

College of Social and Behavioral Sciences Strategic Plan



2007 - 2010

INTRODUCTION

- The College of Social and Behavioral Sciences primary objective over the next three years is to enhance its position as an academic center of excellence in the study and application of the social and behavioral sciences. The College seeks to be exceptional in what it does. The Strategic Plan, covering the next three years and looking to the long-term future, sets out how it will fulfill this aim. The College is now in a position to reinforce its existing strengths, to develop new initiatives, to face the immediate and challenging future with a focused sense of commitment to its mission, and to consolidate its reputation.
- The Strategic Plan 2007 to 2010 is a statement of committed intent. However, it should not be viewed as a straitjacket. As conditions change, so aspects of the Plan will need to be amended in annual operating statements. But wherever possible, the College's decisions will be guided by it. The underlying assumption of the Plan is to enhance the College's achievement in teaching and research.

GUIDING PLANNING PRINCIPLES & VALUES

- Transparency
- Consultation
- Ownership
- Deliverability
- Explicit objective setting
- Performance measurement
- Adhere to University timelines

COLLEGE VISION STATEMENT

- The College seeks to provide the highest quality Liberal Arts education in the field of Social & Behavioral Sciences while at the same time providing students with sound applied and professional training. Over its 31 year history, the College has adapted to the changing nature of higher education, the changing demands of its urban environment and of society, and to the world's expanding knowledge base.
- As a college serving one of the world's most diverse urban regions, we have a special commitment to studying the problems of urban America and contributing to the betterment of our society by preparing graduates to be active leaders in urban societies. We believe we should provide our students with diverse ways of understanding and solving problems facing America in the global context.
- Embracing such a focus, our faculty is encouraged to conduct research, develop curriculum and internship opportunities which benefit the community and region and contribute to active learning. The College vision can be summed up in one word: Relevance.

COLLEGE VISION STATEMENT – Cont'd

- Through the College's commitment to applied social science research students acquire the critical core skills necessary for them to meet the needs of the region as well as to be competitive in the market place as either members of the workforce or graduate students.
- The vision will be implemented through the college plan. All faculty and staff hiring requests support the delivery of the vision goals and college plan. Each year the College will seek authorization to hire faculty and staff positions based upon the delivery of the specific plan objectives. The plan is structured around three strategic themes which have four core priorities; all proposed activities and objectives promote these strategic themes and reflect the core priorities. In order to implement the themes and priorities the college will pursue strategic goals.

STRATEGIC THEMES

- academics matter
- students matter
- community matters

CORE PRIORITIES

- maintain excellence in teaching with high quality student support services
- support faculty and student research activities
- engage with wider community
- focus resources to deliver priorities

STRATEGIC GOAL ONE:

Applied Training Where Possible

Objectives:

1. Deliver a relevant educational experience through offering more applied and professionally based curriculum incorporating more field work experiences so as to promote more hands on learning.
2. Strengthen experiential learning and internships
3. Increasing emphasis on skills based course work so as to ensure students are competitive in the workforce

Performance Indicators:

- Design and launch graduate certificates in Planning, Forensic Sciences and Heritage Management). Design and launch Graduate degree in Public Policy.
- Experiential learning & internships are a funding priority; funds to be redirected in to supporting faculty and students engaged in this.
- Funding of curricular innovation in skills based coursework.
- Increased number of applied courses.

STRATEGIC GOAL TWO:

Urban Focus Where Possible

Objectives:

1. Focus curriculum where possible on urban issues

Performance Indicators:

- Redefine existing curricula to emphasize urban focus.
- Increased student participation in community service courses.
- Increased number of students in Urban Education option in PAS.
- Develop certificate for archaeological monitoring of urban development.

STRATEGIC GOAL THREE:

Use of Evidence as Foundation for Curricular Change

Objectives:

1. All Curricular reform should and must be based upon evidence

Performance Indicators:

- All curricular change reflects assessment findings and data.
- Creation of full-time College Assessment Coordinator.
- Each department has a faculty assessment liaison

STRATEGIC GOAL FOUR:

Increase Student Knowledge of Global Context

Objectives:

1. To be welcoming to international students and responsive to their needs
2. To offer and continue to develop distinctive programs with a global dimension, that provide students with skills required for working in the global economy
3. To engage in global research collaboration and funded research projects that have a global context.

Performance Indicators:

- Development of “college ambassadors” for outreach (contact, support) to international students.
- Designated “international student” faculty advisor (CSBS international student advisor).
- Funding of curriculum redesign that focuses on global dimensions.
- Increase funding support for collaborative global research projects.

STRATEGIC GOAL FIVE:

Facilitate Community Based Research

Objectives:

1. The college is and will continue to respond to regional needs in a number of ways
2. Increase the output of strategic and applied social science research relevant to the needs of the community

Performance Indicators:

- Development of new curriculum that provides opportunities for students to be trained in new areas that directly respond to emerging regional needs.
- Increase amount of funding College provides to faculty as seed money to pursue contracts & grants that deal with local issues and involve students.
- Increase numbers of contracts and grants for community based research.

STRATEGIC GOAL SIX:

Widen Relationships with Community & Provide Opportunities for Lifelong Learning

Objectives:

1. Build on existing partnerships and presence in the community through further programmatic efforts in partnerships with community entities and the Tseng College of Extended Learning
2. Bring college to more adults who are unable to attend campus physically

Performance Indicators:

- Development of applied graduate degrees and certificates through special sessions in the areas of Public Policy, Planning, Clinical Psychology, Criminal Justice, Forensics, Heritage Management, and MSW.
- Increase student employability through collaboration with employers and interaction with the wider community.
- Design new online BA Degree program in Social Science.

STRATEGIC GOAL SEVEN:

Maintain Commitment to Continuous Improvement of Student Experience

Objectives:

1. Develop academic support to ensure that appropriate resources, services, and staff are available

Performance Indicators:

- Increase funding for more flexible models of delivery to meet market demand in majors where bottlenecks exist.
- Fund workshops with feeder community colleges and high schools to help improve preparation of transfer and freshmen.
- Fund faculty efforts in online course development in those areas that are enrollment bottlenecks.
- Approval of new building including new large classrooms as well as smaller flexible teaching space.

STRATEGIC GOAL SEVEN:

Maintain Commitment to Continuous Improvement of Student Experience - continued

Objectives:

2. The College will act on the belief that the very best teaching is learning centered, creative, innovative and grounded in research

Performance Indicators:

- All departments to clearly articulate in their department plans learning outcomes as program priority.
- Curriculum will be strengthened to respond to changes in legislation governing teacher education. A faculty director to the new SSSMP will be appointed.
- Increase support and reward innovation and development in excellence in teaching.
- Increase funding for excellence and innovation in the design and delivery of the curriculum at both undergraduate and graduate level.
- Increase support for training in teaching pedagogy and innovation.

STRATEGIC GOAL SEVEN:

Maintain Commitment to Continuous Improvement of Student Experience - continued

Objectives:

3. Strengthen commitment in improvement of the student experience through improved advising, and the building of necessary staff support
4. Provide more effective and efficient academic structures and support services and resources to maximize academic performance and potential based upon continual assessment of existing portfolio of programs and disciplinary range and responsiveness to evidence

Performance Indicators:

- Increase funds allotted to mentoring and advising. SSC/EOP unit increase logistical support to full time advisors working in department offices so that these department advisors can focus on service delivery to students. Student to advisor ratio for both lower and upper division students meet or exceed national CAS standards. Funding a professional staff advisor position plus two additional department advisors. Fill SSP III position of Associate Director of the SSC/EOP unit.
- Appointment of College Assessment Coordinator and Department Faculty Assessment Liaisons

STRATEGIC GOAL EIGHT:

Support and Develop Research Capabilities of Faculty & Students

Objectives:

1. Strengthen research activities and capabilities of faculty and students through development and investment in the research infrastructure

Performance Indicators:

- Continuation and enhancement of research competitions within college through repurposing general fund dollars to enhance support for faculty and student research.
 - Student conference paper authors receive travel funds to present their work at professional meetings
 - 3 faculty research competitions funded AYO for discipline research and teaching innovation/pedagogy

STRATEGIC GOAL EIGHT:

Support and Develop Research Capabilities of Faculty & Students - Continued

Objectives:

2. All departments offer students the opportunity to become involved in hands on research through on-campus labs, projects, and field experiences; contributing to the training of the next generation of applied academic researchers
3. Maximize production of research output across all academic departments and centers
4. Increase research income significantly through grants and contracts

Performance Indicators:

- Funding for creation and renovation of new labs.
- Funding for faculty and staff who wish to undergo professional development that will enhance their skill set.
- Student involvement in research and internships are emphasized throughout the majors.
- Increase annually the number of faculty publications.
- Increase number of grants and contracts annually.

SUMMARY

- At the completion of the period of the Plan, we will be looking at a College which observers will identify as a more robust institution than at present, both absolutely and when compared with its competitors. It will be larger, more focused, more applied, more global, more urban, with improvement resources and services for teaching, learning, and research. It will be a respected center for the social and behavioral sciences in the region.