



2011-2016 Five Year Strategic Plan **Seattle University College of Arts & Sciences**

The initiatives of this Strategic Plan were developed by the Strategic Planning Committee in the College of Arts & Sciences, comprised of faculty, staff, and students. The initiatives originated from a discussion by the full Arts & Sciences faculty and staff at the Fall 2010 Arts & Sciences Faculty/Staff Convocation. The committee developed and clarified a set of initiatives from the discussion and written feedback. The list of initiatives and over-arching strategic categories were reviewed by the Arts & Sciences Executive Committee, the Dean's Leadership Council, in open faculty/staff fora (culminating in an All-College Day discussion) by the Dean's office and the Provost. The plan integrates feedback from each of these sources into the Strategic Planning Committee's proposal, through a review by the Dean's Executive Group on the Strategic Plan. Each initiative is contained under the top four areas of strategic focus for the College. This document provides a list of the initiatives, followed by more specific details of the rationale, strategies, and responsible persons. They also map on to the University Academic Strategic Action Plan and University Strategic Priorities (available on the Seattle University web site at <http://www.seattleu.edu/planning/Default.aspx?id=48609>). The College will develop timelines and general budget/resource estimates for the initiatives where they are not yet provided in the course of the Fall 2011 quarter.

Green = Significant Progress **Blue = Medium Progress** **Grey = Little or no progress**

A&S 5 Year Strategic Plan **Areas of Strategic Focus and Initiatives**

I. PROGRAMMATIC EXCELLENCE

***Initiative 1:* Achieve Continuous Improvement in Academic Excellence in the College**

***Initiative 2:* Promote Interdisciplinary and Disciplinary Programmatic Excellence in the College.**

***Initiative 3:* Plan for and Implement the Revised Undergraduate Core Curriculum and Address the Issue of an Arts and Sciences Supplement to the Revised Core.**

Initiative 4: Improve and Strengthen the Graduate Programs

II. COLLEGE COMMUNITY AND ENVIRONMENT

Initiative 5: Develop a Plan for Meeting the Space Needs of the College of Arts & Sciences

Initiative 6: Review and Improve Governance Processes Within the College of Arts & Sciences

Initiative 7: Foster Academic Community Among the Faculty, Staff and Students of the College Through Activities and Active Use of Community Spaces in the Casey Building

III. FACULTY/STAFF EXCELLENCE AND ENGAGEMENT

Initiative 8: Enhance the Scholarship Profile of the College of Arts & Sciences

Initiative 9: Develop Standards and Expectations for Faculty in Accordance with Faculty Status

Initiative 10: Develop Standards and Training for Staff in Accord with Peer University Standards

IV. ALUMNI/FRIEND ENGAGEMENT AND DEVELOPMENT

Initiative 11: Strengthen the Relationship Between the College and its Alumni, Friends, and Donors for the Purpose of Supporting and Promoting the Programs of and Student/Faculty Experience Within the College of Arts & Sciences, Through Fundraising and Other Opportunities.

A&S 5 Year Strategic Plan Initiative Details

I. PROGRAMMATIC EXCELLENCE

Initiative 1: Achieve Continuous Improvement in Academic Excellence in the College

Rationale: High standards of academic excellence serve the university and the student body by improving the quality and character of our students' thought, reflection and discernment, attracting superior faculty and students, extending the edge of knowledge and creative work, enhancing Seattle University's standing among its peer institutions, and providing opportunities for resource development.

Strategies:

- A. Increase tenure track (TT) and decrease non-tenure-track (NTT) faculty to a ratio of 60:40, aligned with the best practices of our peer institutions and the SU Academic Strategic Action Plan.
- B. Investigate improved use of technology where appropriate for student learning, especially among graduate programs, and for academic administration in the College.
- C. Enlarge the Summer School by providing incentives to both teach and study in summer sessions.
- D. Review the college advising procedures and make necessary adjustments, especially for pre-majors, while retaining faculty advising for majors and improving the integration between faculty advising and professional advising.
- E. Promote more student-faculty research and scholarship partnerships in the College.
- F. Enhance Study Abroad programs with more language and cultural training, strengthen foreign language learning in the College and university, and establish global partnerships with graduate programs at international Jesuit universities.
- G. Increase the number of relevant, high-quality student internship experiences.

Responsible Persons: Dean, Associate Deans, Department Chairs, and Assistant Dean for Student Academic Support, with Study Abroad Office and Associate Provost Charles Lawrence.

Initiative 2: Promote Interdisciplinary and Disciplinary Programmatic Excellence in the College.

Rationale: We strive to provide our students with an outstanding education consistent with our mission. The establishment of Centers of Excellence are a priority in the Seattle University

Academic Strategic Plan in order “to highlight the core values and mission of the institution and its college.” At the same time, all departments and programs in the College will be able to move forward through their own strategic planning, as well as through recognition of and support for beacon programs which draw outstanding students nationwide.

Strategies:

- A. Working within the guidelines presented by the Provost (e.g. at the May 18, 2011 Convocation) and with any centers already under way at the university level, the College will identify at least one main proposal that should be considered as a College-level Center of Excellence and then implement it in the College of Arts & Sciences. [Among the centers proposed by the faculty during this planning process are: a Center for Excellence in the Arts; a Center for Technology and Communications Justice; a Center for Globalization; and a Center for Ecological Justice.]
- B. Departments and programs will engage in strategic planning processes which help them focus on and prioritize their key goals in the context of their own strengths and challenges, external factors, and the University and College strategic plans and priorities (e.g. Global Engagement, Seattle University Youth Initiative and Catholic Thought and Character).
- C. The College will continually identify existing departments/programs which, due to conditions both within and outside of the program, College and University, are poised to bring broader recognition of the overall academic excellence that is a hallmark of all of the College’s programs. These are programs which, based on an examination of multiple factors both internal (e.g., developmental stage of the program and faculty) and external (enrollment demand, relative competitive position), are in a position to provide maximum impact across the College and the University on academic excellence and visibility with some appropriately targeted additional resources.
- D. The College will recognize and promote the University Honors Program as a distinctive, flagship program for outstanding students in the University. The College will use the momentum of the ongoing program review and the 50th anniversary of the program as an opportunity for Honors Program enhancement.

Responsible Persons: Department Chairs and faculty from the proposing departments, Dean and Associate Deans, College Budget Director; A&S Leadership Council, Honors Program Director and Faculty.

Initiative 3: Plan for and Implement the Revised Undergraduate Core Curriculum and Address the Issue of an Arts & Sciences Supplement to the Revised Core

Rationale: The faculty of Arts & Sciences are committed to providing a solid shared academic experience for all students in the Jesuit Catholic liberal arts tradition. The University Core Curriculum calls for the College of Arts & Sciences to teach approximately 80% of its new

courses. The College must take the leadership in the implementation process by encouraging teachers to create courses that meet the learning objectives of the Curriculum. Once the Revised Core Curriculum is begun, the College also must consider its responsibility to enhance the liberal education of its students by adding any necessary supplemental learning.

Strategies:

- A. The College faculty will commit themselves to creating courses in all four modules of the new University Core Curriculum in accord with the learning outcomes provided by the implementation process.
- B. A committee of A&S faculty will lead a process to: a) determine appropriate Core learning outcomes for A&S students, b) develop an appropriate A&S supplement to the University Core Curriculum (if needed) that provides all A&S undergraduates the means to meet those outcomes and c) implement any supplement that is decided.

Responsible Persons: A&S Faculty, Dean, Associate Dean of Arts and Humanities

Initiative 4: Improve and Strengthen the Graduate Programs

Rationale: The graduate programs are a significant and valuable component of the College of Arts & Sciences. Historically, graduate programs in the College have been overrepresented in terms of generated revenues and markedly underrepresented in terms of dedicated resources for strategic improvement of its programs. Centralizing graduate education in the College in a strengthened office of Associate Dean for Social Sciences, Graduate and Professional Programs will formalize advocacy for resources (faculty, staff, non-salary), increase graduate program recognition, and secure new committed financial resources for graduate scholarships funded through entrepreneurial revenue sharing.

Strategies:

- A. Articulate the graduate program responsibilities for the Associate Dean for Social Sciences and Graduate Professional Programs (SSGP).
- B. Examine adequacy of administrative support for this position and modify as appropriate.
- C. Work toward creating one or two select new graduate programs that will enhance the profile and standing of the college and particular professions while attracting new students.
- D. Establish new graduate student scholarships/assistantships.
- E. The Associate Dean will work with the Provost's Office in the University-wide plans to enhance continuing education offerings.

Responsible persons: Dean, Graduate Executive Committee, with Associate Dean for SSGP.

II. COLLEGE COMMUNITY AND ENVIRONMENT

Initiative 5: Develop and Implement a Plan for Meeting Space Needs of the College of Arts & Sciences

Rationale: A primary goal of the College in the next five years is to unify its departments and academic space in contiguous areas in order to foster a well-connected academic community of students, teachers and scholars and meet our growing and changing programmatic needs.

A key step toward this is to supplement the current Casey Building, which is short of faculty offices, meeting rooms, and study spaces, as well as the Administration Building, which houses a large portion of A&S classes. The College plans to supplement the Casey Building with an A&S “neighborhood” on campus, contiguous or nearby spaces that allow for departments to be housed together as academic communities.

Strategies:

- A. Assess space needs of the departments and programs of the College of Arts & Sciences.
- B. Work with the overall University plan to provide quality classrooms, offices, fine arts studios, digital production facilities and other space needs of the College of Arts & Sciences for the next ten years. These needs include faculty offices, classrooms, several fine arts studios, and meeting rooms.

Responsible persons: Dean and committee of faculty, staff, alumni and students, all working with University planning and space committees

Initiative 6: Review and Improve Governance Processes within the College of Arts & Sciences

Rationale: Quality shared governance improves the student academic experience and faculty/staff performance and job satisfaction. The goal of this initiative is to provide enhanced communication, greater transparency and greater faculty involvement in the College policy making and budgeting process in accord with best practices at many universities.

Strategies:

- A. A task force comprised of members of the Faculty Staff Assembly, A&S Academic Assembly representatives, and general faculty representatives, in cooperation with the Dean and the A&S Executive Committee, will examine the present faculty governance system and provide recommendations for modifications. The task force will address issues such as: the structure and responsibilities of faculty and staff

governance within the college; communication within and between faculty, staff and administration in the College; and transparency in decision making and budgeting.

B. The task force will make recommendations which will be considered by the faculty and staff of the College of Arts & Sciences.

Responsible Persons: General A&S faculty and staff, Faculty Staff Assembly, A&S Academic Assembly representatives, Dean, Executive Committee.

Initiative 7: Foster Academic Community Among the Faculty, Staff and Students of the College Through Activities and Active Use of Community Spaces in the Casey Building

Rationale: We can improve the academic experience, morale, and productivity for students, faculty, and staff throughout the College of Arts & Sciences by enhancing the connectedness and sense of community among the faculty staff and students.

Strategies:

A. Re-open the Casey Commons weekly (from 11 to 1:30pm) on Tuesday or Thursday for the following purposes:

1. To hear scholarly presentations
2. To share a meal hosted by a particular dept each week
3. To hold other gatherings that the faculty and staff would attend

B. Place a coffee cart in the Casey Atrium regularly.

C. Develop a regular College-wide community gathering for all students, faculty, staff and alumni.

D. Provide additional support for departmental student events.

Responsible persons: Associate Deans and a faculty/staff committee.

III. FACULTY/STAFF EXCELLENCE AND ENGAGEMENT

Initiative 8: Enhance the Scholarship Profile of the College of Arts & Sciences

Rationale: We have high quality faculty and students, and we can better foster and support their research and scholarly productivity as a key component of enhanced academic excellence. This initiative increases scholarly opportunities for faculty and students through professional development opportunities and funds. This is in accord with one of the five priorities of the Seattle University Strategic Plan and in accord with the needs raised by the Faculty Satisfaction Survey.

Strategies: The following specific actions are recommended for the next three years:

- A. Increase the number of endowed chairs and professorships in Arts & Sciences by four, with a focus on Chairs in future centers of excellence and existing programs which are best positioned for national prominence and distinction.
- B. Increase faculty development funds by \$100,000 a year by fall 2015 and following.
- C. Increase faculty-student research/scholarship partnerships, including an increase in summer research funds by \$35,000 a year for summer 2012 and following, with support for student engagement funds and other faculty scholarship
- D. Encourage and support faculty applications for grants and other external support of scholarly productivity, in concert with the Office of Research Services and Sponsored Projects to enhance support
- E. Enhance administrative support system for fall 2012 and following with an identified Faculty Scholarship liaison for the College.
- F. Set up Task Force to survey scholarship needs of Associate and Full Professors.
- G. Implement Strategies from the Task Force for Tenured Associate Professors and encourage them to apply for full professorship where appropriate.
- H. Explore and develop opportunities for research/scholarship within the University strategic domains of Global Engagement, the Seattle University Youth Initiative, and Catholic Thought and Character

Responsible Persons: Dean, Executive Committee, Associate Deans, A&S Leadership Council, Development Officer, A&S MarCom Director, Budget Director for recommendations A to D; CETL can assist Dean for recommendations E-F.

Initiative 9: Develop Standards and Expectations for Faculty in Accordance with Faculty Status

Rationale: The goal of this initiative is to clarify and develop up-to-date standards and expectations for tenure and promotion across the multiple disciplines in the College. These clarifications will assist faculty in meeting the Seattle University strategic priority of “investing in the excellence of our faculty.” Since the scholarship, research and creative work in the College is diverse, the clarifications are meant to provide clarity and be inclusive and encouraging of such diversity.

Strategies: The following specific actions are recommended for the next four years:

- A. Following revision of the University Faculty Handbook, the College will clarify college standards regarding tenure and promotion by Fall 2013.
- B. The College will encourage departments to develop expectations specific to their disciplines for tenure and promotion by 2014.
- C. The College will create a “career ladder” i.e., opportunities and timelines for career development for full-time, long-term faculty not on tenure track lines by 2013.
- D. The College will develop both internal and external training programs for tenured faculty by 2013 to prepare them for administrative roles such as Department Chair or other major governance/administrative positions.

Responsible Persons: Dean, Executive Committee, A&S Faculty

Initiative 10: Develop Standards and Training for Staff in Accordance with Peer University Standards

Rationale: Engaged and well-trained staff members are a key component in providing our faculty and students with the opportunity to do their best work. Satisfaction survey indicates serious need for such standards and training among staff in the College of Arts & Sciences, and such training will improve the performance, expertise and morale of our many valuable A&S staff members.

Strategies:

- A. Building on the 2009 Satisfaction Survey, create a survey update to explore staff situations in the College of Arts & Sciences with reference to best practices regarding staff at peer universities and parallel organizations in the area.
- B. Professional Development Training modules will be offered for staff in technology and management.
- C. Training modules for faculty and chairs in managing and relating to administrative staff.

Responsible Persons: Human Resources, with strong support from College of Arts & Sciences Dean and Chairs.

IV. ALUMNI/FRIEND ENGAGEMENT AND DEVELOPMENT

Initiative 11: Strengthen the Relationship Between the College and Its Alumni, Friends and Donors for the Purpose of Promoting the Programs of and Student/Faculty Experience Within the College of Arts & Sciences, Through Fundraising and Other Opportunities.

Rationale: Our alumni, friends and donors care deeply about the College of Arts & Sciences and our students, faculty and staff. Improved engagement with one another can significantly enrich the experiences of students, faculty, alumni and everyone connected to the college. The goal of this initiative is to enhance the current culture of engagement to better include all alumni, donors, friends, students, faculty, and staff in order to support and promote the initiatives of the college.

During the next five years, we will initiate a comprehensive effort to strengthen our connection to current alumni, donors, friends, students, faculty, and staff. We recognize there are significant opportunities to enhance our college by strengthening our relationships with alumni.

Strategies:

Enhance student understanding of themselves as future alumni.

- A. Empower faculty to engage in the advancement process of the College to the benefit of their students and program
- B. Strengthen and broaden opportunities for current parents to become involved in Seattle University and provide leadership
- C. Increase role of Leadership Council in a network of ambassadors who communicate messages
- D. Develop a multi-year fundraising plan to support the areas of *Community in the College, Faculty Excellence and Engagement, and Programmatic Excellence*
- E. Provide an array of giving and volunteer opportunities that encourage participation at all levels and in a variety of ways
- F. Develop an alumni relations position and an annual giving officer position within the College of Arts and Sciences to improve connections with our 17,000+ alumni
- G. Establish alumni affinity groups to support College of Arts & Sciences initiatives and goals
- H. Increase participation of faculty and alumni as volunteers in fundraising
- I. Develop a communications plan for the launch and ongoing reporting of this strategic plan.

Responsible Persons: Dean, A&S Development Officer, Leadership Council, A&S Mar/Com Director

Arts and Sciences Strategic Planning Committee

Sonora Jha, Communication, Co-chair
 David Leigh, S. J., English, Co-chair
 Connie Anthony, Political Science
 Sven Arvidson, Philosophy, Liberal Studies
 Lee Holmer, Institute of Public Service
 Kevin Krycka, Psychology
 David Madsen, History
 Kevin Maifeld, Fine Arts
 Carrie Mandak, Graduate Student
 Matthew Rellihan, Philosophy
 Christina Roberts, English
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Dean's Executive Strategic Planning Group

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 Sonora Jha, Communication, Co-chair of A&S Strategic Planning Committee
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 Kathleen La Voy, Associate Dean
 Kan Liang, Associate Dean
 David Chow, A&S Development Officer
 Laura Paskin, A&S Director of Marketing and Communication
 Kate Elias, Assistant Dean for Student Academic Support
 Eddie Pasatiempo, Planning Consultant and Past-President of UW Alumni Association