

COLLEGE *of* LIBERAL ARTS
STRATEGIC PLAN
2007-2011

PART I

THE COLLEGE OF LIBERAL ARTS AND THE ACADEMIC PLAN

INTRODUCTION

Based on the vision articulated in the University of New Hampshire Strategic Plan, in Academic Year 2000-2001, the College of Liberal Arts advanced three broad values toward which it would orient its strategic planning process:

- excellent and diverse teaching and learning experiences
- basic and applied research and creative activity within and across disciplines
- service to the state, region, and nation

From these broad values, five goals emerged:

- to maintain and refine Liberal Arts contributions to the General Education Program and the new Discovery Program
- to assess continuing and emerging needs within existing disciplinary majors, both undergraduate and graduate, through a regular cycle of program reviews
- to improve study abroad programs and the acquisition of language proficiency
- to strengthen internship and applied experience options for undergraduates
- to promote faculty scholarship and creative activity

QUALITY, INTEGRATION, AND COLLABORATION

The College of Liberal Arts will be guided in its planning within this area by the following broad strategies:

- continue to make the linkage of research and teaching a high priority to ensure that students receive the most current theoretical and substantive perspectives
- continue to promote opportunities for interdisciplinarity in emerging areas of teaching and scholarship

In addition, College planning will address specific goals of the UNH Strategic Plan within this area:

University Strategic Plan Goal 1: The University of New Hampshire will have the highest quality students, faculty, extension educators, and staff possible.

The College recognizes that a culturally and intellectually diverse environment is central to achieving its goals.

- maintain an appropriate level of tenure-track faculty staffing gauged by both enrollment and programmatic considerations
- reduce reliance on non-tenure track faculty
- maintain salary levels for non-tenure track faculty at the highest level appropriate
- increase development support through the Alumni Annual Gifts campaign to assist faculty in research and teaching
- maintain high standards for both the process and outcomes of promotion and tenure
- encourage faculty growth in scholarship, teaching, and service by continuing a regular schedule of post-tenure reviews
- promote student involvement in faculty research and creative scholarship in the arts
- support all College programs through improved webpage design, web content, high-quality print recruitment materials, and other communication vehicles
- support the Center for the Humanities in its new task of administering interdisciplinary minors

University Strategic Plan Goal 2: The University of New Hampshire will provide undergraduate students an innovative, high quality, coherent, integrated educational experience.

- continue to calibrate course offerings and enrollments to ensure an innovative, accessible, and high-quality curriculum
- continue the cycle of regularly-scheduled program reviews of graduate and undergraduate programs. The initial cycle, which will be completed in 2009, has resulted in changes in workload, curriculum, departmental governance, and staffing, often with a concomitant need for resource allocation, all of which the College expects to continue.
- assess and improve College contributions to the General Education program:
 - continue to monitor and evaluate changes in English 401
 - continue planning for the projected impact of the new Discovery program for General Education, including continued support for the development of 444 and capstone courses
- expand and improve access to language and language-related learning through several initiatives:
 - continue to build upon successful overseas study programs to provide students with a range of opportunities
 - continue to expand non-Western language offerings, building on recent enhancements in Arabic, Japanese, and Chinese
- continue to support innovative opportunities through our institutes and interdisciplinary centers (for example, joint Ph.D.s at the graduate level, and Winant Fellowships at the undergraduate level)
- continue to support projects that position the University as the nucleus of education and activity for the New Hampshire Primary process (for example, the Primary Project)

- improve and expand study abroad programs through increased faculty participation and the recalibration of funding mechanisms
- develop and implement new programs as appropriate

University Strategic Plan Goal 3: The University of New Hampshire will provide innovative, responsive, and accessible masters and doctoral programs of the highest quality to graduate students

- continue periodic reviews of all graduate programs
- continue to review allocation of graduate assistantships and graduate tuition waivers
- monitor recent enhancement efforts in History and Sociology doctoral programs afforded by central administration support
- increase opportunities for graduate student research and encourage faculty to pursue external funding that supports graduate student research

University Strategic Plan Goal 4: The University of New Hampshire will continue to grow strategically in its role as a significant and excellent research university while balancing research with its primary commitments to undergraduate education and high quality teaching.

- coordinate with Vice President for Research to identify opportunities for faculty to access external funding
- through the Carsey Institute and in concert with SHHS, continue to coalesce research interests across the social, behavioral, and health sciences
- continue to support the work of our other major research units: Center for the Humanities, Crimes Against Children Research Center, Family Research Lab, JusticeWorks, and the Survey Center
- identify opportunities for program collaboration and development at UNH Manchester (education programs, MPA program, and museum studies program, as examples)
- support targeted development of new graduate degree and certification programs
- identify opportunities for new endowed professorships like the Paul Chair in Psychology and the Shulman Professorship in European and Holocaust Studies
- enhance programs for visiting scholars and speakers

ENGAGEMENT

To advance its commitment to engagement, the College will pursue the following broad strategies:

- increase opportunities for students to connect course work to the issues and responsibilities of civic life
- increase appropriate application of faculty expertise to the improvement of community and public life

University Strategic Plan Goal 5: The University of New Hampshire will be actively engaged—consistent with its mission, strengths, and resources—in extending its ideas, expertise, and services to meet the needs of New Hampshire, the New England region, and beyond.

- continue to pursue research and service opportunities in the state, region, and nation through our institutes and interdisciplinary centers
- promote site-based courses and services to respond to the needs of the surrounding community and the State (for example, Art Gallery exhibits, Learning Through Teaching site-based courses, public performances and lectures)
- promote engagement with K-12 schools in NH through teacher preparation, professional development, and research on educational policy and practice
- promote awareness of our faculty's and students' research, knowledge, and activities regionally and nationally through media outlets

COMMUNITY AND DIVERSITY

Considering community and diversity to be abiding themes of the Liberal Arts, the college will focus on the following broad strategies:

- promote interdisciplinary and department efforts to diversify curriculum
- continue efforts to enrich the University community by hiring and retaining under-represented minority faculty
- work with other University units to promote diversity-oriented programs that involve both students and faculty

University Strategic Plan Goal 6: The University of New Hampshire will be a collegial and supportive community that values differences of opinion and disagreement along with civility and consensus; and in which all its members are valued for their contributions and are appropriately recognized and rewarded for what they do.

- promote an environment of productive and vigorous intellectual engagement
- promote the civil exchange of ideas in classrooms, meetings, and at College and University events
- ensure that faculty have access to information on important University issues and processes
- provide ongoing and open assessment of important issues such as promotion and tenure procedures

RESOURCEFULNESS, EFFECTIVENESS, AND EFFICIENCY

In this area, the College will pursue broad strategies to focus on current and future resources consistent with budget realities:

- continue to review course enrollments and teaching obligations
- support the use of relevant technologies in instruction and research

- pursue environmentally-responsible policies relating to the acquisition, use, and disposal of computers and other kinds of equipment and materials

University Strategic Plan Goal 10: The University of New Hampshire will employ appropriate, state-of-the-art technology to achieve its goals.

- support department lab and technology needs, including wireless technology where relevant
- continue faculty desktop replacement program
- develop and support a staff desktop replacement program
- continue to provide upgrades and trouble-shooting services to all faculty and staff through the College Academic Technology Liaisons
- pursue converting all College websites to a content management system
- continue to support Teaching with Technology in the Liberal Arts, a faculty-led training and information program
- continue to encourage faculty participation in the Faculty Instructional Technology Summer Institute

University Strategic Plan Goal 11: The University of New Hampshire will continually assess educational outcomes for its students and assess its progress in delivering services and achieving its goals.

- continue to participate in University-wide assessment of grade distributions and course evaluations
- continue to annually review performance of faculty and departments
- participate in University-wide initiatives in overall assessment

PART II

STRATEGIC GOALS FOR 2007-2011

The goals in this section are not intended to replace the goals in the University Strategic Plan nor in Part I of this College plan, but rather they organize and expound upon the most pressing of the earlier goals, and often relate to more than one goal or area in the University Plan. Moreover, the list of items under each goal is not exhaustive but illustrative of the activities the College will pursue.

1. Cultural and Civic Identity

As the Liberal Arts College at the flagship university in the state, we should provide a regional focus for arts and culture. The College will work to increase the visibility of arts and cultural events to the University community and the region.

- promote the 50th anniversary of PCAC and the arts in the 2010-2011 academic year
- finalize a new box office system for the fine and performing arts and pursue a new integrated arts website
- promote various lecture series: Writers Series, Rouman Lecture, Heilbronner Lecture, Dunfey Lectures, Visiting Artist Lecture Series, Sidore Lecture Series, Holden Lectures, Kimball Lecture Series, Center for the Humanities visiting scholars, and other visiting scholar lectures
- promote the Primary Project as it positions UNH as the nucleus of New Hampshire primary politics education and activity
- continue to pursue accreditation of The Art Gallery

2. Research Development

- solidify and strengthen our primary research centers (Carsey, Center for the Humanities, Family Research Lab/Crimes Against Children, JusticeWorks)
- encourage and support faculty initiatives in basic, applied, and creative arts scholarship
- increase support for graduate assistantships and fellowships

3. Facilities

The College will pursue the planning and resolution of several facilities projects vital to many goals in this Strategic Plan. Stage 1 goals are the most pressing for this Plan period, though the College looks forward to implementing Stage 2 goals as soon as possible.

Ongoing:

- continue cost sharing for ongoing building renovation and repair needs
- pursue, with the University, increasing the amount and availability of classroom space

Stage 1:

- ensure completion of plans for Huddleston, resulting in a new archaeology lab, geography offices, a painting studio, faculty office space, and College technology staff office space
- ensure completion of plans for Nesmith Hall, resulting in a new location for the psychology department
- vigorously focus on renovation of PCAC in discrete stages for which a capital campaign(s) will be necessary
 - continue to support plan for the PCAC entry-way project
 - pursue construction of a new recital hall
 - pursue construction of a new proscenium theatre
 - pursue renovation of the Johnson Theatre
 - pursue renovation of faculty wings
 - pursue construction of a new art gallery

Stage 2:

- pursue and support plans to upgrade and/or renovate Horton Social Science Center and Hamilton Smith Hall

4. Technology

- support departmental labs including journalism lab upgrades and creating a music computer cluster
- support department technology projects including creating a digital art history library and a digital photography lab, plus other projects in the departments of psychology, sociology, and education
- pursue program of replacing and upgrading faculty computers on a 3-4-year cycle rather than the current 5-6-year cycle, and add support for staff computer upgrades
- promote upgrading all College academic buildings to wireless internet service

5. College Communication

The College has invested in staff and support in marketing and promotion to raise the quality of College communications in order to both better promote the work of faculty and students to prospective students, the University community, and beyond; and reinforce the College's identity in the projects it undertakes.

Goals include:

- standardize department websites to ensure high-quality design standard with uniform information infrastructure
- maintain the College website
- create high-quality recruitment publications for all departments and College study abroad programs

- streamline flow of information from departments to the University Communications and Marketing office, and the Foundation
- promote work of faculty and students through the media, web, and print
- continue to improve the College Letter as a communication device with alumni and friends

6. Capital Campaign

The College continues to highlight its program and facility needs in ways that create enthusiasm in donors and make financial support attractive. To that end, the College has identified three highest priorities critical to the health of the College but also appealing to potential donors:

- support for buildings and facilities such as new and renovated buildings for the fine and performing arts and department-based labs such as the journalism lab
- support for distinguished, named and term professorships in selected programs and departments, such as a Charles Simic professorship
- endowed graduate assistantships in terminal degree programs