

# GONZAGA UNIVERSITY

## THE COLLEGE OF ARTS AND SCIENCES

### REVISED STRATEGIC PLAN: VISION 2024

#### MISSION

The College of Arts and Sciences lives our Jesuit, Catholic, and humanistic character by providing learning experiences that transform our students, faculty, and staff.

We do so by:

- encouraging a critical self-reflection on life, faith, and knowledge
- engaging with meaningful problems in our local and global communities
- pursuing the cause of social justice
- fostering scholarly inquiry, creativity, and collaboration

The College develops women and men for others, ready to face the intellectual, vocational, and spiritual challenges of today and tomorrow.

# VISION

**ENGAGE in holistic, active learning that builds meaningful and practical knowledge and a passion for scholarly inquiry by:**<sup>1,2</sup>

Promoting a culture of rigorous and deep learning through the collaboration of students and faculty in research and application by:<sup>3</sup>

*Developing and supporting various forms of undergraduate research and creative inquiry:*

- Increase long-term funding to support the Center for Undergraduate Research and Creative Inquiry through grants and endowments, including funding to continue support for undergraduate research in the Humanities.
- Through CURCI, develop opportunities for faculty to learn effective approaches to incorporate undergraduate research in courses.
- Work with the Office of Sponsored Research and Programs to provide assistance to faculty for writing grants to support research with undergraduates and faculty and equipment needs.
- Develop opportunities for faculty to learn Digital Humanities methodologies and/or tools to develop digital projects grounded in undergraduate research experiences.

Creating opportunities for students and faculty to apply concepts inside and outside the classroom through active learning and professional pursuits by:

*Promoting experiential learning:*<sup>4</sup>

- Collaborate with external organizations to increase internship, place-based and service learning, and research opportunities.

*Adapting and developing courses to increase engaged learning in the classroom:*

- Have the Teaching Innovation Task Force partner with the CTA to create opportunities for faculty to learn how to make students active participants in learning activities.
- Set and maintain class size caps that support the use of engaged pedagogy.
- Identify improvements in classrooms and labs that are needed to promote engaged learning.

*Expanding funding for the Dean's Faculty Development Fund to promote innovative initiatives in teaching and research, possibly administered through CURCI.*

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<sup>1</sup> Strategic Plan Commitment 2: Animate Academic Excellence across the Institution

<sup>2</sup> Strategic Plan Commitment 3, Goal 10: Ensure that all students are afforded structured opportunities to engage in High-Impact Educational Practices.

<sup>3</sup> Strategic Plan Commitment 2, Goal 2: 40% of all undergraduate students engage in student or student-faculty research during their time at Gonzaga.

<sup>4</sup> Strategic Plan Commitment 3, Goal 4: 80% of undergraduate students will engage in and reflect upon their internship, cooperative education, social entrepreneurship, or social enterprise during their time at Gonzaga.

**Supporting the design and implementation of innovative curricula, educational programs and experiences by:**

*Stimulating and supporting innovative teaching and learning techniques, including team teaching, interdisciplinary teaching, and learning communities:*

- Have the Teaching Innovation Task Force recommend forums for Pedagogy Talks (similar to the Dean's Research and Creative Activity Fora) to encourage discussion and sharing of innovative pedagogy amongst faculty.
- Continue to offer support for team teaching and interdisciplinary teaching (e.g. through continuing the Dean's support of the team-teaching proposal, having the Office of Sponsored Research identify grant opportunities, holding interdepartmental workshops, etc.).

*Expanding the use of technology that is demonstrated to improve teaching & learning:*

- Provide faculty with robust, professional training in the use of relevant technology, e.g. through partnering with the CTA and Instructional Design and Development.
- Partner with Foley Library to establish electronic reserves.
- Continue to support the integration of Digital Humanities in the CAS by partnering with Foley Library and the CTA to establish training modules and faculty/library expertise in recognized DH platforms and/or software.

*Developing delivery methods beyond the traditional classroom:*

- Sponsor appropriate institutes, workshops, "in-residence" scholars, arts festivals, conferences, camps, and speakers that support our departments' curricular goals.

*Working with the Office of Sponsored Research and Programs to secure grants for teaching innovation:<sup>5</sup>*

- Develop workshops and opportunities (especially department-specific) to learn about services provided by the Office of Sponsored Research and Programs.
- Support educating faculty about the Office of Sponsored Research and Programs' databases to help them identify funding opportunities.

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<sup>5</sup> Strategic Plan Commitment 2, Goal 3: Regularly secure \$5,000,000 of annual external grant support.

**COLLABORATE locally and globally, promoting whole-person learning through civic and community engagement by:**<sup>6</sup>

**Providing/supporting educational, civic, artistic, and intellectual opportunities in the Inland Northwest by:**<sup>7</sup>

*Supporting innovative collaborative work between Gonzaga and diverse communities in the Spokane area, including local Native American reservations:*

- Continue to pursue engagement with the community through the Center for Public Humanities' series, collaborations, and educational experiences.
- Increase community exposure to Gonzaga's arts, music, theater, dance, and film programs.
- Form an exploratory or Dean's advisory board to identify which communities are ready collaborators and leaders, how best to develop such relationships, and to propose programming relevant to the community.

*Exploring and strengthening connections between faculty and diverse flagship civic organizations in the region (Providence Sacred Heart, Veterans Administration, Catholic Charities, etc.) in order to identify sustainable, mutually beneficial relationships:*

- Work with the Center for Public Humanities, University Advancement, Mission and Ministry, the Center for Community Engagement, and other on-campus partners to develop a plan for examining large-scale, reciprocal relationships with such organizations.

*Actively engaging faculty with the community by promoting the development of place-based courses/scholarship and opportunities for community-engaged learning:*

- Explore opportunities to work outside traditional classroom structures.
- Incentivize development of more programs like Science in Action! and Dance for Parkinsons.
- Support the Center for Public Humanities' efforts to develop place-based, community-engaged learning opportunities.
- Develop Humanities community-engaged learning opportunities in Spokane schools.

*Developing the Myrtle Woldson Performing Arts Center as a cultural hub for the region:*

- Collaborate with the MWPAC Director, Chairs, and University Advancement to secure grant and donor funding for innovative programming.
- Enhance arts leadership in Spokane and the region by hosting festivals and institutes for arts educators and students.

**Teaming with educational, institutional, & professional partners at Gonzaga & around the world to create a global educational experience for our students by:**<sup>8</sup>

*Developing study abroad and place-based opportunities that emphasize experiential learning and inter-cultural experiences:*

- Continue to collaborate with the Center for Global Engagement and Jesuit partners to cultivate local and international community partnerships.
- Work with the Center for Global Engagement to examine data on students' Study Abroad interests and needs.

*Educating faculty on resources that promote global or inter-cultural engagement in the curriculum:*

- Create and incentivize opportunities to prepare faculty to deepen global engagement in the classroom.
- Building on Global Studies courses in the university core, continue to promote global learning across the CAS curriculum so that students have multiple opportunities to gain global competence throughout their education.

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<sup>6</sup> Strategic Plan Commitment 3: Provide an Integrative Jesuit Educational Experience for Our Students

<sup>7</sup> Strategic Plan Commitment 3, Goal 9: Community engagement and community-based partnerships will increase from 9% to 18% and ensure every student who wants a quality civic engagement learning experience will be offered the opportunity.

<sup>8</sup> Strategic Plan Commitment 2, Goal 8: Provide opportunities for all students to engage with diverse cultures and global issues.

*Leveraging the experience and abilities of international students and faculty on campus to support globalization across the curriculum, including developing further opportunities for students to share their experiences gained from living and/or studying abroad:*<sup>9</sup>

- Pursue partnerships with Modern Languages (ELC) and the Center for Global Engagement (international students) to enrich classroom experiences for both native and non-native English speakers, such as through conversation partners.
- Work with student clubs focused on developing intercultural competencies.

### **Developing and strengthening relationships within the Gonzaga community by:**

*Addressing climate survey-related issues, including workplace and classroom environments:*<sup>10</sup>

- Continue to provide and promote faculty opportunities for developing inclusive pedagogical practices.
- Collaborate with the Office of Mission and Ministry to explore with faculty and staff how the Jesuit context enhances the work of the College.

*Collaborating with the Director of the Regional Health Partnership (RHP) to promote the partnership between GU and the UW School of Medicine:*<sup>11</sup>

- Encourage ongoing CAS involvement in the RHP working groups that are charged with exploring more opportunities for undergraduate research, developing a program in Medical Humanities, and facilitating partnership communication and processes.

*Engaging faculty with current and former students and alumni:*

- Work with Alumni Relations to develop contact lists of former majors and minors to reach out with department news and developments.
- Develop programs for alumni to return to campus to connect with students in similar disciplines to share career paths and embodiment of GU education and mission.

*Enhancing interdependence of offices across campus and breaking down silos:*<sup>12</sup>

- Develop opportunities to discuss, learn about, and collaborate with the work of colleagues in other departments and across academic disciplines.
- Foster communication and creative collaboration with staff in student life offices.
- Foster improved relationships between faculty and staff.
- Develop opportunities for interdepartmental interaction via interdisciplinary programming and project development in the Digital Humanities Initiative.
- Continue to work with other academic units on plans for the Integrated Science and Engineering building and promote the vision of integration and collaboration within and between the CAS and other programs/departments.<sup>13</sup>

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<sup>9</sup> Strategic Plan Commitment 3, Goal 2: 6% of entering undergraduates and 15% of graduate students will be from outside the U.S. and will be integrated into current university systems for stronger international, graduate, and undergraduate student experience and support.

<sup>10</sup> Strategic Plan Commitment 4, Goal 3: Develop a comprehensive “people strategy” focused on capturing current activities and potential opportunities in the areas of professional development, compensation/benefits, work-life balance, respect and appreciation, and workplace environment.

<sup>11</sup> Strategic Plan Commitment 2, Goal 13: Create additional opportunities for development and expansion of the partnership with the University of Washington.

<sup>12</sup> Strategic Plan Commitment 4, Goal 3: Develop a comprehensive “people strategy” focused on capturing current activities and potential opportunities in the areas of professional development, compensation/benefits, work-life balance, respect and appreciation, and workplace environment.

<sup>13</sup> Strategic Plan Commitment 2, Goal 10: Open a Center for Integrated Sciences & Engineering by 2018.

**TRANSFORM our students into women and men for others through critical reflection on faith, culture, and social justice by:<sup>14, 15</sup>**

**Providing opportunities for critical reflection on the roles of faith and reason in society, culture and our students' chosen disciplines by:**

*Sponsoring & funding faculty-driven or student-led talks, panels, film viewings & other events reflecting on topics of faith & reason as well as other issues related to transformation:*

- Partner with the Office of Mission and Ministry to coordinate mutual interest in these events.

*Pursuing meaningful partnerships with local and regional communities of faith:*

- Build on existing connections faculty and staff have with communities of faith with the goal of identifying opportunities for shared projects.

**Developing programs that inspire students to live and work intentionally by:**

*Providing educational opportunities to train advisors in vocational discernment:*

- Work with CTA to include vocational discernment as key element in the Advising Academy.
- Form a committee charged with identifying and recommending good advising strategies for encouraging vocational discernment.

*Collaborating with the Career and Professional Development Center and other entities to support a series of events and learning opportunities related to vocation and career development to enable students to live lives of purpose.<sup>16</sup>*

- Identify and advertise speaker series that focus on the benefit of the core curriculum and the major to one's career path and to meaningful work.
- Identify opportunities to integrate Digital Humanities methodologies and/or projects into Humanities courses so that students develop and can articulate a diverse and marketable set of skills that are visible to potential employers via digital application.

*Educating faculty on Student Development and campus resources, including University Mission and Ministry, the Center for Community Engagement, and the Center for Cura Personalis:*

- Continue and develop relationship with the CTA to devise ways of incorporating introductions to these offices for all CAS faculty, including during New Faculty Orientation or through the Advising Academy.
- Find opportunities to leverage Student Development's expertise on student experiences outside of the classroom to inform faculty.

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<sup>14</sup> Strategic Plan Commitment 1: Foster Responsibility for Shared Mission

<sup>15</sup> Strategic Plan Commitment 3: Provide an Integrative Jesuit Educational Experience for Our Students

<sup>16</sup> Strategic Plan Commitment 4, Goal 2: Strengthen Gonzaga's brand position as a premier Jesuit, liberal arts-based institution as indicated by elevating key factors including academic excellence, career preparedness, and value.

In the Jesuit, Catholic, humanist tradition, cultivating the virtues of social justice and the ability to empathize with others to create a more sustainable, participatory, and equitable world by:

*Broadening opportunities for student engagement in social justice for diverse communities:*

- Charge an exploratory advisory board to the dean with identifying diverse communities in the Spokane area that are ready collaborators and leaders and how to develop such partnerships.
- Develop a unique new university press, comprising an open-access and peer-reviewed press dedicated to scholarship on social justice issues around the globe, and a print and digital publishing house producing texts that examine social justice issues in collaboration with community partners and marginalized communities in the Inland Northwest.

*Create a more inclusive and diverse environment in the College of Arts and Sciences:*<sup>17, 18</sup>

- Develop and implement a diversity and inclusion plan for the College.
- Educate faculty and staff on best practices for promoting inclusivity and the retention and success of students of color.
- Continue faculty development and training opportunities on hiring for diversity and best practices for inclusive cultures within departments.
- Provide support and mentoring for colleagues from under-represented groups.

*Continue to support the development of formal academic opportunities for students to study social justice and sustainability:*

- Support faculty interested in developing courses that explore important issues of faith, justice, and culture.
- Support faculty interested in developing courses or units on environmental/ecological sustainability, and social issues/phenomena related to sustainability.
- Work with the CTA to provide training and support for teaching about social justice.

*Create a committee to consider how to better coordinate the work of existing academic units whose programming focuses on social justice and environmental issues.*<sup>19</sup>

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<sup>17</sup> Strategic Plan Commitment 2, Goal 7: Minimally, 20% of fulltime faculty and staff will comprise employees from racially, ethnically or culturally diverse populations (using federally-defined categories).

<sup>18</sup> Strategic Plan Commitment 2, Goal 8: Provide opportunities for all students to engage with diverse cultures and global issues.

<sup>19</sup> Strategic Plan Commitment 4, Goal 8: Reduce the institution's carbon footprint by 20% (from 2009 levels) through institutional and community member efforts by increasing awareness, efficiency and conservation related to environmental sustainability.

**BUILD on our current strengths and develop new ones through careful stewardship of our human and material resources by:<sup>20, 21</sup>**

**Sustaining and strengthening our capacity to provide an academically excellent education by:<sup>22, 23</sup>**

*Improving space, technology, and infrastructure for instruction, research, and offices:*

- Create a working group to gather suggestions for improving research and teaching spaces.
- Create a CAS Technology Clearinghouse, whereby all technology, software, licenses, etc. used by individual faculty and departments are listed in one central location.

*Training faculty, staff, and administration regarding technology:*

- Continue the Technology and Online Training Taskforce with the charge to (a) identify best practices and (b) organize in-depth, professional trainings.
- Promote CTA programs for the evidence-based integration of relevant technology into the classroom.

*Increasing the number of students receiving post-baccalaureate scholarships and fellowships:<sup>24</sup>*

- Invite Sponsored Research and Fulbright Coordinator, etc. to inform faculty of the role they can play in supporting student applications.

*Enhancing funding to support learning facilities (Myrtle Woldson Performing Arts Center) and initiatives (Digital Humanities, Center for Public Humanities, Center for Undergraduate Research):<sup>25</sup>*

- Continue to work with University Advancement to identify friends of the College as potential donors and potential members of the CAS Advisory Council.

*Working with units inside and outside the College to better tell our story and foster communication:*

- Work with MarCom on reaching out to faculty for stories that make faculty accomplishments transparent to potential donors.
- Continue to invite staff from other units to meetings of chairs and faculty/staff to communicate current information (e.g. Student Development, Center for Career & Professional Development, Budget Officer, etc.).
- Work with MarCom to train faculty on how to submit events to the online University calendar.

**Creating new programs and supporting existing efforts that connect emerging needs to the liberal arts model of education by:<sup>26</sup>**

*Promoting careers in the Arts and Sciences:*

- Work with other units such as the Center for Career and Professional Development and Admissions to promote the liberal arts.
- Sponsor visits by recent graduates to discuss diverse career paths.

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<sup>20</sup> Strategic Plan Commitment 2: Animate Academic Excellence across the Institution

<sup>21</sup> Strategic Plan Commitment 4: Optimize Institutional Stewardship and Sustainability

<sup>22</sup> Strategic Plan Commitment 4, Goal 2: Strengthen Gonzaga's brand position as a premier Jesuit, liberal arts-based institution as indicated by elevating key factors including academic excellence, career preparedness, and value.

<sup>23</sup> Strategic Plan Commitment 4, Goal 9: Enhance renewal and replacement funding for the Physical Plant and Information Technology infrastructure to ensure our learning environments, facilities and grounds remain conducive to carrying out our mission.

<sup>24</sup> Strategic Plan Commitment 2, Goal 1: Implement nationally recognized markers of academically excellent higher education institutions such as Phi Beta Kappa national honor society recognition and an average of four students per year receiving national baccalaureate or post-baccalaureate fellowships (e.g., Rhodes, Marshall, Fulbright scholarships or fellowships).

<sup>25</sup> Strategic Plan Commitment 2, Goal 9: Enhance renewal and replacement funding for the Physical Plant and Information Technology infrastructure to ensure our learning environments, facilities and grounds remain conducive to carrying out our mission.

<sup>26</sup> Strategic Plan Commitment 4, Goal 2: Strengthen Gonzaga's brand position as a premier Jesuit, liberal arts-based institution as indicated by elevating key factors including academic excellence, career preparedness, and value.



*Creating formal occasions for faculty and students to learn about marketing the employment value of Jesuit Education:*

- In addition to the Core Integration Seminars, develop a plan for the creation of an integrated series of opportunities for students to articulate the components and values of Jesuit education.
- Support departments in their efforts to market their programs (through the catalog, website, etc.).

**Investing in the leadership and performance potential of our staff and faculty through meaningful development opportunities by:<sup>27</sup>**

*Strengthening leadership skills of College administrators, department chairs, program directors, and support staff:*

- Continue to support new department chairs' attendance at conferences for department heads.
- Work with HR and other offices to develop training programs for leadership and personnel management, while maintaining an Ignatian perspective.

*Expanding professional development opportunities for staff:*

- Partner with Staff Assembly to ask staff what they need.
- Support on-going training in technology, data collection, management, and analysis, as well as training in matters of mission and/or working with students.

*Supporting professional development for faculty:*

- Continually educate faculty about ongoing and emerging resources for professional development.

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<sup>27</sup> Strategic Plan Commitment 4, Goal 3: Develop a comprehensive “people strategy” focused on capturing current activities and potential opportunities in the areas of professional development, compensation/benefits, work-life balance, respect and appreciation, and workplace environment.