

College of Social and Behavioral Sciences Strategic Plan, 2017-2022

This plan is guided by three foundational documents of the College:

Mission Statement

The College of Social & Behavioral Sciences is dedicated to studying behavior and thought in their individual, social, cultural, physical, and historical contexts, and to the beneficial application of this knowledge. The College prepares students for productive careers and engaged citizenship through general education instruction, and major, minor, and interdisciplinary programs which emphasize critical and scientific thinking. Through teaching, scholarship, and service, the College's faculty aims to enhance social justice, environmental awareness, and the quality of life in northern Utah and beyond.

Vision Statement

The College of Social & Behavioral Sciences aspires for its academic programs to be recognized as regional leaders among comprehensive universities for:

- Commitment to effective teaching that emphasizes close faculty-student interactions and rich opportunities for student experiential learning, including faculty-guided research, internships, and community engagement.
- Research that advances understanding of behavior and thought in its individual, social, cultural, physical, and historical contexts.
- Outreach that establishes the College as an invaluable resource in the northern Utah community and beyond.

Values Statement

The College of Social and Behavioral Sciences values its students. As an open enrollment institution, we embrace diverse students with a wide range of skills and abilities. Upon graduation the College expects its students to be educated persons who have the knowledge and skills to lead productive careers, serve others as active citizens, and dedicate themselves to life-long learning. In serving its students the College pledges itself to effective advising of students through its requirements for graduation.

The College values its faculty and staff. Teaching is the first and foremost expectation of faculty. Faculty members will demonstrate excellence in their field of study, commitment to keeping abreast of academic developments in their field, and effective transmission of this knowledge to students.

The College values scholarship as it enhances the effectiveness of faculty in the classroom and as it contributes to the fields within the College.

Introduction

During the 2014-2015 academic year, CSBS faculty and staff began the process of developing a strategic plan to guide future decision-making in the College. They participated in two open meetings to discuss the College's strengths and weaknesses, and the opportunities and threats it faced. These issues were also discussed in the College Council.

The CSBS Strategic Planning Committee was constituted in Spring, 2015, with representation from each academic department, as well as from staff, students, and the community. The committee, working with input from the above-mentioned meetings, produced a list of three broad strategic issues facing the College, which incorporated many of the particular items raised in the earlier meetings.

Strategic Issues

- 1) Branding and promotion of the College
- 2) Quality of teaching and learning
- 3) Intra- and inter-College collaboration in teaching, research, and socializing

During academic year 2015-16, the committee began work on drafting the strategic plan. First, it identified three overarching strategic goals, deriving from the strategic issues identified earlier.

Strategic Goals

- 1) Improve branding and promotion of the College
- 2) Enhance quality of teaching and learning
- 3) Facilitate intra- and inter-College collaboration in teaching, research, and socializing

The committee then proceeded to identify particular objectives to be achieved during the five-year term of the strategic plan, each objective being intended to achieve progress toward one or more strategic goals. Then they identified for these objectives the action steps to be taken to achieve the objective, the metrics to measure progress, and the party or parties responsible for taking action. The goal is to achieve each metric by the end of the plan's five-year duration. At that point, the College will develop a new five-year strategic plan.

Each Fall after the first anniversary of the Strategic Plan's adoption, the Dean and the College Council will assess progress toward the plan's objectives during the prior academic year, and will report to the College and to the CSBS Advisory Council on their findings.

Objectives for the period 2017 to 2022, and the goals to which they apply, along with action steps, and metrics for measuring success over the next five years:

1) Successfully secure funding, plan and complete renovation of the Social Sciences Building (applies to Goals 1, 2, and 3) (Responsible: the Dean and CSBS faculty and staff)

Metric: By 2018, the renovation will be successfully completed.

2) Encourage enhancement of teaching and learning in the College and between colleges (2, 3)

Action steps (Responsible: the Dean):

- a) Implement an annual award for teaching excellence in the College.
- b) Allocate \$5,000 annually for grants to faculty for professional development to enhance teaching and learning, and intra- and inter-college collaboration.

3) Increase recruitment, retention and graduation among students in the College (2)

Action steps (Responsible: College Advisors and Department Advisors):

- a) Identify and contact students who stop out, or who have met 70% of credits for graduation.
- b) Identify high-risk students (SES, first-generation, etc.), reach out for high-contact advising, and create programs for their benefit.
- c) Improve the Bounce Back program for students on warning/probation/suspension.
- d) Develop a plan to increase numbers of majors and graduates in the College.
- e) Departments will regularly inform their majors and minors about available scholarships.

Metrics:

- a) A 10% increase in the number of graduates from the College.
- b) University-acquired software will be implemented to assist with student retention.

4) Ensure that most CSBS graduates have one or more high-impact learning experience (learning community, service-learning, research with faculty, internship or field experience, study abroad, or culminating senior experience) (2)

Action steps:

- a) Departments will be encouraged to require their majors to experience at least one of the above.
- b) Departments will give grants of up to \$100 per grant for students in support of their applications for University undergraduate research grants (Responsible: Departments).

- c) There will be an annual round-table/workshop at which faculty can share ideas about their work offering students high-impact learning experiences, and can review the research on these practices (Responsible: the Dean).
- d) The CSBS Promotion and Tenure Document will be revised to explicitly encourage faculty to provide evidence of engaging students in high-impact practices (Responsible: the Dean).
- e) Departments will be encouraged to include on their web sites students' accounts of their work in high-impact learning experiences, and to have displays featuring student work in above practices (Responsible: Chairs).

Metrics:

- a) The number of undergraduate research and travel grants to majors in the college will increase by 10%.

5) Increase research by faculty and students, and external funding to support it (1, 2, 3)

Action steps (Responsible: the Dean):

- a) Hold an annual workshop on grant-seeking in collaboration with OSP.
- b) Award a stipend for submitted grant proposal in collaboration with OSP.
- c) Faculty receiving external funding may confer with the dean about course release.
- d) New tenure-track faculty receive a course release during their first or second year.

Metrics:

- a) The number of peer-reviewed publications by faculty and students will increase by 10%.
- b) The number of presentations by faculty and students at scholarly meetings will increase by 10%.
- c) External funding from grants and contracts will increase by 10%.

6) Increase the level and impact of community engagement by faculty and students (1)

Action steps:

- a) Establish a Community Advisory Council and begin holding meetings by 2017 (Responsible: the Dean).
- b) Departments will be encouraged to offer at least one upper-division CCEL designated course (Responsible: Chairs).
- c). The CSBS Promotion and Tenure Document will be revised to give explicit weight to faculty professional (discipline-based) service in the community (Responsible: the Dean and the College Rank and Tenure Committee).

7) Develop new interdisciplinary connections (1, 2, 3)

Action steps:

- a) Develop and offer an interdisciplinary lecture series that highlights the College's disciplines as well as involving community speakers (Responsible: the College Lecture Series Committee).
- b) Develop and offer at least one interdisciplinary WSU-prefix General Education course per year (Responsible: CSBS faculty).
- c) Develop and offer at least two interdisciplinary courses per year across colleges (Responsible: the Dean and CSBS faculty).
- d) Increase intra- and inter-college research collaborations between faculty, with regular Friday Brown Bag presentations of faculty and student research (Responsible: the Dean and CSBS faculty).

8) Develop and implement a branding and communications plan for the College which emphasizes to both students and community the career-relevant skills our students learn (1)

Action steps:

- a) Coordinated major web pages aimed at current and prospective students will be developed (Responsible: Chairs and College Advisor).
- b) CSBS students will be encouraged to consider minors relevant to their intended careers. (Responsible: Chairs and College Advisor).
- c) Explore developing a skills-related curriculum along the lines of BYU's Humanities+ (Responsible: the Dean and College Council).
- d) Work with Career Services to enhance student and community awareness of students' job-related skills and knowledge (Responsible: the Dean, Chairs, and College Advisors).
- e) Maintain contact with graduating seniors via e-mail and social media (Responsible: Chairs).

Metrics:

- a) A research-methods class in the College will study both awareness of and attitudes toward the College and its graduates among potential employers in the Ogden area in the first year of the strategic plan, and again in the fifth year. The goal is for awareness to increase significantly.