradient like high, medium or low can bring some nuance to the discussion and can clarify comparisons across different options. Once the group comes to a decision, they share the results of that decision and the responses to the strategy screen.

#### **Q: Who will use the strategy screen in CAS?**

The strategy screen is designed for major decisions that impact CAS as a whole, such as implementing the strategic plan and budgeting. We anticipate that CAS governing bodies and committees will find it a useful tool for discussion, planning and communication. Faculty and staff may also find it useful for their departments or programs, potentially adding questions that are relevant to their specific contexts.

## **COLLEGE OF ARTS AND SCIENCES STRATEGIC PLANNING COMMITTEE**

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## **CAS STRATEGIC PLANNING WEBSITE**

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For further documents and information about the College of Arts and Sciences Strategic Planning process, please visit our website: <https://www.seattleu.edu/artsci/faculty-and-staff-resources/strategic-planning/>