***\*UPDATE 6/1/13***

***UPDATE 7/1/12***

**College of Humanities & Social Sciences**

**Strategic Planning Action Steps**

**College Retreat**

**Thursday, September 8, 2011**

**3rd Floor ASU Student Union, 4:00 pm – 8:00 pm**

**Facilitators:** Gina Hogue, Will McLean, and Yvonne Unnold

**Updated 6/1/13 by Lauri Umansky, Deborah Chappel Traylor, Janelle Collins, Pam Hronek, Will McLean, Yvonne Unnold, Brady Banta (for Clyde Milner), Larry Salinger**

**Participants:** Jerry Ball, Amy Buzby, Nathaniel Conley, Cloyis Daughhetee, Mary Donaghy, Cindy Grisham, Gretchen Hill, Patrick Hilson, Elista Istre, Warren Johnson, Joe Key, Rob Lamm, Clyde Milner, Carol O’Connor, Larry Salinger, Natalie Turney, Peggy Wright

***Priority 1: Refine ASU’s mission and identity as an emerging global research institution***

Action Steps for the University:

* Properly define “emerging” global research institution.
* Develop a vision statement to allow the institution to identify steps needed to fit the mission.
* Both steps are needed for Goal 1A to be accomplished.

**Goal 1A. Pursue Appropriate Carnegie Classification Based on Role and Scope**

Action Steps for the University:

* With a properly defined vision and mission colleges can take the appropriate steps in 1A to fulfill Priority 1.
* Focus on strengths/existing programs (e.g., Heritage Studies)
* Identify potential graduate programs (e.g., Technical Writing) that would contribute to higher Carnegie classification, not just contribute to the overall number of graduate students or degrees.
* Support graduate education through some of the following endeavors: higher graduate tuition stipends/tuition waivers, appropriate teaching loads for faculty, enhanced financial support for faculty research.
* Add graduate components to existing quality programs (e.g., criminal justice concentration to the MPA program).
* Identify potential Ph.D. programs from existing MA programs.
* Give resources to programs of distinction.

2012 Progress made: Ten strong research faculty were hired by the faculty in AY2011 (began contracts 8/15/12) followed by seven strong research faculty in AY2012 (who will begin contracts one on 7/1/13 and the others 8/15/13).

Lauri Umansky, Deborah Chappel Traylor, and Will McLean met multiple times with Don Bowyer and other representatives from Fine Arts concerning developing a track in Arts Administration as part of the online MPA program. Lauri Umansky, Deborah Chappel Traylor, Clyde Milner met with Marti Allen and others concerning development of a master’s level certificate program in Museum Studies.

$34,516.09 was spent on faculty travel and research and to support on-campus programming and lectures.

Lectures we supported/events we planned: Constitution Day, Greenfield Lecture, “The Marriage Game” for Women’s History Month, “Defeat the Memory” series, Dickens Christmas events, Ruth Hawkins book talk to promote her biography of the Hemingway-Pfeiffer marriage, Honors Lecture of the Year, World Aids Day support, Delta Symposium, Women’s Health & Reproductive Rights Panel for Women’s History Month.

We are building a true writing program in English through targeted hires in 2013 and hope to continue on this path by making another writing hire in 2014 (if a faculty member retires as we expect; we anticipate asking for permission to search for a faculty with an expertise in Technical Writing). We will have a committee of English faculty looking at master’s level writing programs around the country and designing such a program for us in the very near future.

**Goal 1B. Continue to Promote Teaching and Learning Endeavors That Are Integral to a Global Research Institution**

Action Steps for the University:

* Support international research/collaboration for faculty and students.Support low cost faculty exchanges for faculty.Sponsor international visiting scholars in a win-win. No cost to ASU and courses are taught by the visiting faculty.

2011 Progress made: Dr. Rob Lamm completed a semester-long sabbatical in China during the spring of 2012. Dr. Doris Chu received grant support for research in China during the 2011-2012 academic year. Dr. Greg Hansen presented research at a fiddling conference in Ireland, Summer 2012. Dr. Erik Gilbert organized a Turkish Studies lecture series on the ASU campus during 2011, attended by many faculty and students. Dr. Erik Gilbert received grant support to study and present research on Asian rice. Dr. Juan Pablo Gil-Osle and Dr. Yvonne Unnold led students to Europe for course credit during May interim, 2012. Dr. Ruth Owens took students on a for-credit study abroad language program in Costa Rica, June 2012.

2012 Progress Made: Hosted an international scholar, Dr. Andreas Etges, who gave a public lecture 4/15/13 “America’s Berlin: German-American Relations During the Cold War.” Year-long RiziCulture faculty/student study group had some international emphasis. Yvonne Unnold led a group of students on study abroad to Spain, Germany, and France during May 2012. Ruth Owens (World Languages & Cultures) led a group of students on study abroad to Costa Rica during June 2012 and will do so again June 2013. Veena Kulkarni (Criminology, Sociology & Geography) taught students in India last July. Aiqun Hu (History) taught students in China last summer. A number of faculty and students traveled to other countries to present papers at conferences and/or conduct research during AY2012, including Erik Gilbert to the Netherlands and Tanzania, Ernesto Lombeida to Santo Domingo and last July to Italy on an NEH fellowship, Anne McGee to Mexico, Greg Hansen to Ireland, Vicent Moreno to Toronto, Cyndy Hendershot to London, Rollin Tusalem to Turkey summer 2013 and Malaysia January 2013 as a guest lecturer, Doris Chu conducted research in China, two History students to Turkey this summer, Ammar Alobiedat (Ph.D. student in Heritage Studies) to Jordan, Louis Intres (Ph.D. student in Heritage Studies to Egypt and to the Middle East to live with Bedoins summer 2012 for research on theft of antiquities, and Bekalu Kifle (Ph.D. student in Heritage Studies) to Ethiopia. Two Political Science undergraduate students traveled internationally (James Frye to Thailand and Kim Brown to Argentina) on projects related to their fields. Some of this travel was supported by NEH and Middle East Studies grants, but much of it was supported by funds from CHSS.

**Goal 1C. Continue to Promote the Transformation of ASU into a Research-Intensive Institution**

Action Steps for the University:

* Support research through steps identified in Goals 1A and 1B.
* 2011 Action Steps for CHSS: Hold research seminars for faculty utilizing expertise of faculty who have been successful obtaining grants and publishing in major journals/presses.
* 2012 Progress Made: Summer 2013 we have three faculty from CHSS taking part in the OTT Research Institute (Frances Hunter, Kat Lecky, Daniel Milton). A research symposium brown-bag series was led by Veena Kulkarni, with numerous presentations to CHSS faculty throughout the year. The RiziCulture group met numerous times throughout the year and hosted speakers and events. An interdisciplinary group of faculty scholars led by Kat Lecky met on Friday afternoons throughout the academic year to read and critique each other’s research. Graduate level grant writing courses are being offered through History, Heritage Studies, and the MPA program. David Levenbach studied grant opportunities for CHSS this year. We had a record number of students from our College participating in the 2013 Create@State event and one of our students (Aaron Hattle) won the overall presentation award for work done in a SURF project mentored by Cyndy Hendershot.

**Goal 1D. Promote Outcome-Based Decision Making**

Action Steps for the University:

* Properly define outcomes
* Collect meaningful data to allow informed decisions
* Continue to focus on assessment at all level2011 Progress: Every department/program has held annual assessment meetings at which graduating seniors are assessed by faculty who have taught them and aggregate strengths/weaknesses are discussed. Every department/program has an active assessment committee and many programs are making changes based on information found through assessment.
* 2012 Progress: See above.

**al 1E. Increase Undergraduate and Graduate Enrollment of Well-Qualified Students**

Action Steps for the University:

* Market ourselves as most prominent university in the region.
* Bring more students to campus through camps/competitions.
* Increase the focus on the Honors Program.
* Identify programs of distinction.
* Make every effort to get students, parents, and high school educators to the campus for a visit.

Action Steps for CHSS: Actively recruit qualified students from nearby areas such as Memphis, West Memphis, and Forrest City.

2012 Progress Made: During September 2012 we greatly increased the size of our Constitution Day by inviting area high schools which had not previously participated; response was positive and our outreach to area high schools more than doubled. Lauri Umansky, Deborah Chappel Traylor, Will McLean, and Larry Salinger proactively attended college fairs in Mountain Home, Harrison, West Memphis, and three in Memphis (including two targeting minority student recruitment). All chairs and both deans participated in the Multicultural Recruiting event Spring 2013. All chairs and both deans met with Creative Services personnel to design marketing materials to be used as recruiting tools. Each department gives scholarships to outstanding incoming majors as recruitment tools (funded by Financial Aid).

***Priority 2: Create a service and support culture that is focused on student learning, retention, and academic success.***

**Goal 2A. Support Student Learning as the First Priority to Establish Arkansas State University as a Premier Learning-Centered University**

Action Steps for the University:

* Improve communication and connections between units on the ASU campus and within the ASU-system to create a more supportive student friendly environment.
* Develop fair, consistent, and transparent policies that will be effectively promulgated to the students.
* Expand and advertise the services provided by student learning assistance programs through the writing lab/tutoring center and other programs such as SLA and SI.
* Provide digital tutoring services for off-campus and commuting students.
* 2011 Progress: Writing Lab has been moved to the Library to centralize student learning assistance and provide better training, supervision, and assessment for graduate student tutors for the lab. An Interim Director of Composition has been appointed for 2012-2013 who will work on consistency within the writing program and training of adjuncts and graduate students. English BSE students have assisted with tutoring efforts in the learning assistance program.

2012 Progress: Marcus Tribbett, Interim Director of Composition, instituted observations of all composition faculty and worked to create consistency within the writing program. Yvonne Unnold attended many FYE classes talking about opportunities for students to study abroad as undergraduates. We obtained funding for Philosophy tutors in the tutoring center, Language tutors in the World Languages lab. An FYE instructor in History (LaQuita Saunders) coauthored the university-wide FYE textbook.

**Goal 2B. Review Relevancy of General Education Program**

Action Steps for the University:

* Enhance ASU’s general education program to ensure that students develop effective 21st century skills.
* Maintain a well-rounded general education program that provides a foundation for skills that will develop global citizenship awareness.

2011 Progress: Six faculty and administrators from the College attended the annual meeting of AAC&U focusing on assessment and general education reform.

2012 Progress: General Education Quadrennial Review of two CHSS courses, Comp I and Comp II, were completed during Spring 2013, with a follow-up report on the results of an ongoing assessment project for these courses due August 15, 2013. Committees are currently working on data collection and report preparation for Introduction to Philosophy and Introduction to World Literature I and II which will undergo quadrennial General Education Committee review during Fall 2013. Preliminary work is beginning on all other General Education courses within CHSS to prepare for quadrennial review by the GEC during the 2014-15 AY. In addition, this topic (relevance of General Education courses) and what it means for CHSS was the central point of discussion at the inaugural meeting of the CHSS Dean’s Advisory Council in April 2013.

**Goal 2C. Continue to Develop a Culture of Assessment to Enhance Learning Outcomes**

Action Steps for the University:

* Continue to develop ASU’s program and course level assessments.
* Facilitate the communication of assessment data to faculty and the ASU community.
* Progress: See Goal 1D above. Assessment data is regularly communicated from department assessment committees to faculty.

**Goal 2D. Enhance Student Persistence and Academic Success**

Action Steps for the University:

* Establish mentoring programs to improve student retention.
* Expand support for first generation college students.
* Encourage upper level students to mentor freshmen and sophomore students.
* Increase the number of academic advisors and improve advisor training programs.
* Provide financial support for academic advisors.
* 2011 Progress: See Goal 2A. BSE students in English have been assisting with tutoring efforts in the learning assistance program.

2012 Progress: We have SLA’s in many of our general education courses, including World Civilizations, U. S. History, U. S. Government. We have tutoring available in Philosophy, World Languages, and also through the Writing Lab.

**Goal 2E. Manage the Use of Financial Aid to Help Attract and Retain Students**

Action Steps for the University:

* Improve the efficiency of the Financial Aid system.
* Improve accessibility of funding opportunities and transparency about requirements for various opportunities.

**Goal 2F. Provide Opportunities to Better Understand Student Needs**

Action Steps for the University:

* Develop an ongoing electronic student survey to provide feedback of students’ concerns and needs.
* Provide professional development opportunities for faculty to learn about student learning disabilities.
* Integrate International Programs into regular student services programs to ensure that international students are provided adequate services.

Action Steps for CHSS:

* Create a culture within each department of the college where students feel safe communicating concerns and needs.
* Amendment: Chairs have decided that this action step can only be taken in conjunction with Disability Services and International Programs. CHSS needs to work with these programs to facilitate this goal.

***Priority 3: Create learning experiences through student engagement, service to our region, and partnerships with our community.***

**Goal 3A. Increase Service-Learning and Community Engagement Opportunities**

Action Steps for the University:

* Encourage program directors to seek out opportunities for students to engage in service-learning projects.
* 2011 Progress: World Languages& Cultures regularly places all their students in internship programs to benefit the community, including internships at the Jonesboro Hispanic Center.
* 2012 Progress: Dept. of History placed an intern in the Treasury Dept. in Washington, D.C. Depts. of CSG and Political Science have interns at the federal, state, and local levels of government and in non-profits as well. Interns are placed in the schools by English BSE program, Social Science BSE program, and World Languages BSE program. Heritage Studies Ph.D. students do practicums, some in Arkansas and some in other states and even nations. The Costa Rica study abroad program taught by Dr. Ruth Owens has a community service component. Dr. Kate Krueger’s Honors Introduction to World Literature taught Spring 2013 spent a weekend in a service learning project at Heifer International near Little Rock, Arkansas. Several of our College-sponsored student activities create learning opportunities for students, including Moot Court, Model United Nations, College Bowl Competition, Dickens Slam, Pre-Law Club, and Freshman Writing Competition.

**Goals 3B. Enhance Community Outreach**

Action Steps for the University:

* Improve advertisement of university-sponsored events in the Jonesboro area.
* Encourage community events to be held on campus.

2012 Progress: Many of the programs and events for CHSS has a community outreach component, including the “Blues in the Schools” program undertaken by Dr. Mike Luster as part of the Arkansas Folklife grant. The Delta Symposium held each April is open to and advertised to the Jonesboro community and has a Saturday music festival attended each year by Jonesboro residents; this year also feastured strong participation by residents of Jonesboro’s West End neighborhood association. All of the events sponsored by Women & Gender Studies (supported by CHSS) were open to the public and were advertised to the community; we had community representatives on the Women’s Health and Reproductive Rights Panel and strong community attendance at that event. The Dickens Slam and Tea were open to and advertised to the public. The year-long RiziCulture series had community participants and generated community interest. At least one History professor and several World Languages instructors volunteered at the Hispanic Center and were involved in the local Hispanic Festival.

**Goal 3C. Promote Safety, Environmental Responsibility and Stewardship**

Action Steps for the University:

* Include safety training and discussions of environmental responsibility and stewardship in all Making Connections classes.
* Provide orientation for transfer and graduate students that includes safety training and discussions of environmental responsibility and stewardship.

***Priority 4: Create a collaborative decision-making environment that is based on effective shared governance, open communication, and mutual respect of all members of our teaching and learning community.***

**Goal 4A. Develop a Sense of Campus Community**

* Provide access to facilities at off hours for learning, socializing, community events
* Improve advertisement – Facebook/Twitter sites for the college, shared calendars to announce college-wide community events
* Encourage/entice students, faculty, staff to attend community events
* Consider changing public relations policies to simplify processes for media announcements
* Address university community experience for online learning community
* Consider interdisciplinary end of gen-ed. capstone course that serves to conclude and reflect on the General Education experience and to facilitate interdisciplinary exchange and community building
* Simplifying mechanics for facilitating team-taught courses
* Identify / create place to mingle (create a living room for the university community)
* 2011 Progress: CHSS now has a functioning Facebook page and Twitter account and is in the process of building a database of friends for these. CHSS hosted a tailgate event for alumni at the 2011 Homecoming football game and plans to do the same in 2012 and future years, inviting all our seniors and encouraging them to come back year after year.
* 2012 Progress: CHSS’s Facebook page and Twitter accounts have built substantial databases of likes and followers (144 friends for our Facebook page). We hosted a tailgate for seniors, Honors students, and alumni at the 2012 Homecoming football game, serving hot dogs and hamburgers cooked by and provided by faculty. Events such as the Dickens Slam, Delta Symposium, and campus-wide invitation to view last year’s Presidential and Vice-Presidential debates in Political Science’s lounge, The Politiki, also helped create a sense of campus community.

**Goal 4B. Create Transparency in Planning and Decision-Making**

* Practice what you preach. Transparency is a must and must be enforced and facilitated for all university processes and decisions.

***Priority 5: Adopt policies and models that continuously promote, grow and reward all modes of effective teaching and learning experiences.***

**Goal 5A. Support and Reward Multiple Modalities of Teaching and Learning**

* Communicate that college is not only about better employment opportunities but about personal fulfillment, improving community, exploring the world
* Simplify mechanics of facilitating team-taught courses

**Goal 5B. Refocus on Excellence in Teaching and Learning**

* Create center for teaching and learning with focus on professional development, peer support, best practices, methodologies
* Develop reward process for excellence in teaching and learning
* Consider developing a way to distinguish teaching versus research faculty
* Implement support structure for incoming faculty or new instructors
* Enhance access to faculty community for adjunct instructors
* Enhance stability for and appreciation of adjunct instructors
* 2011 Progress: CHSS is creating a mentoring program for new faculty. CHSS is co-hosting with ITTC a seminar this fall on flipping the classroom.
* 2012 Progress: Having hired ten new tenure-track faculty to begin work August 15, 2012, CHSS launched a College-wide mentoring program available to all pre-tenure faculty. The mentoring program was quite successful, pairing pre-tenure faculty with tenured faculty in other disciplines within the College. Mentors and mentees were encouraged to meet once or twice a month and several events were held throughout the academic year. At one event, a luncheon for mentors and mentees, Dr. Ruth Owens reported on what she learned at a mentoring conference held in Fall 2012.

***Priority 6: Increase our diversity and expand our globalization.***

**Goal 6A. Prepare Students for Global Citizenship**

* Consider making cross cultural partnerships a requirement for all as part of Making Connection course
* Facilitate interdisciplinary collaboration on study abroad programs
* Emphasize relevance for Global Citizenship skills across the curriculum and career fields
* Action Step for CHSS: Deans, chairs, and select faculty from the College will attend college fairs at area high schools with high minority populations in order to recruit highly qualified minority students.
* 2012 Progress: Lauri Umansky, Deborah Chappel Traylor, Will McLean, and Larry Salinger attended at least four college fairs in areas with high minority populations, including three in Memphis and one in West Memphis, Arkansas.

**Goal 6B. Develop a Service Environment that Supports the Needs of a Diverse ASU Community**

* See item 4 A

**Goal 6C. Attract, Employ, Retain, and Advance Greater Numbers of University Faculty and Staff from Underrepresented Groups**

* Create minority teaching fellowships to attract ABD candidates and enable increase in hiring minorities into lines that are likely to open due to retirees
* Address issues and community aspects that are or may be adverse to retaining diversity faculty
* Cultivate an environment that fosters diversity and makes everyone feel welcome and appreciated, enable each to learn about the other
* Facilitate community events where matters of diversity can be addressed, appreciated and celebrated

2011 Progress: CHSS faculty have taken leadership positions with ASU’s Women and Gender Studies program, which has sponsored or co-sponsored events addressing diversity (some under the title “difficult dialogues”). CHSS has helped fund speakers, film series, and other events for this program. CHSS faculty have served as faculty sponsors for ASU’s LGBT organization as well.

2012 Progress: Women & Gender Studies faculty conducted Safe Zone training for approximately fifty ASU faculty and staff, awarding those who underwent training with Safe Zone stickers to display on their office doors indicating sensitivity and awareness of LGBTQ issues. Carmen Williams in English and Patrick Hilson in Political Science continue to pursue their Ph.D.’s with ASU support. ASU and CHSS continue to support minority faculty members such as Cherisse Jones-Branch, Veena Kulkarni, Doris Chu, Aiqun Hu, and Rollin Rusalem. World Languages & Cultures hired two Hispanic faculty members this year, Vicent Moreno and Enrique Bernales. The 2012 Greenfield Lecture addressed diversity issues concerning Nat Turner’s Rebellion. The 2014 Delta Symposium focus will be on Delta Diversities. The 2013-14 CHSS interdisciplinary research program for the university and wider community will be titled “Doing Disability” and will approach disability broadly, through the lenses of history, public policy, literature, cultural studies, gender studies, communications, media studies, architecture, ethics, economics, the arts, and more, and will also be open to scholars and practitioners in traditional “disability” fields such as rehabilitation, special education, medicine, ADA compliance, etc. At events sponsored by Women & Gender Studies, Carmen Williams presented a paper on the social meaning of hair for African-American women and Idonia Trotter presented on health needs of African-American women in Arkansas.

***Priority 7: Continually improve our institutional efficacy and alignment of resources with our priorities.***

Action Steps for the University:

* Properly define priorities and resources will follow.
* Focus on strengths and eliminate underperforming entities.
* Reward areas/programs of excellence.
* Focus on current strengths instead of trying to build new or untested programs.

**Goal 7A. Enhance Recruitment and Retention Initiatives of Faculty and Staff**

Action Steps for the University:

* Continue efforts to improve faculty salaries
* Increase efforts for start-up packages for new faculty
* Reward faculty before they decide to leave instead of waiting until they get an offer and trying to match.
* Reward productive faculty.

**Goal 7B. Maintain Current and Strategically Plan for Future Infrastructure Needs**

Action Steps:

* Focus on strengths and eliminate weaknesses
* Look for opportunities through areas of strength.

**Goal 7C. Expand Resources and Refine Budget Procedures**

Action Steps:

* Increase emphasis on external funding.
* Provide resources for faculty to pursue external funding.

2012 Progress: Three CHSS faculty (Frances Hunter, Kat Lecky, and Daniel Milton) took part in ORTT’s Research Institute this summer focusing on grant opportunities. The RiziCulture project obtained some funding from other colleges and from the wider Jonesboro community. CHSS created consortia with other institutions (Rhodes and University of Mississippi) to bring in a prominent feminist scholar, Rickie Solinger, at a much more affordable price. The Arkansas Folklife grant was once again administered by CHSS through its Dean.