

Strategic Plan 2014-2020

Strategic Imperative #1: Student Success – Enhanced Learning, Access, Progression, and Development

Student success is central to the mission of the College of Arts and Humanities (COAH). COAH will thus foster a culture of completion and student achievement at both the undergraduate and graduate levels. We will provide academic programs and other opportunities attractive and beneficial to students. COAH's goal is student success in the broadest sense – progression toward the degree, timely graduation, and attainment of career goals, as well as enhancement of the ability to grow into whole persons, engaged community members, and inspiring, capable leaders. COAH will provide experiences beyond the classroom that encourage the campus community including students, faculty, and staff to engage in meaningful ways with a variety of cultures, lifestyles, and perspectives and respond to pressing local and global challenges.

Goals:

A. Increase student persistence and timely progression to degree attainment

Objective 1: Implement and continually assess evidence-based strategies that improve retention, progression, and graduation rates; and

Objective 2: Increase student academic performance through focused classroom strategies, support programs, and enhancements to policies and procedures; and

Objective 3: Augment student access to and opportunities for academically-related interactions with faculty beyond structured classroom time.

B. Attract students with characteristics consistent with COAH's vision and mission

Objective 1: Fully participate in and support the university-wide coordinated recruitment and enrollment plan; and

Objective 2: Create a college-wide recruitment plan and seek new means of support for department-level recruitment efforts.

C. Support existing and create new opportunities for financial assistance in COAH programs

Objective 1: Increase opportunities for undergraduate and graduate employment in COAH that provide a supportive, developmental workplace and prioritize educational pursuits; and

Objective 2: Create scholarships through fundraising; and

Objective 3: Generate additional funding for student employment through strategic grant writing.

D. Nurture student development through engagement in all aspects of the COAH experience

Objective 1: Provide quality academic advising and mentoring by faculty; and

Objective 2: Promote career development and experimental learning opportunities to assist students in securing gainful employment; and

Objective 3: Expand and support the vibrancy of campus life by creating and enhancing high-quality events in the arts and humanities; and

Objective 4: Augment activities, service and programs that enhance the development and growth of non-traditional and online students.

Strategic Imperative #2: Academic Success – Academic Programming and Faculty Support

COAH will assure that all departments, programs, and schools at all locations and through all delivery modes are designed for student success while cultivating a rich, multi-faceted liberal arts curriculum. Academic programs will meet identified regional, state, and global needs and will provide avenues for students to find meaningful opportunities for service and employment. At the heart of all COAH programs are qualified and engaged faculty members who represent a wide variety of disciplines in the humanities and the fine and performing arts, and who are active in their areas of expertise. COAH will provide faculty support that emphasizes high quality instruction and sustainable academic programs.

COAH will remain committed to individual student engagement and success, and will offer arts and humanities disciplines essential to a comprehensive university. COAH will support the university's plan for regional expansion of instruction sites and offer flexibility in course scheduling and delivery methods of academic programs. COAH will build on and increase exemplary online and hybrid education and scholarship. In addition, COAH will emphasize interdisciplinary studies and collaboration across the university.

Academic success requires that COAH continually evaluate and improve the quality of its programs; recruit and retain a diverse and successful faculty; and enhance and support teaching, research, creative activity, and service. COAH will nurture a culture in which all faculty excel in

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innovative and effective teaching, scholarly and creative endeavors, and continually professional and personal development. COAH will continually advocate for sufficient resources to achieve these goals.

A. Offer academic programs that transform lives and foster the development of thoughtful, productive leaders and citizens

Objective 1: Evaluate the quality, productivity, rigor, and viability of COAH programs, assuring that they are grounded in both liberal arts and professional preparation; and

Objective 2: Practice and recognize innovative and effective instruction in all COAH programs and develop collaborative new models for program delivery; and

Objective 3: Expand efforts to engage students in experiential learning activities such as internships, service learning, practica, study abroad, mentored research, and related professional experiences.

B. Recruit, retain, and develop high-quality faculty from diverse backgrounds

Objective 1: Advocate for the university's multi-year plan for salary equity that includes faculty salary targets and a plan to fund the achievement of those targets; and

Objective 2: Review, revise, and streamline hiring processes for faculty, staff, and administrative positions to assure alignment with COAH values, best human resources practices, and transparent accountability; and

Objective 3: Organize and institutionalize efforts to recruit and retain a diverse faculty, enhance existing support networks, and create new ones.

Objective 4: Assure that promotion and tenure requirements and administrative appointments recognize the diverse interests and capabilities of faculty that advance the mission of COAH; and

Objective 5: Provide targeted leadership opportunities for underrepresented groups so that administration will reflect the diversity of COAH's student and faculty populations.

C. Enhance the support for and recognition of scholarship, research, and creative activities conducted by faculty and students that foster liberal arts values

Objective 1: Identify and implement initiatives to promote excellence in scholarship, creative activity, and research that improve teaching and learning; and

Objective 2: Implement a collaborative support system that encourages and recognizes research and creative activity, engages students, solves problems, and advances the reputation of COAH; and

Objective 3: Identify clear scholarly, creative, and research priorities, and allocate resources to support those priorities.

D. Measure and improve the quality of teaching and learning in all COAH programs

Objective 1: Assess and improve student learning and the quality of instruction at all locations and through all modes of delivery as part of the process of continuous development; and

Objective 2: Implement faculty development opportunities and incentives consistent with a comprehensive university and the stated values of COAH; and

Objective 3: Identify the contributions and accomplishments of instructors and lecturers while emphasizing an increase in the tenure-track faculty in COAH.

Strategic Imperative #3: Successful Partnerships – Building Engaged, Mutually Beneficial Collaborations to Advance the Arts and Humanities on Campus and in the Community

COAH is dedicated to serving our students, faculty, staff, and community in ways that benefit all parties. Engaged partnerships create connections that transcend an individual project and provide ongoing collaborations that facilitate achievement of mutually compatible goals. COAH values collaborations that align with our strategic goals within the College; across campus; and with individual, corporate, and non-profit community partners.

COAH will support the University of West Georgia as the hub of economic growth in the region. We will engage with community partners to generate financial resources, which the College will reinvest in programming not only to build and sustain a creative community, but also to drive economic development across the state.

COAH will foster a culture of creativity, not only within COAH departments and centers but also across the university and within the community. We will support a range of partnership activities that integrate the arts and humanities with professional preparation for students, including internships, practica, applied class projects, public programs, exhibits, and performances, among other activities. We will promote partnerships that expand professional development opportunities for COAH faculty and staff. The importance of advancing partnerships will be clearly articulated in tenure and promotion guidelines and recognized as a valued contribution.

Goals:

A. Create and cultivate new partnerships to support strategic initiatives

Objective 1: Actively seek opportunities for partnerships to generate funding for new and existing programming to meet COAH's mission; and

Objective 2: Leverage partnerships to provide experiential learning opportunities for students and professional development opportunities for faculty and staff; and

Objective 3: Utilize partnerships to build and nurture a creative community and provide opportunities for the people of the region to appreciate and participate in the arts and humanities.

B. Assess and sustain a network of mutually beneficial partnerships

Objective 1: Annually evaluate each partnership for its impact and benefit to COAH; and

Objective 2: Maintain the portfolio of mutually beneficial partnerships for COAH; and

Objective 3: Commit appropriate COAH financial, staff, and volunteer resources to nurture connections with key partners and to advance the mission of COAH.

C. Expand community awareness, visibility, and support of university activities and mutually beneficial partnerships

Objective 1: Improve communication of COAH activities to the internal and external community; and

Objective 2: Create opportunities to showcase COAH student, faculty, and staff accomplishments and to recognize partner contributions to COAH success; and

Objective 3: Engage partners to build a culture of support for the arts and humanities at UWG and in the community.

Strategic Imperative #4: Operational Success – Effectiveness and Sustainability

COAH will strive to create a physical and cultural environment that supports the intellectual and creative endeavors of the campus and community. COAH endeavors to distinguish itself as a workplace of choice that values the contributions of all of its employees.

COAH will aspire to achieve an operational success that is both effective and sustainable. COAH will foster a culture of strategic planning and institutional effectiveness, and will advocate for the inclusion of COAH strategic needs in all campus planning. Decisions at all levels will be

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collaborative and informed by data. COAH will allocate resources according to its mission in an effort to continually improve, and develop a legacy of innovation in social, financial, and environmental sustainability.

Goals:

A. Create a workplace of choice that is distinguished by talented, engaged, and diverse faculty and staff

Objective 1: Develop and implement a faculty and staff recruitment protocol that has the necessary depth and breadth to attract the best applicants for every position in COAH; and

Objective 2: Advocate for a market-driven compensation package and reward and recognition system that attracts and retains the best faculty and staff at all levels in COAH; and

Objective 3: Develop, implement, and continually improve a robust program of professional development for faculty and staff in all units of COAH; and

Objective 4: Empower staff to propose and implement innovative solutions to barriers that impede operational efficiency within COAH.

B. Strive to ensure a physical environment that is sustainable and advances COAH's mission

Objective 1: Continually assess the condition, availability, and suitability of campus facilities necessary to advance the mission of COAH; and

Objective 2: Advocate for the creation of a variety of learning environments that support the discipline-specific needs of the arts and humanities.

C. Foster a culture of strategic planning and institutional effectiveness

Objective 1: Work to create a culture where all decisions and processes are informed by COAH's strategic plan; and

Objective 2: Assure that all units within COAH engage in institutional effectiveness practices, including identifying expected outcomes, assessing the extent to which outcomes are met, and providing evidence of improvement based on the results.

D. Strive to develop a legacy of innovation in social, financial, and environmental sustainability

Objective 1: Serve as a public model of sustainability; and

Objective 2: Create a network of engaged alumni who will support COAH and its missions; and

Objective 3: Continue to develop sustainable fundraising strategies.

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COAH Vision, Mission, and Values

Vision

The College of Arts and Humanities at the University of West Georgia teaches its students to think, write, and create, empowering them with adaptability, cultural literacy and sensitivity, along with the critical thinking skills necessary to contribute to their communities in meaningful ways.

Mission

The mission of the College of Arts and Humanities (COAH) is to support student efforts to complete degrees valuing both the liberal arts and professional preparation. COAH is dedicated to building on existing strengths in teaching cultural literacy, critical thinking, problem solving, and creative expression. COAH is committed to the use of writing to ground multi- and interdisciplinary inquiry and recognizes the transformative power of a liberal arts education. We empower faculty, staff, students, and alumni to engage responsibly and creatively with the complex environment of the 21st century, relying on the rich knowledge and skills gained from the study of the humanities and the arts.

Values

The institutional mission and daily operation of COAH are guided by our values that support UWG's vision to be the best place to work, learn, and succeed.

The value of **achievement** is evident in our commitment to the success of our students, staff, and faculty.

The value of **caring** is evident in our consistent concern and regard for our students, staff, and faculty as well as the larger communities where we live and whom we serve.

The value of **collaboration** is evident in our commitment to shared governance, teamwork, and a cooperative spirit – a commitment that shapes our interactions with students, staff, and faculty, as well as the communities we serve.

The value of **inclusiveness** is evident in our commitment to celebrating our diversity and collaborative spirit, and creating a welcoming campus that is emotionally and physically safe for all.

The value of **innovation** is evident in our commitment to fostering a learning atmosphere in which new methods and ideas consistent with our vision and mission are respected and rewarded.

The value of **integrity** is evident in our commitment to rigorous ethical standards in our classrooms and offices, in our conduct toward each other, and in service to our communities.

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The value of **sustainability** is evident in our commitment to ecological balance in planning and operations that makes possible better opportunities for future generations.

The value of **wisdom** is evident in our commitment to teaching and learning that emphasizes knowledge for the purpose of transforming the lives of our employees and students, as well as improving the world in which we live.

SOTA Vision and Mission

Vision

The School of the Arts (SOTA) at the University of West Georgia promotes dynamic collaborations between its constituent departments and programs in Art, Creative Writing, Film, Music, and Theatre, and between the university and the surrounding communities that support it.

Mission

The mission of SOTA is to help build and maintain a unified arts culture both on campus and in the surrounding communities. SOTA is committed to defining the arts in the most expansive and inclusive sense, and to illustrating and exhibiting to faculty, students, and the wider public the power of creativity in all its forms. SOTA is also dedicated to enhancing the resources for the arts through meaningful partnerships with patrons and programs in the area. We believe that a thriving arts culture not only makes for more vibrant and tolerant campuses, but also for more desirable places in which to work and live.

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