***OUR COLLEGE****The largest college at CSULB, the College of Liberal Arts is central to the University’s core mission to serve a diverse student population. CLA’s wide-ranging curriculum in the humanities and social sciences provides a wealth of classroom, experiential, and service learning opportunities to students from a vast array of backgrounds.*

***OUR MISSION*** *Through distinction in teaching, scholarship, creative work and mentoring, CLA’s exceptionally accomplished faculty educates students to be intellectually curious, critically engaged citizens, effective communicators, and analytical thinkers who participate knowledgeably, responsibly, and humanely in a diverse, globalized world. Prepared to face the challenges of creating a sustainable future, CLA students develop versatile, real-world skills that include the capacity to address complex problems demanding informed, imaginative, and thoughtful solutions.*

***OUR VISION*** *CLA will lead the University and the region in educating students to be globally competent citizens and socially responsible community builders. Students will graduate from CLA impassioned about knowledge and discovery, motivated to be lifelong learners, and poised to make a positive difference in the world.*

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| **UNIVERSITY STRATEGIC PILLARS** | **CLA CORE VALUES** |
| **A. TRANSFORMATION** 1. Student Success
2. Quality of Faculty and Staff
3. Facilities and Sustainable Development
4. Academic and Information Technology Services
5. Research, Scholarly, and Creative Activities

**B. UNEQUALED ACCESS** 1. Enrollment Planning and Management
2. Fiscal Resources and Quality Improvement

**C. A GREATER COMMUNITY** 1. External Support and Community Relations
2. Auxiliary Organizations
3. Emergency Preparedness
 | 1. Educational Opportunity
2. Academic Excellence
	1. Research
	2. Teaching / Mentoring
	3. Inter/transdisciplinarity
3. Service
4. Diversity
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| **CLA Strategic Goals** | **Action Items** |
| **CORE VALUES 1 &2b: Educational Opportunity/Mentoring** |
| 1.1. Facilitate student minors and double majors | 1.1.a. On website: add “Interested in a double major?” with links to suggested double-major pathways. 1.1.a.1. Develop more double-major pathways and communicate to ATLAS and University advisors; make this sprominent on CLA website and provide links. 1.1.b. Improve communication about CLA majors and minors between departments and CLA Advising and 1) University Advising; 2) High School Advisors; 3) Community College advisors. 1.1.b.1. Document (in order to correct) misinformation that deter students from double-majoring or minoring in a CLA department. 1.1.d. Articulate "quality" and "value-added" of second majors or of minors |
| 1.2. Promote service learning and internships | 1.2.a. Address obstacles created by liability requirements 1.2.b. Address obstacles faced by working students1.2.c. Create a CLA representative/focus within CCPE1.2.d. Seek funding sources to address gaps in student resources for national and international internships |
| 1.3 Increase support of student mentoring and advising by faculty, in both graduate and undergraduate levels, relating to research (master’s and undergraduate theses and research), academic advising, career mentoring and other aspects of professor-teacher interactions. | 1.3.a. Engage in a collective effort to reach students and create a culture where students are thinking early on about all of the possibilities that the college has to offer. 1.3.2. Provide a counter-narrative to definitions of success uniquely as based high (and quick) graduation rates.  1.3.b. Provide “spaces” for student to explore their opportunities and reflect upon what will best benefit them when they leave CSULB |
| 1.4. Attract more students as CLA majors, double majors and minors, in particular to under-enrolled majors and minors. | 1.4.a. Organize a CLA SOAR: Introduce transfer and new graduate students to CLA faculty, talk about our majors, provide examples of complementarity between departments, point to courses of interest for a particular career path, provide examples of what types of courses (in combination) would contribute to success in a particular career or benefit graduate-school pursuits.   1.4.b. Highlight not just programs/departments/courses, but also service learning/internships/study abroad, etc.    1.4.c. Identify career paths and give students the words they need to articulate the value of a CLA degree on the job market.1.4.d. Identify, measure, and assess less "tangible" forms of student success linked to many of our GE offerings, to include cultural skills, social values, esthetic sensibilities, etc. 1.4.e. Develop more cross-departmental dialog on course content, pedagogical approaches, disciplinary synergies: connect the dots for ourselves and thereby, for our students.1.4.f. Organize CLA WEEK (to parallel the COE Education Week) to increase visibility of the College, majors, career opportunities, etc.  1.4.f.1. Consider other formats—one-day event modeled on PSYCH Day or Kaleidoscope. 1.4.f.2. Seek funding through University participation in the Long Beach Promise to bring in high-school, Community College and Business partners. 1.4.g. Reach parents to address stereotypical and narrow perceptions of the opportunities and value offered by a CLA major.  |
| 1.5. Promote global competencies | 1.5.a. Address constraints that inhibit student participation in study abroad, including timely advising and financial and curricular planning as well as misperceptions that study abroad impedes timely graduation.  1.5.a.1. Encourage all CLA UG advisors to send students to International Education early on to explore options. 1.5.a.2. Conduct outreach (perhaps via CCPE) to some key departments in which students have not typically considered study abroad. 1.5.b. Promote the study of foreign languages 1.5.b.1. Engage in advising initiatives and outreach within CLA and in other colleges to attract heritage speakers to language classes.  1.5.b.2. Foster collaborations with other CSULB colleges, Community Colleges, and LBUSD to enhance enrollment in CLA language courses. 1.5.b.3 Seek grants and other funding (development) for language-related curriculum and initiatives. 1.5.c. Promote International Education in the curriculum.  |
| **CORE VALUE 2: Academic Excellence in Research and Teaching** |
| 2.1. Foster a community of faculty in which we talk about teaching and learn about teaching content/approaches in order to be able to better advise and orient students to specific courses and/or majors/minors that speak to students' specific interests/career goals.   | 2.1.a Establish “Pedagogical Intersections" funding along the lines of the "Scholarly Intersections" funding. |
| 2.2. Increase support for RSCA | 2.2.a. Increase RSCA awards (3 and 6-unit) 2.2.a.1. Seek ways to increase funding for sabbaticals 2.2.a.2. Engage with Academic Affairs/Provost to identify sources of inequity across colleges related to workload and research support and push for more equitable distribution of University resources.  |
| 2.3. Increase support for graduate students and programs.  | 2.3.a. Formalize graduate director position at College level (Assistant Dean?) and expand duties to include oversight and promotion of graduate programs and graduate student success.2.3.b. Increase funding sources for graduate students.  2.3.b.1. assistantships 2.3.b.2. fee waivers2.3.c. Formalize policy on release time for thesis supervision. 2.3.d. Provide assigned time for graduate advising. 2.3.e. Develop an enrollment management plan for graduate programs.  |
| **CORE VALUE 3:SERVICE** |
| 3.1. Provide resources (Assigned Time) necessary to sustain, grow and improve faculty activities that contribute to the CLA mission, in particular CLA student success. | 3.1.a. Conduct a college-wide inventory of Assigned Time needs for critical functions; assess and prioritize. 3.1.a.1. Ensure long-term, sustained funding for identified priorities. 3.1.b. Provide resources and incentives needed to get faculty to serve on heavy-workload committees (such as CLA RTP).3.b.c. Conduct targeted fundraising to seek funds for specific initiatives.  |
| **CORE VALUE 4: DIVERSITY** |
| 4.1. Increase recruitment and retention of African-American students to CLA majors. 4.2. Increase graduation rates and student success of historically underserved/underrepresented student groups, and resources that would encourage improvement of the quality of their education.4.3. Increase recruitment and retention of faculty from underrepresented groups. 4.4. Promote academic and social competencies related to cultural and linguistic diversity. | 4.1.a.1. Increase outreach to African-American students, parents and community leaders in Long Beach schools and communities4.1.a.2. Increase African-American faculty and student campus communities and events.4.4.a. Create a certificate in intercultural competence housed in CLA.4.4.b. Promote double majors/minors with CLA’s Ethnic Studies. |
| **(UNIV AREA B1) Enrollment Planning and Management** |
| B.1. Support lower-enrolled courses that play key roles in discipline-specific pedagogies, as well as in the health of graduate programs and of smaller majors, departments and programs. B.2. Support curricular innovation, to include team-taught, interdisciplinary, cross-college and experimental courses.  | B.1.a. Develop a comprehensive enrollment management plan incorporating: * transparency/clarity
* principles based on goals and values
* commitment to curricular growth and innovation, to include interdisciplinarity
* management of GE growth
* an integrated, principled set of criteria for college support for smaller classes, to include:
* new/experimental
* graduate
* language
* writing
* sequenced
* breadth of CLA disciplines, departments, programs

B.2.a. Identify and find ways to mitigate or work around bureaucratic barriers to innovation and collaboration in teaching. B.2.b. Charge EPCC with self-study to accelerate and simplify the curriculum development process, to include ways to field new/experimental courses  |
|  **(UNIV AREA B2) Fiscal Resources and Quality Improvement** |
| B.2. Expand faculty input on budget process  | B.2.a Expand role of Budget Committee : have the committee obtain and assess important data related to resource allocations (indicators, measurement, assessment of performance, need, etc.) as provided to the college and how this prioritized within the college; discuss and provide input on priorities. |
| **(UNIV AREA C1): External Support and Community Relations** |
| C.1. Build bridges between campus and community, allowing for mutual support and engagement | C.1.a. Promote research that fosters community partnerships to address pressing social problems and needsC.2.b. Link fundraising to particular programs and community engagement activitiesC.2.c.Seek funding (on campus and through fundraising) for pilot program to allow low-income high-school students (“Young Scholars”) to enroll in CLA courses at reduced tuition rates.C.2.d. Improve Long Beach College Promise articulation and communication.  |
| **AREA 5: COMMUNICATION** |
| 5. 1. Effectively communicate the value of liberal arts education and champion key components of the liberal arts at CSULB via social media, newsletter, website, and other traditional and digital communication venues. | 5.1.a. Formally incorporate Communication planning and oversight as a resource-supported position in the Dean’s office. 5.1.b. Establish paid Communications/PR/internships for CLA students in partnership with relevant departments (such as JOUR/COMM)5.1.c. Establish competitive awards (along the lines of RSCA) for Communications/PR initiatives on behalf of the college. 5.1.b. Establish college staff communications position under AD with duties that include* Comprehensive calendar of events upkeep
* Documentation of events (audio/video archives, interviews, texts etc.) to include Scholarly Intersections
* CLA newsletter; coordination of department newsletters
* Staff training for website maintenance
* Supervision of student assistants/work study
* Coordination with development officer to showcase donors
* CLA website development and maintenance
* Technical coordination, to include dedicated video hosting, ADA compliance, etc.
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