

# 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>

*Increase grants and endowments to support undergraduate research, applied scholarship, and creative activities.*

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

*Promote experiential learning (e.g., internships, place-based and service learning, and research opportunities).*<sup>4</sup>

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, continuing to offer support for team teaching and interdisciplinary teaching (e.g. through continuing the Dean's support of the team-teaching proposal:*

- 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>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.

<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, spiritual, 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, civic organizations, schools, and communities of faith.*

*Developing the Myrtle Woldson Performing Arts Center, Jundt Art Museum, and the Urban Arts Center as cultural hubs for the region:*

- 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.

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

**Developing and strengthening relationships within the Gonzaga community by engaging faculty with alumni, families, and friends.**

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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.

<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 role of our Jesuit mission on society, culture and our students' chosen disciplines.

In the Jesuit, Catholic, humanistic 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 including curricular and co-curricular activities.*

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

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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.

<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>**

*Train faculty, staff, and administration:*

- Promote CTA and IDD 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>*

*Work with University Advancement to fundraise money for College initiatives<sup>25</sup>*

**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.

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

*Strengthening academic leadership skills of College employees:*

- Continue to support new department chairs' attendance at conferences for department heads.

*Expand and support professional development opportunities for faculty and staff.*

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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.

<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.