



CLAS STRATEGIC PLAN FOR 2011-15

MISSION

The College of Liberal Arts & Sciences prepares students to be knowledgeable, engaged citizens of the 21st century who will respond creatively and flexibly to the challenges of a rapidly changing world. The College advances scholarly and creative endeavors through study of our human past and cultural heritages, ground-breaking research, and artistic production. Faculty and staff use this research and creative activity to enhance undergraduate, graduate, and professional education, and to engage with the people of Iowa, the nation, and the world. The College conducts its activities in, and serves as a model for, a culturally diverse, humane, technologically advanced, and globally conscious community.

The College provides the intellectual environment, resources, and tools that support and promote faculty and student scholarship and creativity. Faculty share the process of critical analysis and discovery with undergraduate and graduate students, preparing them to build a future for themselves and for society.

The entire Strategic Plan is predicated on our aspiration to **rebuild our faculty** to a size that is consistent with the success of our more than 16,000 undergraduate students. Faculty renewal ensures that students have access to a broad range of courses and an innovative curriculum that reflects new ways of teaching and learning. Faculty renewal ensures that we can sustain the mentoring of undergraduate and graduate students, can continue to innovate in discipline-based and interdisciplinary programs, and can demonstrate our leadership in public engagement and outreach.

With this aspiration in mind, the College of Liberal Arts & Sciences has established planning objectives and strategies under three vital goals: (1) student success, (2) discovery and engagement, and (3) renewing our infrastructure.

GOAL I: STUDENT SUCCESS. As the College that awards more than 70% of UI bachelors' degrees, CLAS is strongly committed to providing a rich and challenging undergraduate experience that develops in students the skills and understanding that contribute to rewarding personal lives, satisfying and productive work, and informed participation in a diverse, multi-cultural society.

To innovate in undergraduate education, the College will

- Develop and enhance programs of study in areas important to students' aspirations and global societal needs, including interdisciplinary programs in areas supported by UI and CLAS faculty cluster initiatives.

- Enrich all students' opportunities by developing the undergraduate Certificate in Writing, which entails adding new courses to the curriculum, creating venues for student publication, and assisting students as they develop electronic portfolios of their writing.
- Continue to partner with the Division of Continuing Education in bringing academic opportunities to place-bound students.

To maintain a teaching and learning environment of the highest quality, the College will

- Continue to develop curricula for technology-enhanced learning, including curricula for the University's interactive/collaborative TILE (Transform-Interact-Learn-Engage) classrooms and for technology-assisted introductory mathematics and introductory language teaching.
 - Continue to promote and develop the CLAS Peer Mentoring Program, which trains CLAS undergraduates to work one-on-one with other CLAS students, coaching them on using University resources effectively, developing study skills and habits of success, and connecting with the University both academically and socially.
 - Build an advising cluster for CLAS majors in the CLAS Office of Academic Programs and Student Development.
 - Lead in UI early intervention initiatives promoting student success as measured by retention, time-to-degree, and achievement.
-

GOAL II: DISCOVERY AND ENGAGEMENT. As a comprehensive arts and sciences college at a major research institution, CLAS is strongly committed to supporting the vitality of faculty research and creative work, which is the impetus and foundation for continued strength and innovation in our undergraduate and graduate programs.

As the College whose discipline-based programs enroll nearly 50% of all UI graduate students and whose faculty are central to the University's interdisciplinary graduate teaching and mentoring, CLAS is strongly committed to the continued strength and innovation of graduate study.

To support faculty research and creative work, the College will

- Support and promote faculty development opportunities as a critical component of scholarly discovery, creative excellence, and curricular innovation.
- Promote and support faculty pursuit of external funding for research and graduate training across CLAS disciplines.
- Selectively develop interdisciplinary research centers within the College and increase the visibility of existing centers to promote faculty and student interaction and innovation in areas of research excellence.

To demonstrate the value of undergraduate education at a research institution, the College will

- Aggressively fundraise to support opportunities for student-conducted research projects and creative work under the guidance of faculty members.

- Actively promote capital construction projects that support the integration of student learning and student research, beginning with a new building to house our largest undergraduate major, Psychology.

To support the strength of graduate programs in CLAS departments, the College will

- Work with departments to ensure appropriately sized graduate student cadres and faculty mentoring that leads to student success as measured by retention, time-to-degree, and placement.
- Use departmental review processes to ensure that the range of program offerings continues to meet student needs and aspirations.

To demonstrate our leadership in engagement with and outreach to statewide and national communities, the College will

- Collaborate with the University to establish a new Center for Public Humanities in a Digital World.
- Stimulate and recognize our faculty and staff members' contributions to outreach and public engagement.

GOAL III: RENEWING OUR INFRASTRUCTURE. The College's goal is to ensure that our departments, which occupy more than 30 academic buildings, have appropriate facilities and infrastructure for fostering intellectual community and vitality. UI and CLAS strategic planning has a special focus on rebuilding from the floods of 2008, which affected one-third of CLAS departments and very seriously affected our fine and performing arts departments and science research.

To ensure that our facilities and infrastructure foster intellectual community and vitality, the College will

- Partner with campus planning groups to complete a building to house Psychology, the College's largest undergraduate major.
- Renovate space within Schaeffer Hall to house our Student Success initiatives, including an academic advising cluster.
- Continue to support the UI's planning for Pentacrest renewal by working toward the renovation of Macbride Hall.
- Advocate for a classroom building that will serve the needs of students in foundational courses in the social sciences and natural sciences.

To demonstrate its national leadership in the academic arts, the College will

- Partner with the School of Art & Art History, and with campus planning units, to build an innovative new Studio Arts building.
- Partner with the Division of Performing Arts and the School of Music, with campus planning units, and with the local community to build an innovative new structure for classroom and performance space for the School of Music.
- Develop a digital arts initiative that creates additional opportunities for our students and for engagement with off-campus communities.