

**BRADLEY UNIVERSITY  
COLLEGE OF LIBERAL ARTS AND SCIENCES**

**ACTION PLAN, 2017-2021**

**Approved by the Faculty: April 14, 2017  
Revised by the Faculty: November 10, 2017**

The central objective of the College of Liberal Arts and Sciences (LAS) Action Plan is to affirm and support a vibrant intellectual community of scholars, teachers, staff, students, and alumni, and to reassert the centrality of the College to the University. We seek to clarify and more effectively manifest the value of the liberal arts and sciences among the LAS community of faculty, staff, students, and alumni, while increasing the effectiveness of our interactions with external partners.

In identifying and enacting a set of concrete tasks that will strengthen the work of the College, this plan does not start from a statement of a shared mission, vision, and values. The full articulation of these foundational elements is rather one of the first tasks to be addressed by this plan. Nevertheless, we as a community at the outset of this process profess our commitment to core values that underpin our work as a teaching and learning community in the liberal arts and sciences. Animating our efforts are the principles of academic freedom, civil discourse, the free exchange of ideas, and the desire to foster critical thinking and a love of learning in our students. The College is prepared to defend these ideals on behalf of its constituent members and articulate them to the broader community.

This Action Plan sets forth two agendas. It establishes goals, priorities, and initiatives for implementation by the College. It further identifies advocacy issues that will require external cooperation, support, or intervention for their ultimate solution.

**A Call to Action: Goals, Priorities, and Initiatives**

The LAS Strategic Planning Committee (SPC), in close consultation with the LAS Faculty, has identified a set of goals, priorities, and actionable initiatives. The party with lead responsibility for the implementation of each initiative is specified in parentheses. Once successfully implemented, this plan will improve governance procedures, curricular and co-curricular programming, faculty development, and a variety of additional objectives better positioning the College for success and leadership both within and beyond the University.

**Goal 1.** To enrich the LAS community of scholars, teachers, staff, students, and alumni.

**Priority 1.** To clarify the mission, values, and unifying themes within the College and to insure that resource and policy decisions are made with transparency and in congruence with our mission.

**Initiatives:**

1. Revise the current mission, vision and values statements of the College to clarify a distinctive LAS identity. (LAS SPC)
2. Develop unit level priorities that advance disciplinary goals and embrace core values and initiatives of the College. (LAS departments)

3. Review college-wide policies and make recommendations to ensure decisions are made equitably, with greater transparency, and in congruence with mission and values. (LAS Executive Committee)
4. Identify impediments to diversity and gender equity. Develop procedures and a full range of opportunities that advance diversity and gender equity in curriculum, programming, personnel, and administration. (LAS task force)
5. Address curriculum and hiring practices that promote interdepartmental and cross-disciplinary cooperation across the College. (LAS SPC, in consultation with the LAS Associate Dean)
6. Institute a yearly meeting of the College community at which the Dean of the College delivers a State of the College Address. This annual presentation will include but not necessarily be limited to: 1) a summary of College budgetary, enrollment, and personnel data for the previous year; 2) a strategic planning report; and 3) a list of goals for the College in the coming year. (LAS Dean)
7. Develop a strategic vision of the role of post-baccalaureate education within the College, and work with relevant partners in the stewardship of these programs. (LAS Executive Committee, in consultation with the LAS Dean, LAS Associate Dean and the LAS community)
8. Develop a strategic and pedagogical vision of the role of online education within the College. (LAS Executive Committee, in consultation with the LAS Dean, LAS Associate Dean, and the LAS community)
9. Direct appropriate personnel to update the College webpage to include relevant College documents, including the College by-laws, College Tenure and Promotion Guidelines, and a listing of all the College Committees, their members and chairs (LAS Dean).

**Priority 2.** To strengthen student learning and foster student understanding, appreciation, and lifelong engagement with the liberal arts and sciences.

**Initiatives:**

1. Establish a high-quality freshman seminar program that draws students into the community of the College, cultivates an appreciation for the liberal arts and sciences, and prepares them to excel intellectually and academically. (LAS Associate Dean of Engaged Learning)
2. Define, develop, and enhance capstone experiences across the College. (LAS Associate Dean of Engaged Learning)
3. Pilot pedagogically sound summer programs for prospective students that draw upon the wide range of LAS disciplines to 1) attract more high quality students and 2) generate revenue. (LAS Associate Dean of Engaged Learning)
4. Define criteria and procedures to advance the development of innovative, interdisciplinary curricula. (LAS Associate Dean, in consultation with the LAS Executive Committee)
5. Identify, develop and nurture signature experiential learning opportunities (e.g., LAS Undergraduate Summer Research and Artistry Fellowship Program). (LAS Associate Dean of Engaged Learning)

6. Expand programming that fosters the shared intellectual goals of the College (e.g., endowed lectures, yearly celebrations of the liberal arts and sciences). (LAS Dean's Office)

**Priority 3.** To empower faculty and staff to manifest high quality teaching, scholarship, research, creative production, and community engagement.

**Initiatives:**

1. Identify resources and strategies necessary to support vibrant sustainable educational and scholarly programs in the College. The situation is particularly dire with regard to capital equipment and facilities in the Natural and Computational Sciences Division. (LAS Dean, the LAS Director of Development and relevant department chairs)
2. Develop criteria for expanding support for high quality scholarship, research, and creative production, including support for professional travel. (LAS Executive Committee)
3. Recognize and support exceptional teaching and share best practices. (LAS Executive Committee)
4. Develop functional models to recognize and credit faculty for their academic work with students outside their teaching load. (LAS Associate Dean, in consultation with the LAS Executive Committee)
5. Work with the College to expand the opportunities for students to engage in experiential learning in collaboration with faculty and community partners. (LAS Associate Dean of Engaged Learning, LAS Assistant Dean of Undergraduate Studies)

**Goal 2.** To work with relevant partners to advance the interests of the College.

**Priority 1.** To maintain and strategically enhance community engagement. LAS faculty and students will have access to meaningful opportunities to collaborate with a broad portfolio of community partners in order to enhance research, artistry, learning, and co-curricular objectives.

**Initiatives:**

1. Engage with relevant university offices (e.g., Smith Career Center, Springer Center for Internships, Lewis J. Burger Center) and LAS departments to define, track and share successful community engagement opportunities and identify opportunities for growth. (LAS Assistant Dean of Undergraduate Studies and the LAS Associate Dean of Engaged Learning)
2. Work with Alumni Relations, the Smith Career Center, and individual departments to develop an alumni mentorship program for students seeking such opportunities. (LAS Assistant Dean of Undergraduate Studies)
3. Work with the Division of Advancement, in consultation with the Smith Career Center, to explore the possible utility, value, and structure of an LAS Advisory Board. (LAS Dean)

- Priority 2.** To work effectively with University partners (e.g., Marketing, Enrollment Management, Advancement) to ensure that the values and achievements of the College are clearly understood and that College initiatives are being effectively prioritized and resourced.

**Initiatives:**

1. Track alumni engagement initiatives and share effective and innovative practices. (LAS departments, in collaboration with the LAS Assistant Dean of Undergraduate Studies)
2. Work collaboratively with the Vice President for Institutional Advancement and the University President to produce an innovative portfolio of new funding initiatives, including naming the College. (LAS Dean and LAS Director of Development)
3. Work collaboratively with the Office of Marketing and Publications to ensure that LAS values and signature achievements are being communicated effectively through multiple media, including College and department webpages. (LAS Dean's Office)
4. Continue the practice of adopting a formal annual enrollment management strategy. (LAS Dean, the LAS Admissions Liaison, and the Executive Committee)
5. Network with faculty and units within and beyond the College to identify opportunities for growth in global education programming. (LAS Dean)

**A Call for Advocacy**

The LAS Community has identified several important issues that extend, in part or in whole, beyond the direct power of the College. In tandem with the work of the Action Plan, this clearly articulated list will empower the LAS Dean, administrators and faculty to advocate on behalf of the College across a variety of venues towards successful resolution of these important issues.

1. Diversity and Equity are core values of the College. Bradley University must devote resources to recruit, nurture and retain faculty, staff and students that represent the diversity of the world around us. Bradley University must recognize and rectify imbalances in the opportunities and benefits available to all persons regardless of age, color, creed, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, gender identity and expression, or veteran status.
2. The College must support faculty, staff and students in the execution of shared governance, while also seeking greater transparency and participation in decisions that are key to the College and Bradley University.
3. Bradley University must address inequity in salaries for faculty and staff, including Affiliate Faculty, which represents a threat to the stability of the College and is a persistent obstacle to growth and excellence.
4. Online education represents both threats and opportunities to Bradley University. The College must advocate for robust, campus-wide discussions, regarding the role and quality of online education at Bradley University.