

College of Liberal Arts and Sciences Action Plan, 2017-2021 IMPLEMENTATION PLAN

Completed by the
College of Liberal Arts and Sciences Strategic Planning Committee
February 14, 2019

Initiative: 1.1.1. Revise Mission and Values Statement of the College to Clarify a Distinctive LAS Identity.

Responsible party: LAS Strategic Planning Committee (SPC)

Semester: Fall 2017

Milestones and metrics:

- Milestone 1: Form Task Force or Mission and Values (MV) Subcommittee of SPC.
 - Metric 1: Task Force populated and meeting regularly (October 2017).
- Milestone 2: Identify and consult relevant sources for information to assist in drafting MV statement.
 - Metric 2a: Exemplar statements identified and discussed.
 - Metric 2b: Readings identified and discussed.
- Milestone 3: Develop draft of MV statement (December 2017).
 - Metric 3: Draft shared with SPC.
- Milestone 4: Solicit feedback from LAS community.
 - Metric 4a: Responses collected from LAS community directly via online survey (December 2017-January 2018).
 - Metric 4b: Feedback solicited from LAS Executive Committee (January 2018).
 - Metric 4c: LAS Executive Committee engaged in conversation about developing mission statement and strategic plans at the department level (March 2018).
- Milestone 5: Present revised MV statement to LAS community.
 - Metric 5: MV statement distributed and discussed at State of College Address (March 2018).
- Milestone 6: Engage in college-wide conversation about our mission and values.
 - Metric 6: Forums held to engage community and solicit feedback on MV statement (March-April 2018).
- Milestone 7: Final MV statement is presented and adopted by LAS.
 - Metric 7a: Final MV statement is presented to and adopted by LAS (April 2018).
 - Metric 7b: Value of sustaining a standing MV committee explored to advance key elements of the College's mission and values (Fall 2018).

Resources: LAS Dean's Office funds for invited speakers and to purchase books for all full-time faculty

Initiative: 1.1.2. Develop Unit Level Priorities that Advance Disciplinary Goals and Embrace Core Values and Initiatives of the College.

Responsible party: LAS Departments

Semesters: Spring 2018-Spring 2021

Note: In lieu of a full departmental strategic plan, which will be crafted in tandem with Academic Program Review (APR) schedule, individual departments will meet to review the LAS Action Plan. The purpose of this review is to establish departmental priorities that will inform the department's ability to participate in key initiatives during the interim. This is particularly relevant to identifying units that may have interest in enhancing global or experiential learning; developing first year seminars; defining post-baccalaureate, interdisciplinary, capstone, or online programs; or other pursuing strategic initiatives. Departments will identify three to five areas in which they plan to orient activities over the 2018-19 academic year. Similar plans will be generated annually until such time as a fully revised mission statement and strategic plan are developed by each unit. Therefore, dates are not expressly stated.

Milestone and metrics:

- Milestone 1: Departments meet.
 - Metric 1: Summaries of interest in three to five action items, including anticipated outcomes, forwarded to the LAS Dean's Office.
- Milestone 2: In tandem with the response to APR, individual departments will work to revise or create mission statements, and to generate strategic action plans that are in alignment with College and University Strategic Planning documents. This will also include interdisciplinary programs, which are also scheduled for APR. This does not preclude units from undertaking this work prior to APR, if department prefers to do so.
 - Metric 2a: Departments forwarded newly approved mission statements and strategic action plans to the LAS Dean's Office within one year of completing APR.
 - Metric 2b: In subsequent years, individual elements of departmental action plan items become part of departmental annual reports.

Resources: None

Initiative: 1.1.3. Review College-wide Policies and Make Recommendations to Ensure Decisions Are Made Equitably, with Greater Transparency, and in Congruence with Mission and Values.

Responsible party: LAS Executive Committee

Semesters: Spring 2018-Spring 2021

Milestones and Metrics:

- Milestone 1: Policies will be prioritized for review across the duration of the action plan cycle. [The LAS Executive Committee will use College By-Laws, relevant information from the University Faculty Handbook, and any additional relevant information (e.g., Memoranda of Agreement) from the LAS Dean's Office to identify the full array of formal policies and procedures that define the work of the College.]
 - Metric 1a: All policies identified and scheduled for a review by the LAS Executive Committee (August 2018).
 - Metric 1b: If a sub-committee is deemed necessary, its charge and population is established (August 2018).
- Milestone 2: All relevant college policies will be reviewed and approved by LAS Executive Committee according to the established schedule.
 - Metric 2a: Policies scheduled for review are either approved as is or recommended changes are approved by the LAS Executive Committee (May of each year).
 - Metric 2b: Policies are revised according to College and University protocols (e.g., changes to By-Laws requiring approval of the LAS faculty; prior to May of each year).
- Milestone 3: All College policies that have been reviewed and/or revised will be made available to the College community by the conclusion of the strategic planning process.
 - Metric 3a: LAS Executive Committee determined the best way to make policies available (August 2018).
 - Metric 3b: Policies are made available to LAS community (annually by beginning of each academic year).

Resources: None

Initiative 1.1.4. 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.

Responsible party: LAS Task Force

Semesters: Fall 2018-Spring 2021

Milestones and Metrics:

- Milestone 1. Identify the intersections between the goals and work being done on Goal 3 of the University's Strategic Plan to build and support a more diverse and inclusive university community and the goals of the LAS Action Plan, specifically with respect to gender equity and racial/ethnic diversity.
 - Metric 1a. Consultation with the Gender Equity Task Force and the Office of Diversity and Inclusion (Fall 2018).

- Metric 1b. Working charge of committee is established (Fall 2018).
- Milestone 2. Form an LAS Task Force with membership reflecting the range of gender and racial/ethnic diversity on campus, with representatives from all three of the College's academic divisions, if possible.
 - Metric 2a. Call for volunteers sent out by the Dean's Office (October, 2018).
 - Metric 2b. Task Force populated and meeting regularly (Spring, 2019)
- Milestone 3. Task Force collects and analyzes data on impediments to racial diversity and gender equity at Bradley University and reviews current research, data, and national best practices on diversity programming and inclusive teaching.
 - Metric 3a. Data from University wide analyses (Gender Equity Task Force, Campus Climate Survey, National Survey on Student Engagement, etc.) pertaining to LAS students and faculty are reviewed and summarized by the Task Force (Spring 2019).
 - Metric 3b. Additional data from LAS community regarding impediments to racial/ethnic diversity and gender equity are collected (e.g., survey, focus groups, listening tour, etc.) (Spring 2019).
 - Metric 3c. Best practices to enhance retention and success of diverse faculty and to foster inclusive teaching are identified by the Task Force (Spring 2019).
 - Metric 3d. Executive summary with recommendations for action, including goals/objectives for future strategic planning, is written and presented to SPC for approval (end of Spring 2019).
- Milestone 4. Design and implement programs to enhance inclusive practices that increase faculty retention and promotion.
 - Metric 4a. Potential interest in mid-career mentorship is evaluated (Spring 2019).
 - Metric 4b. Best practices for evaluation and development of excellent teaching are collected and shared (Spring 2019).
 - Metric 4c. Mechanisms to promote equitable course assignment, advising loads, and service and leadership opportunities are explored and implemented (Fall 2020).
 - Metric 4d. Additional strategies from the Executive Summary are considered and implemented (Spring 2021).
 - Metric 4e. Commitment to continuous improvement is engaged as impact of programs and initiatives are evaluated both quantitatively and qualitatively, and shared with the LAS Community (Spring 2021).

Resources: To be determined

Initiative: 1.1.5. Address Curriculum and Hiring Practices That Promote Interdepartmental and Cross-disciplinary Cooperation across the College.

Responsible Party: LAS Strategic Planning Committee (SPC), in consultation with the LAS Associate Dean.

Semesters: Fall 2018-Spring 2020

Milestones and Metrics:

- Milestone 1: Form LAS Task Force.
 - Metric 1: Task Force populated and meeting regularly (September 2018)
- Milestone 2: Conduct external and internal research on interdisciplinarity and cross-disciplinary cooperation.
 - Metric 2a: Horizon scan performed by Task Force to identify effective practices among peer institutions (September 2018).
 - Metric 2b: Internal survey conducted regarding opportunities for and willingness to develop interdisciplinary programs and barriers to interdisciplinary program development identified (October 2018).
 - Metric 2c: University-level interdisciplinary efforts surveyed to insure future alignment of College with University initiatives (October 2018).
 - Metric 2d: Research summary (Metrics 1-3) presented to SPC and LAS Executive Committee (November 2018).
 - Metric 2e: New unit productivity metrics (including SCH and FTE) produced by LAS Dean's Office that provide incentives and guidelines for departments and programs to develop interdepartmental and cross-disciplinary cooperation that do not disadvantage participating units and presented to LAS Executive Committee (November 2018).
 - Metric 2f: Models and revised metrics shared with university administration and University Strategic Planning Committee (February 2019).
- Milestone 3: Define LAS vision of interdisciplinarity and identify indicators of success and failure.
 - Metric 3: LAS statement of interdisciplinarity, including measures of success and failure produced; presented to SPC and LAS Executive Committee (February 2019).
- Milestone 4: Review College Tenure, Promotion and Renewal (TP&R) guidelines and faculty evaluation procedures to identify and remove barriers to interdisciplinary hires/collaborations
 - Metric 4a: College TP&R guidelines reviewed by Task Force, barriers to collaboration identified, and changes proposed (March 2019).
 - Metric 4b: Proposal submitted to LAS Executive Committee (April 2019).
 - Metric 4c: College deliberated, including input from departments, and voted on proposed changes (May 2019).
 - Metric 4d: Departments deliberated and made changes to departmental TP&R guidelines (September 2019).

Resources: Institutional support

Initiative: 1.1.6. Institute a Yearly Meeting of the College Community at Which the Dean of the College Delivers a State of the College Address.

Responsible party: Dean

Semester: Spring 2018

Milestones and metrics:

- Milestone 1: Work with LAS Strategic Planning Committee(SPC) on the implementation plan, which will be a central focus of the State of the College meeting and address; Determine the substance of the Action Plan focus of the State of the College address.
 - Metric 1a: Year one of implementation plan completed (November 2017-January 2018).
 - Metric 1b: LAS SPC consulted, and Action Plan elements incorporated into presentation (January 2018).
- Milestone 2: Dean develops non-Action Plan portion of the State of the College Address.
 - Metric 2a: PowerPoint presentation finalized (February-March 2018).
- Milestone 2: LAS Dean and members of the LAS SPC Committee deliver State of the College presentation.
 - Metric 2a: Substance of non-Action Plan portion of Address developed (February/March 2018).
 - Metric 2b: PowerPoint presentation finalized and reviewed (March 2018).
 - Metric 2c: State of the College Address presented (March 2018).
- Milestone 3: LAS SPC reflects on State of the College address (1) to determine whether it is best delivered in the fall or spring semester; and (2) to consider generating a charge to the LAS Dean on the required elements of subsequent addresses (March 2018).
 - Metric 3a: Feedback solicited from LAS Executive Committee, LAS SPC, and from LAS community (April 2018).
 - Metric 3b: Confirmed plan to generate and deliver State of the College Address each spring (April 2018).

Resources: None

Initiative: 1.1.7. 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.

Responsible Party: LAS Executive Committee, in consultation with the LAS Dean, LAS Associate Dean, and the LAS community

Semesters: Fall 2018-Spring 2020

Milestones and metrics:

- Milestone 1: Establish a Task Force to study post-baccalaureate education and define its charge. Through a college-wide call, populate the Task Force with one representative from each of the four LAS departments granting graduate degrees, at least one representative from a non-graduate degree granting LAS department, and at least one LAS Dean's office representative.
 - Metric 1: Task Force charge developed and committee seated (Fall 2018).
- Milestone 2: Information gathering, analysis, discussion, and conclusions.
 - Metric 2a. SWOT analysis of the four graduate degree granting departments provided to the LAS Strategic Planning Committee (Spring 2019).
 - Metric 2b. Horizon scan of post-baccalaureate programs external to Bradley University performed, including a review of relevant models that can provide new opportunities for revenue generation and profit sharing (Spring 2019).
 - Metric 2c. Interest from other departments in post-baccalaureate programs evaluated (Fall 2019).
 - Metric 2d. Information shared and college-wide conversations conducted (Fall 2019).
 - Metric 2e. White paper summarizing the LAS vision of the role of post-baccalaureate education developed (Spring 2020).
- Milestone 3: Develop policies and guidelines, if warranted, for offering post baccalaureate programs beyond the current graduate programs
 - Metric 3. Policies and guidelines developed, pending established need (Spring 2020).

Resources: None

Initiative: 1.1.8. Develop a Strategic and Pedagogical Vision of the Role of Online Education Within the College.

Responsible Party: LAS Executive Committee, in consultation with the LAS Dean, LAS Associate Dean and the LAS community

Semester: Fall 2018-Spring 2020

Milestones and metrics:

- Milestone 1: Establish a Task Force to study online education and define its charge. Through a college-wide call, populate the Task Force that includes representation from the LAS Executive Committee and LAS Strategic Planning Committee, to explore the possible nature and scope of online learning in LAS.
 - Metric 1a: Task Force seated and charge developed (Fall 2018).
 - Metric 1b: Inventory of current online offerings completed (Spring 2019).
 - Metric 1c: National best practices, models, and rationales related to online education gathered, including those that provide new

opportunities for revenue generation and profit sharing, and shared with LAS community (Spring 2019).

- Metric 1d: College-wide dialogue regarding the value and role of online education in LAS overseen by Task Force (Fall 2019).
- Metric 1e: Vision statement that captures the scope and nature of online learning that emerges from the pro/con debate formulated (Fall 2019).
- Metric 1f: LAS vision statement for online learning shared with relevant administrators and committees campus-wide. Contribute to university-wide conversations and decisions (Spring 2020).
- Milestone 2: Develop guidelines, if warranted, for online and hybrid education in the College that align with the University Strategic Plan.
 - Metric 2a: Guidelines proposed to LAS Dean, LAS Strategic Planning Committee, and LAS Executive Committee for comment and review. Share with appropriate university-wide committees (Spring 2020).
 - Metric 2b: Models to foster professional development (e.g., flipped classrooms) explored as appropriate (Spring 2020).

Resources: None

Initiative: 1.1.9. Access to College Policy Documents and Committee Memberships.

Responsible party: LAS Dean

Semester: Spring 2018

Milestones and metrics:

- Milestone 1: With the assistance of the Provost, negotiate with University Web Team to include College policy documents and committee members on LAS College website (Spring 2018).
- Milestone 2: Determine the specific information to be included (Spring 2018).
- Milestone 3: LAS website project is completed with College policy documents and committee memberships posted (Spring 2018).
- Milestone 4: LAS Dean solicits feedback from stakeholders regarding the effectiveness of the new website (Spring 2019).

Resources: Institutional support

Initiative: 1.2.1. Develop First-Year Seminars for LAS.

Responsible party: Associate Dean of Engaged Learning

Semesters: Fall 2017-Spring 2018

Milestones and metrics:

- Milestone 1: Form a temporary, one-year First-Year Seminar (FYS) Program Committee.

- Metric 1: Committee membership approved by LAS Executive Committee and convened (September 2017).
- Milestone 2: Include First-Year Seminars within College curriculum requirements.
 - Metric 2a: Proposal developed in consultation with FYS Program Committee (Fall 2017).
 - Metric 2b: Proposal voted on at a College meeting (November 2017).
- Milestone 3: Build a community of FYS faculty.
 - Metric 3: Meetings held among current and prospective FYS faculty to discuss pedagogy and first-year seminars (November 2017-May 2018).
- Milestone 4: Collect and analyze data on student perceptions of their experiences in LAS 101.
 - Metric 4a: A course evaluation form pertaining to FYS learning objectives is administered (December 2017).
 - Metric 4b: Data on student perceptions of academic efficacy and sense of belonging at Bradley University are collected (December 2017).
 - Metric 4c: Course-related data shared with LAS Dean (January 2018)
- Milestone 5: Schedule multiple sections of LAS 101 (First-year seminars) for Fall 2018 with at least one section from each division in LAS.
 - Metric 5a: The final Fall 2018 schedule at least doubles the number of pilot sections offered in Fall 2017 (i.e., at least six sections are offered; Spring 2018).
 - Metric 5b: At least one course is offered from each of the three divisions in LAS (Spring 2018).

Resources: Curricular space and supplemental teaching funds

Initiative: 1.2.2. Define and Enhance Capstone Experiences for LAS.

Responsible party: Associate Dean of Engaged Learning

Semesters: Fall 2018-Fall 2019

Milestones and metrics:

- Milestone 1: Survey best practices and departments on goals, objectives, and needs related to capstone.
 - Metric 1: Survey results tabulated (September 2017).
- Milestone 2: Form LAS Capstone working group.
 - Metric 2a: Committee develops proposed capstone definition(s) (Fall 2018).
 - Metric 2b: Curricular implications and priorities of proposed definition(s) are shared with LAS Dean (Fall 2018).
 - Metric 2c: Proposed methods of capstone enhancement are shared with LAS Dean (Fall 2018).
 - Metric 2d: Assessment of viability of a capstone experience for all LAS students is performed (Spring 2019).

- Milestone 3: Collect responses from departments to the working group proposal.
 - Metric 3a: Feedback solicited from departments (Spring 2019).
 - Metric 3b: Summary of departmental responses developed (Spring 2019).
- Milestone 4: Share proposal for implementation of capstone enhancements to LAS Executive Committee.
 - Metric 4: Proposal and final report is shared (Spring 2019).

Resources: Curricular space and supplemental funds to support development and implementation of thesis option

Initiative: 1.2.3. Pilot Pedagogically Sound Summer Programs for Prospective Students.

Responsible party: Associate Dean of Engaged Learning

Semesters: Fall 2020-Spring 2021

Milestones and metrics:

- Milestone 1: Gather information about peer institution summer programming offerings as well as funding and revenue models.
 - Metric 1: Report of benchmark practices submitted to LAS Dean (Fall 2019).
- Milestone 2: Faculty from a range of LAS disciplines will meet with the Director of the Center for Legal Studies to draft a pilot curriculum
 - Metric 2: Pilot curriculum is drafted (Spring 2020).
- Milestone 3: LAS Dean of Engaged Learning meets with Director of Continuing Education to discuss expenses and revenue projections
 - Metric 3a: Mock budget and revenue projections created.
 - Metric 3b: Sources of seed money needed to cover initial expenses identified.
- Milestone 4: LAS Dean shares revenue projections and benchmark practices with the Provost and Senior Vice President for Academic Affairs and the Assistant Vice President for Budgeting with the goal of identifying new funding models for LAS Summer Programming that will generate revenue for the College.
 - Metric 4: Meeting took place and College received clarity on funding model and revenue opportunity (Summer 2020).
- Milestone 5: Arrangements are completed for faculty, student course assistants, and community partners for summer program in cooperation with Continuing Education.
 - Metric 5a: Brochures created by Continuing Education, mailing list prepared, and outreach begins (Fall 2020-Spring 2021).
 - Metric 5b: Pilot program is ready to be launched for in Summer 2021.
- Milestone 6: Evaluate pilot, make recommendations for funding model changes and possible new programs.

- Metric 6: Report or white paper developed (Fall 2021).

Resources: Revenue model that supports faculty involvement in summer program offerings and returns the majority of revenue to the College

Initiative: 1.2.4. Define Criteria and Procedures to Advance the Development of Innovative, Interdisciplinary Curricula.

Responsible party: LAS Associate Dean, in consultation with the LAS Executive Committee

Semesters: Fall 2020-Spring 2021

Note: This initiative intersects with Initiative 1.1.5 (above) and University Strategic Plan.

Milestones and Metrics:

- Milestone 1: Conduct surveys of multidisciplinary and interdisciplinary courses and programs both at Bradley University and at other benchmark institutions and ascertain criteria for success (Spring 2019).
 - Metric 1a: Conduct external horizon scan of multidisciplinary and institutional structures at other benchmark institutions and identify their criteria for success (Spring 2019).
 - Metric 1b: Create list of current Bradley University and LAS multidisciplinary and interdisciplinary courses and programs (Spring 2019).
 - Metric 1c: Determine measurable criteria for evaluating success (e.g., student learning, student engagement, and institutional structures that support long-term viability) for multidisciplinary and interdisciplinary courses and programs (Spring 2019).
 - Metric 1d: Survey all faculty participating in identified courses and programs regarding those elements of success determined above (Fall 2019).
- Milestone 2: Produce summary report that contains analysis and interpretation of data from surveys in Milestone 1 and provides policy roadmap for Bradley-LAS multidisciplinary and interdisciplinary curricula and programs.
 - Metric 2. Summary report containing parameters, guidelines, and resource requirements for current and future Bradley-LAS multidisciplinary and interdisciplinary programs produced (Fall 2019).
- Milestone 3: Consider new interdisciplinary initiatives congruent with criteria.
 - Metric 3a: Solicit proposals on interdisciplinary and cross-disciplinary opportunities from all LAS stakeholders. (Spring 2020)
 - Metric 3b: Select initiatives submitted for approval (Spring 2020)

Resources: Institutional support

Initiative: 1.2.5. Identify, Develop and Nurture Signature Experiential Learning Opportunities.

Responsible party: Associate Dean of Engaged Learning

Semesters: Fall 2017-Fall 2018

Note: While this initiative will begin with attention to global learning, Milestone 5 addresses a broader range of experiential learning initiatives.

Milestones and metrics:

- Milestone 1: Form Global Scholars Program Committee.
 - Metric 1: Committee membership approved by LAS Executive Committee and convened (September 2017).
- Milestone 2: Create LAS webpage content devoted to global education. The web page will serve as a hub for globally-focused experiential learning events hosted within the college.
 - Metric 2a: Website completed (November, 2017).
 - Metric 2b: Global education event calendar created (November, 2017).
 - Metric 2c: LAS Global Scholars, Global Living Learning Community (LLC) students, and students can opt to receive notices via social media of upcoming events (December, 2017).
- Milestone 3: Enroll students in the new LAS Global Scholars program by the end of the academic year.
 - Metric 3a: First-year students enrolled in LAS 125 Global Topics (May 2018).
 - Metric 3b: Students from LAS 125 (and others) enrolled in the program (May 2018).
- Milestone 4: Global Living Learning Community is linked to LAS 125.
 - Metric 4a: Residence Life administrators and staff are consulted to establish mechanisms of early identification (prior to summer registration) among incoming freshmen for participation in the Global LLC (Spring 2018).
 - Metric 4b: Global LLC students are enrolled in LAS 125 (Summer 2018).
- Milestone 5: Report on current status of full suite of experiential learning opportunities in the college reported (e.g., Summer Undergraduate Research and Artistry Program, Global Living Learning Community, etc.), including recommendations for new opportunities.
 - Metric 5a: Report and recommendations is shared (May 2018).
 - Metric 5b: Update on signature opportunities is included in annual State of the College Address (Spring 2019).

Resources: Curricular space and sustainable funding for programs

Initiative: 1.2.6. Expand Programming that Fosters the Shared Intellectual Goals of the College.

Responsible party: LAS Dean's Office

Semesters: Fall 2019-Spring 2020

- Milestone 1: Establish Standing Mission and Values Committee, including charge and population procedures. (Task Force or Subcommittee identified in 1.1.1)
 - Metric 1a. Charge and population parameters are established (Spring 2019).
 - Metric 1b. LAS community approves changes to bylaws (Spring 2019).
 - Metric 1c. Committee is populated through staggered elections.
 - Metric 1d. A portfolio of existing LAS programming is established (Spring 2019).
- Milestone 2: Establish annual LAS Celebration Week. (Task Force or Subcommittee in 1.1.1.)
 - Metric 2a. Outcomes assessment of inaugural Fall 2018 Celebration Week and specific events is completed (Spring 2019).
 - Metric 2b. Dates, programming, and schedule are generated based on the feedback from the 2018 event (Spring 2019).
 - Metric 2c. LAS Week is held in Fall 2019.
- Milestone 3: Explore feasibility of reinstating the Friday Wine and Cheese Social. (Task Force or Subcommittee identified in 1.1.1)
 - Metric 3a. Strengths and limitations of this event are identified (Spring 2019).
 - Metric 3b. Budget and venue options are established (Spring 2019).
 - Metric 3c. Wine and Cheese Social is established on a limited basis (Spring 2019).
- Milestone 4: Explore the development of new programming that serves to highlight mission-central achievements at the department and individual level and share best practices (new Standing Mission and Values Committee).
 - Metric 4a. Mechanisms that bring faculty, students and staff together to highlight mission and values are identified (Spring 2020).
 - Metric 4b. New programming is delivered (Spring 2020).
 - Metric 4c. Ongoing evaluation parameters of success of LAS programming takes place and informs future programming practices (Spring 2020).

Resources: Dean's Office funding of Celebration Week events, departmental resourcing of rotating Friday Wine and Cheese Social events, and faculty support for an LAS Bylaw change to include a new LAS Mission and Vision Committee.

Initiative 1.3.1. Identify Resources and Strategies Necessary to Support Vibrant Sustainable Educational and Scholarly Programs in the College.

Responsible party: LAS Dean, the LAS Director of Development and relevant department chairs

Semesters: Fall 2020-Spring 2021

Note: The situation is particularly dire with regard to capital equipment and facilities in the Division of Sciences and Math.

Milestones and metrics:

- Milestone 1: Consult with stakeholders to generate updated Development Plan.
 - Metric 1a: Dean consults with LAS Director of Development and Department Chairs to generate an updated Development Plan (Fall 2018).
 - Metric 1b: Plan is shared with LAS Executive Committee and LAS Strategic Planning Committee (Spring 2019).
 - Public-facing version of the plan is created and shared with LAS community (Fall 2019).

Resources: Institutional and external financial resources

Initiative 1.3.2. Develop Criteria for Expanding Support for High Quality Scholarship, Research, and Creative Production, including support for Professional Travel.

Responsible party: LAS Executive Committee

Semesters: Fall 2019-Spring 2020

Milestones and metrics:

- Milestone 1: LAS Executive Committee establishes a Task Force on Scholarly Excellence, which includes members of LAS Executive Committee and LAS Strategic Planning Committee.
 - Metric 1: Task Force is established (September 2019).
- Milestone 2: Task Force reviews new and existing documentation in order to identify objectives, including progress on the implementation of related initiatives in the LAS Action Plan, such as:
 - 1.1.2 on the development of unit-level plans,
 - 1.1.3 on the review of LAS Tenure and Promotion policies,
 - 1.1.4 on diversity and gender equity,
 - 2.2.2 on development initiatives, and
 - 1.3.5 on experiential learning,and in the University Strategic Plan, such as:
 - 1.4.3 on travel to pedagogical conferences,
 - 2.6.1-4 on increasing funding and improving processes for research and creative production, and

2.1.4 on deploying resources for implementation of Experiential Learning (EL) tag requirement.

- Metric 2: Objectives are identified (November 2019).
- Milestone 3: Task Force surveys LAS community regarding:
 - the utility/value of adopting a more expansive conceptualization of scholarship (e.g., Ernest Boyer's model, elaborated in *Scholarship Reconsidered: Priorities of the Professoriate*, 1990);
 - the perceived obstacles to scholarly production that exist now (unless this has already been done at the University level as part of the implementation of the University Strategic Plan initiative 2.1.4, in which case use that data, if it is broken out by college); and
 - faculty priorities among various areas and ways in which material support for scholarly production could be enhanced (including, but not limited to: course load reductions; changes in policy/funding for conference travel; increased internal funding to support travel for data collection; expansion and optimization of library resources; establishing and funding more brown bag events and guest lecture series; developing new award and recognition mechanisms for scholarship that are central to mission; generating training and/or assistance with grant writing; working effectively with the Office of Sponsored Programs director; and creating development initiatives that advance mission-central scholarship).
- Metric 3a: Survey instrument developed (February 2020).
- Metric 3b: Survey conducted (March 2020).
- Metric 3c: Survey results collated, cleaned, and analyzed (April 2020).
- Milestone 4: Task Force generates summary of findings and, on the basis of faculty priorities, generates recommendations for measures that could reasonably be pursued within existing budgetary constraints.
 - Metric 4a: Summary and recommendations, in consultation with LAS Dean, are presented to LAS Executive Committee and LAS Strategic Planning Committee (May 2020).
 - Metric 4b: LAS Executive Committee works with LAS Dean to prioritize potential college-level initiatives, and to advance mechanisms to advocate for university-level support (May 2020).
 - Metric 4c: LAS Strategic Planning Committee considers summary recommendations in the development of future strategic plan (May 2020).

Resources: Faculty time and effort

Initiative: 1.3.3. Recognize and Support Exceptional Teaching and Share Best Practices.

Responsible party: LAS Executive Committee

Semesters: Fall 2017-Spring 2018

Note: While this initiative will begin with the establishment of a teaching award, Milestone 4 addresses a broader range of activities.

Milestones and metrics:

- Milestone 1: Establish Claire Etaugh Teaching Excellence Award.
 - Metric 1a: Criteria for Award established in consultation with LAS Executive Committee (Fall 2017).
 - Metric 1b: Award Committee seated, nominations solicited, and inaugural recipient selected (Fall 2017).
 - Metric 1c: Criteria and process reviewed and modified as appropriate (Fall 2017).
- Milestone 2: Explore other ways to recognize and support exceptional teaching and share best practices.
 - Metric 2a: Award for teaching excellence among affiliate faculty is considered (Fall 2018).
 - Metric 2b: Junior Faculty Mentor Program is developed (Spring 2019).
- Milestone 3: Develop improved mechanisms for the evaluation and recognition of excellent teaching.
 - Metric 3a: Best practices for teacher evaluation are solicited from departments (Spring 2019).
 - Metric 3b: Recommendations for enhanced teacher evaluation processes are shared (Fall 2019).
 - Metric 3c: LAS Departments implement enhanced teacher evaluation strategies (Fall 2019).
 - Metric 3d: Enhanced teacher evaluation practices are considered in departmental and College Tenure, Promotion, & Dismissal documentation (Spring 2020).

Resources: Administrative and committee time and possible financial support from the LAS Dean's Office tied to teaching award and programming

Initiative: 1.3.4. Develop Recognition/Compensation for Overload Teaching.

Responsible party: Associate Dean, with LAS Executive Committee.

Semesters: Fall 2017-Spring 2019

Milestones and metrics:

- Milestone 1: Form LAS Faculty Workload Task Force.
 - Metric 1: Committee population rules, charge, and membership approved by LAS Executive Committee and convened (December 2018).
- Milestone 2: Create inventory of faculty workload by department.
 - Metric 2a: Structure for inventory developed (January-March 2018).
 - Metric 2b: Data collected for each department and collated across all units (January-March 2018).

- Metric 2c: Summative analysis of major trends shared with LAS Executive Committee (March 2018).
- Milestone 3: Identify and share alternative models for tracking faculty workload.
 - Metric 3a: Models identified and disseminated to LAS faculty (March-April 2018).
 - Metric 3b: Structured interviews with each department are completed (March-April 2018).
 - Metric 3c: Summative analysis of pros/cons of selected models shared with LAS Executive Committee (April 2018).
- Milestone 4: Evaluation of revised faculty workload model.
 - Metric 4a: Comparison conducted of current workload vs. proposed workload model(s) for each unit (Spring 2019).
 - Metric 4b: Report and recommendations regarding transition to new faculty workload model presented to LAS Executive Committee (Spring 2019).
- Milestone 5: Implementation of new faculty workload model.
 - Metric 5a: New faculty workload model accepted by LAS Executive Committee (Spring 2019).
 - Metric 5b: New faculty workload model accepted by Provost (Spring 2019).
 - Metric 5c: Faculty Workload Reporting form(s) developed, including timelines and procedures for submission, review, and approval (Spring 2019).

Resources: To be determined

Initiative: 1.3.5. Work With the College to Expand the Opportunities for Students to Engage in Experiential Learning in Collaboration With Faculty and Community Partners.

Responsible party: LAS Associate Dean for Engaged Learning, LAS Associate Dean of Undergraduate Studies

Semesters: Spring 2019-Spring 2020

Milestones and metrics:

- Milestone 1: Identify College-specific student learning goals (as informed by published effective practice) for service learning, community-based action research, and other models of experiential learning that involves community partnerships (reference 2.1.1 milestone 1).
 - Metric 1: Effective practice review complete, whitepaper produced (Summer 2019).
- Milestone 2: Identify potential faculty from throughout LAS and community partners.

- Metric 2a: Meet with directors of relevant offices and Centers (e.g., Smith Career Center, Lewis J. Burger Center for Leadership and Service, Center for STEM Education, Pre-Law Center, Turner School for Entrepreneurship and Innovation) to discuss community partnerships for service learning (Spring 2019).
- Metric 2b: Meet with faculty who express an interest in the community-based action research program (Fall 2019).
- Milestone 3: Formulate a curricular structure for a community-based action research program that integrates experiential learning and coursework aligned with community needs.
 - Metric 3: Curricular framework developed and shared with LAS Executive Committee (Fall 2019).
- Milestone 4: Create new experiential learning courses.
 - Metric 4a: New courses are submitted through curriculum & regulations (Spring 2020).
- Milestone 5: Explore ways to expand opportunities for experiential learning. Pay particular attention to embedded opportunities within departments, expanding community partnership, and connecting to other Action Plan initiatives.
 - Metric 5: Departments share best practice (e.g., Council on Undergraduate Research Transformations Project) (Fall 2020).

Resources: Institutional research and support

Initiative: 2.1.1. Engage With Relevant University Offices and LAS Departments to Define, Track and Share Successful Community Engagement Opportunities and Identify Opportunities for Growth.

Responsible party: LAS Associate Dean of Undergraduate Studies and the LAS Associate Dean of Engaged Learning

Semesters: Fall 2020-Spring 2021

Milestones and metrics:

- Milestone 1: Define and locate or develop a survey of community engagement in LAS using the Carnegie Community Engagement Classification as a guide for best practices and information.
 - Metric 1a: LAS-specific understanding of the breadth of, and relationships among, various forms of community engagement developed (e.g., action research, service learning) and as related to Experiential Learning (Summer 2019; see Initiative 1.3.5).
 - Metric 1b: Survey of community engagement is prepared for administration in LAS (Fall 2019).
- Milestone 2: Work with LAS Department Chairs and Program Directors to compile list of current community engagement activities for LAS faculty with

the aim of tracking and sharing successful community engagement opportunities.

- Metric 2a: Department Chairs surveyed on community engagement aligned with campus-wide initiatives. List of results compiled and shared with LAS Executive Committee (Fall 2018).
- Metric 2b: List of Community Engagement opportunities updated and expanded, and relevant content shared on LAS website and other promotional materials (Spring 2019).
- Milestone 3: Meet with relevant university offices (e.g., Smith Career Center, Springer Center for Internships, Lewis J. Burger Center for Leadership and Service, Institute for Principled Leadership, Turner School, Alumni Center) to build collaborative partnership for tracking LAS students' community engagement.
 - Metric 3: Meetings are held and data collection and dissemination methods identified (Fall 2020).
- Milestone 4: Identify new opportunities for community engagement particularly in the context of new capstone, service learning, and experiential learning opportunities in LAS (e.g., First-Year Seminars, Global Living Learning Community, internships, and other Experiential Learning tags).
 - Metric 4: New opportunities are compiled and shared with LAS Executive Committee (Spring 2021).

Resources: Curricular space and workload models to encourage the development of new opportunities in community engagement

Initiative: 2.1.2. Work with Alumni Relations, the Smith Career Center, and Individual Departments to Develop an Alumni Mentorship Program for Students Seeking Such Opportunities.

Responsible party: LAS Associate Dean of Undergraduate Studies

Semesters: Fall 2020-Spring 2021

Milestones and metrics:

- Milestone 1. Charge Task Force from Initiative 2.2.1 to utilize inventory of LAS alumni engagement activities to define purpose, objectives and scope of Alumni Mentorship Program.
 - Metric 1a: Purpose, objectives and scope of the LAS Alumni Mentor Program defined (Fall 2020).
 - Metric 1b: Clear list of objectives/responsibilities for alumni mentors established (Fall 2020).
- Milestone 2. Establish agreed-upon protocol for LAS alumni communications with administration, faculty, chairs, and dean's leadership team.
 - Metric 2: Director of Alumni Relations and Vice President of Advancement are consulted to identify and record all issues relevant to communications with and research about LAS alumni (Fall 2020).

- Milestone 3. Design and implement the LAS Mentorship Program.
 - Metric 3a: Director of Career Center and LAS Career Center Advisor are consulted to design and coordinate the new LAS Alumni mentorship program with the existing Alumni mentorship program in Smith Career Center (Spring 2021).
 - Metric 3b: Protocol to identify willing alumni established and applied to the initial list of potential alumni mentors (Initiative 2.1.2., Milestone 5) to create an Alumni Mentors roster (Spring 2021).
 - Metric 3c: Program presented to students in the relevant points of contact appropriate to each department (e.g. freshman orientation programs, orientation courses, capstones, LAS-specific EHS 120 sections; Summer 2021).
 - Metric 3d: Tracking system developed and implemented (Summer 2021).

Resources: Leaders in each department must identify and communicate with alumni mentors. Support from Smith Career Center will be needed to help facilitate communication and track mentor-student outcomes.

Initiative 2.1.3. 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.

Responsible party: LAS Dean
Semester: Fall 2018-Fall 2019

Milestones and metrics:

- Milestone 1: Identify effective models and solicit informed advice from peers and stakeholders.
 - Metric 1a: LAS Dean consults Vice President of Advancement (Fall 2018).
 - Metric 1b: LAS Dean consults others Bradley deans and LAS peers from other institutions (Fall 2018).
 - Metric 1c: Alternative models of alumni and stakeholder engagement are considered (Spring 2019).
 - Metric 1d: Decision on Advisory Board is shared with LAS Community (Fall 2019).

Resources: Administrative time and institutional support

Initiative: 2.2.1. Track Alumni Engagement Initiatives and Share Effective and Innovative Practices.

Responsible party: LAS departments, in collaboration with the LAS Associate Dean of Undergraduate Studies
Semester: Fall 2018-Fall 2019

Milestones and metrics:

- Milestone 1: Establish a Task Force that includes the LAS Associate Dean of Undergraduate Studies, LAS Director of Development, and the LAS Career Advisor from the Smith Career Center.
 - Metric 1: Committee is seated (Fall 2018).
- Milestone 2: Conduct an inventory of current departmental practices for alumni engagement within the college and identify barriers to further engagement.
 - Metric 2: Inventory is generated (Spring 2019).
- Milestone 3: Consult with relevant partners (e.g., Smith Career Center, Alumni Relations, Health Professions Advising Center, etc.) to identify additional opportunities.
 - Metric 3a: Share a summary of best practices that highlights opportunities for engagement for individual departments and the College (Fall 2019).
- Milestone 4: LAS Dean and LAS Executive Committee develops an Alumni Engagement Strategy that outlines a portfolio of activities that departments will implement.
 - Metric 4a: Strategy is developed and approved (or deemed unnecessary) (Spring 2020).
 - Metric 4b: Alumni engagement activities are included in Departments' Annual Reports.
- Milestone 5: Using information from Milestones 2-3, create list of potential LAS alumni to populate the LAS Alumni Mentor Program (see Initiative 2.1.2., Milestone 3).
 - Metric 5: Potential LAS alumni mentor list is created (Summer-Fall 2021).

Resources: None

Initiative: 2.2.2. 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.

Responsible party: LAS Dean and LAS Director of Development

Semester: Fall 2018-Fall 2019

Milestones and metrics:

- Milestone 1: Advocate for College needs.
 - Metric 1a: LAS Dean and LAS Director of Development consult regularly with Vice President of Advancement to ensure clarity of needs and continuous viability of an LAS Development Plan (Fall 2018).
 - Metric 1b: Parameters for naming the College (or relevant components) are identified and communicated (Spring 2019).
 - Metric 1c: LAS Dean and LAS Director of Development participate in conversations to inform next University Capital Campaign (Spring 2020).

- Milestone 2: Identify opportunities within the University to develop improved resource allocation strategies.
 - Metric 2a: Consult with Assistant Vice President of Budgeting and Planning (AVPBP) to consider over-head budgeting that accounts of ongoing support needs (Fall 2019).
 - Metric 2b: Consult with AVPBP to consider viability of alternative tuition pricing models or revenue sharing, particularly for graduate in relation to the development of graduate programming (See also Initiative 1.1.7) (Fall 2020).

Resources: Institutional support

Initiative: 2.2.3. Work with Marketing & Communications.

Responsible party: LAS Dean’s Office

Semesters: Fall 2017-Fall 2018

Milestones and metrics:

- Milestone 1: Assign a College Liaison to partner with Marketing & Communications on website revision for the College.
 - Metric 1: Liaison identified and initiates partnership (October 2017).
- Milestone 2: Create LAS flyer and brochure content for prospective students.
 - Metric 2a: Global education brochure created (Spring 2018).
 - Metric 2b: FYS brochure created (Spring 2018).
- Milestone 3: Identify a member of the LAS Dean’s Office to work with departments to transmit unit and college level messaging to Marketing & Communications and other support units responsible for representing LAS work and values.
 - Metric 3: Liaison role is articulated and position is filled among existing staff (Spring 2018).

Resources: LAS Dean’s Office administrative support

Initiative: 2.2.4. Continue Practice of Adopting a Formal Annual Enrollment Management Strategy.

Responsible parties: LAS Dean, the LAS Admissions Liaison, and the Executive Committee

Semester: Fall 2017-Spring 2019

Milestone and metrics:

- Milestone 1: Review 2016-17 enrollment management strategy document.
 - Metric 1: LAS Executive Committee reviews enrollment strategy (November 2017).

- Milestone 2: Consider necessary adjustments and adopt 2017-18 enrollment management strategy document (completed, December 2017).
 - Metric 2: LAS Executive Committee approves on-going enrollment strategy (December 2017).
- Milestone 3: Continue to attend to enrollment trends and work proactively to address consequences to LAS units. This effort may include department-level space and capacity analyses (end of Spring 2018).
 - Metric 3a: Strategy is continued as long as enrollment numbers in the College are strong (Spring 2018).
 - Metric 3b: Space and Use analysis is initiated (Spring 2019).

Resources: Institutional support at department, college, and university levels; faculty time and effort; and LAS dean's office funding and staffing.

Initiative: 2.2.5. Network with Faculty and Units within and beyond the College to Identify Opportunities for Growth in Global Education Programming.

Responsible party: LAS Dean

Semester: Spring 2019-Spring 2021

Milestones and metrics:

- Milestone 1 Establish LAS Global Education Coordinator (LAS Dean and LAS Executive Committee).
 - Metric 1a: LAS Global Education Coordinator job description and parameters created (e.g., serving as LAS liaison with Study Abroad, coordinating and promoting LAS global learning and experiential activities with those of other units in the university, overseeing LAS Global Living Learning Community, etc.) (Spring 2019).
 - Metric 1b: LAS Global Education Coordinator hired (Summer 2019).
- Milestone 2 Review and assess best practices in global education and assess aspirations, needs, and obstacles within LAS related to curricular and experiential programs in global education (Associate Dean of Engaged Learning).
 - Metric 2a: Global education best practices scan completed (Spring 2019).
 - Metric 2b: LAS study abroad survey completed (Spring 2019).
 - Metric 2c: LAS global education curricular and experiential SWOT analysis completed (Spring 2019).
 - Metric 2d: Intersections and overlaps of global curricular and experiential programs identified and evaluated. (Spring 2019).
 - Metric 2e: Means to recognize and celebrate excellence in global education explored and established (Spring 2019).
- Milestone 3 Explore viability of centralized coordination for LAS area studies minor programs (LAS Dean and LAS Executive Committee).
 - Metric 3a: Program coordination discussed and evaluated by directors of LAS area studies minor programs (Fall 2020).

- Metric 3b: Conclusions from coordination discussions carried out (Spring 2021).
- Milestone 4 Develop resources to support curricular and experiential programs in global education for LAS (LAS Dean and LAS Associate Dean of Engaged Learning).
 - Metric 4a: LAS curricular and experiential global educations programs needing resources identified and brought to attention of LAS Director of Development (Spring 2021).
 - Metric 4b: Past and potential community and alumni global education donors identified (Spring 2021).
 - Metric 4c: Relationship-building activities planned and carried out (Spring 2021).
 - Metric 4d: LAS student participation in study abroad significantly increased (Spring 2021).

Resources: Institutional support, LAS Dean's Office resources, and financial support from external donors

Initiative: 3.1. Develop Implementation Plan

Responsible party: LAS Strategic Planning Committee (SPC)

Semester: Fall 2017-Fall 2019

Milestones and metrics:

- Milestone 1: Develop Implementation Plan template
 - Metric 1: Implementation Plan template approved by SPC (completed, October 2017)
- Milestone 2: Develop Implementation Plan
 - Metric 1: Implementation narrative and Gantt chart for Year One developed (completed, December 2017).
 - Metric 2: Year One Implementation narrative and Gantt chart shared with LAS Executive Committee (February 2018).
 - Metric 3: LAS SPC drafts Implementation narrative and Gantt char for Year Two (March 2018).
 - Metric 4: LAS SPC drafts Implementation narrative and Gantt chart for Years Three and Four shared with LAS community (Fall 2018).
 - Metric 5: Implementation narrative and Gantt chart for Years One through Four finalized and approved by SPC and shared with LAS Executive Committee and LAS community (Spring 2019).

Initiative: 3.2 Develop Action Plan Reporting Procedures

Responsible party: LAS Strategic Planning Committee (SPC)

Semester: Spring 2018-Spring 2019

Milestones and metrics:

- Milestone 1: Draft plan that articulates frequency and content of reports from responsible parties.
 - Metric 1: Plan is generated by Strategic Planning Committee (March 2019).
- Milestone 2: Draft plan to communicate progress on Action Plan based on reports with SPC, LAS Executive Committee, and LAS community.
 - Metric 2: Communication plan is approved and implemented (March 2019).
- Milestone 3: Evaluate reporting process in anticipation of a final report and the generation of future plans.
 - Metric 3: Reporting process proves useful in final report of current plan and usefully informs the work of future planning processes (Spring 2021).

Initiative: 3.3 Review Action Plan Success

Responsible party: LAS Strategic Planning Committee (SPC)

Semester: Spring 2021

Milestones and metrics:

- Milestone 1: Measure impact of LAS Action Plan. What was effective at making our lives better, what was truly visionary, what was unimportant work?
 - Metric 1a: Final report of current plan is generated (Spring 2021).
 - Metric 1b: Recommendations for improved strategic planning process are generated and shared in anticipation of new strategic plan (Spring 2021).