

The following five Strategic Themes provide the framework for our united work as a college and school over the next several years. They represent our primary focus, broadly defining how we operationalize our mission and vision. Our Strategic Themes are designed to guide our programs, services and engagement development, and inform resource deployment decisions in support of activities most critical to our future success. All of these elements are also positioned to serve the outcomes sought in SCSU's **It's Time to Be Bold** initiative.

Strategic Theme 1: Interdisciplinarity will become a core feature of CLA.

CLA-SotA must develop a shared understanding among its programs of definitions and best practices regarding interdisciplinary education. We will identify areas of thematic development that best align these definitions and serve our students, campus, and local communities. We will also provide guidance and consistent development of interdisciplinary experiences that reflect best practices within higher education and align within the college, school, and SCSU's strategic development.

Strategic Theme 2: CLA will provide a student experience that is distinctive among our peers.

To provide an integrated liberal arts education experiences that is foundational to the SCSU experience, CLA-SotA will lead in developing and fulfilling liberal arts outcomes for the 21st C. We will realize these objectives through the *6 unique characteristics* framework expressed in SCSU's **It's Time to Be Bold** initiative. We will be recognized as leaders in diversity, inclusion and multicultural education, and we will more fully realize an internationalized curriculum. Our programs will integrate and deliver on Huskies Advance and our institutional outcomes as expressed in Our Husky Compact. We will also be at the forefront of a revitalized honors experience at SCSU. We will provide professional preparation for real-world careers through high-quality teaching, new types of credentials, experiential learning, and the deeper development of a community of teacher-scholars and education professionals.

Strategic Theme 3: CLA programs will prepare adaptable graduates for multiple careers.

CLA must provide for the professional development of our students, engaging them at each stage of their academic career. We will leverage the experience, scholarly, and creative work of our faculty, staff, alumni and community partners to implement initiatives that best prepare our students for 21st C. careers. We will remain committed to helping students recognize and apply the many skills and abilities they possess. We will instill in them the confidence to apply those skills across a lifetime of learning and career opportunities. As graduates of our programs, we will remain an educational partner of choice as their careers mature and evolve.

Strategic Theme 4: CLA will reintroduce itself and its programs to the world.

To elevate and recognize the scale and impact of our programming and presence on campus, CLA-SotA must increase efforts to publicize the events and activities that build and strengthen our communities. We will more fully develop our capacity to "tell our story" through communication networks, leveraging best practices for use of electronic and print materials and building the partnerships necessary to be "programs of choice" at SCSU. We will expand and better communicate our outreach and engagement, and we will expand programming activities that best reflect the missions, programs, and opportunities found in the college and school. We will leverage these opportunities to inform recruitment priorities and outcomes, establish new partnerships, and better inform students and their families about the opportunities found within CLA-SotA.

Strategic Theme 5: CLA will further develop a shared culture within and among its programs.

We seek to increase college cohesion and improve faculty and program well-being through activities and practices that draw faculty and students together. Collaboration and activities that celebrate our shared objectives will drive our efforts, and we will create opportunities for input and improvement through advisory groups, recognized community partners, and campus stakeholders. Collectively, we will work with greater intentionality to elevate and celebrate the academic, scholarly and creative success of our students, staff, and faculty. Through such efforts we seek to foster reciprocal relationships that promote our shared success and lead to pride in and advocacy for our programs.

CLA Strategic Objectives

Our Strategic Themes are interconnected and reinforcing of each other; they cannot stand alone, as they represent the strategies necessary for achieving our objectives. Our Strategic Objectives represent the tactical activities to be completed to achieve our Strategic Themes. They, too, are interconnected and create cohesion to our plan. CLA-SotA's Strategic Objectives are informed by SCSU's **It's Time to Be Bold** vision, and specifically the framework expressed in the *6 unique characteristics* found across the institution and its programs: Foster program distinctiveness through student-driven and guided experiences to create and sustain their chosen path; Individualized student learning and support; Clear alignment with career options; Experiential and applied learning embedded in the curriculum; Engaged Teacher/Scholars; Lifelong learning. This interconnected framework reinforces the structure of our objectives and supports achieving the results identified in this planning document.

For each Strategic Objective, specific initiatives have been identified that will serve as the basis for College of Liberal Arts work plans. The Strategic Action Steps, beginning on page 5, outline the timelines, leaders, teams, dependencies and deliverables sought for us to achieve our Strategic Objectives. These directly or tangentially support institutional and Academic Affairs work plans. As such, our work must remain iterative. This will allow us to remain flexible and responsive to initiatives and timelines within SCSU and those emerging from rapidly changing higher education landscapes.

Strategic Theme 1: Interdisciplinarity will become a core feature of CLA.

Objectives:

- A. CLA will grow interdisciplinary integration through evolving opportunities in three tiers of program and course development:
 - a. We will build meta-major and minor pathways as early strides to student choice of major and minor degree programs within CLA and in partnership with other academic units;
 - b. CLA-SotA will identify courses within or accessible to students across multiple programs and platforms of delivery, including developing alternative delivery models and location for course, program and credential delivery;
 - c. We seek to develop interdisciplinary credential programs in identified demand/growth areas appealing to students, NEF, NET and Graduate, across SCSU programs, colleges and schools.
- B. We will develop and provide space/structure to encourage and support interdisciplinary initiatives:
 - a. CLA-SotA will develop a Center(s) for Interdisciplinary Teaching and Learning; Center for Digital (X);
 - b. We will prioritize resources and support phased development of faculty and program collaboration.
- C. We will review college and school structures, operations, and practices to better support strategic initiatives:
 - a. We will review and reimagine college/school practices to best deliver on new and existing opportunities;
 - b. We will find methods for incentivize curricular innovation and interdisciplinary development.
- D. CLA-SotA will foster and increase partnership development:
 - a. We will increase cooperation with higher education partners to advance new and existing program potentials and capacities;
 - b. We will seek opportunities to revitalize and better promote partnership with CSB/SJU.

Strategic Theme 2: CLA will provide a student experience that is distinctive among our peers.

Objectives:

- A. CLA-SotA will provide leadership within the Liberal Education Program:
 - a. We will take a leadership role in reimagining liberal arts education experiences at SCSU;
 - b. We will participate in the redesign of SCSU's Liberal Education program and new methods of delivery, applying the use of high impact practices to improve LEP outcomes and delivery;
 - c. We will align liberal arts development with meta-major pathways and best practices;
 - d. We will identify culminating experiences that illuminate the integration of liberal education outcomes within major program of study.

- B. CLA-SotA will develop necessary strategies for implementing the **It's Time to Be Bold 6 unique characteristics** across all programs and opportunities:
 - a. We will make these well-known and evident in our students' experience and program materials;
 - b. We will develop the necessary implementation processes for consideration of lifelong and looped learning opportunities;
 - c. CLA will build and align a professional advising model.
- C. The College and School will be recognized as a leader in diversity, inclusion, and multicultural education:
 - a. College and school programs will increase diversity, inclusion and multicultural education perspectives and curricular content within our programs;
 - b. We will identify programming and co-curricular opportunities for programs to implement greater diversity, inclusion, and multicultural education efforts.
- D. CLA will actively develop and demonstrate an internationalized curriculum:
 - a. College and school programs will determine opportunities and course-level content to increase global perspectives and curricular content within our programs;
 - b. We will identify programming and co-curricular opportunities for programs to implement greater international education efforts.
- E. We will fully integrate and deliver on Our Husky Compact and Huskies Advance:
 - a. We will leverage OHC as a framework for building a common student experience, including the integration of Huskies Advance, in course and program offerings;
 - b. CLA will provide leadership in a revitalized SCSU Honors experience.
- F. We will explore and develop new types of credentials informed by real-world contexts:
 - a. CLA will explore and develop multi-modal undergraduate and graduate program options, including micro-credentials, professional, experiential programs, low residency models, accelerated programs;
 - b. We will explore the development of alternative education certification, including BA/BS licensure and competency-based credentials;
 - c. We will consider the creation of system-level major program collaborative opportunities; e.g. religious studies; global languages.
- G. High-quality teaching and experiential learning will be hallmarks of the CLA-SotA experience:
 - a. Our programs will emphasize discovery, research, scholarly and creative achievement in the curriculum;
 - b. All CLA-SotA programs will begin consideration and adoption of web-based portfolios to connect and communicate student learning;
 - c. We will develop training opportunities to improve instruction and leverage partnerships with internal and external stakeholders.

Strategic Theme 3: CLA programs will prepare adaptable graduates for multiple careers.

Objectives:

- A. We will provide for the professional preparation of our students:
 - a. We will adopt a mentorship model for all students in our program;
 - b. We will develop opportunities for students to become aware of the skills they possess, provide context and communication on how best to leverage those across their chosen program(s) of study and career preparation, and incorporate career exploration and guidance into the curriculum;
 - c. We will create a first-year experience to be offered as part of an extended Husky's First Four, serving as a touch point for student information, planning, and career strategies;
 - d. Our programs will offer a culminating applied experience that connects disciplinary expertise and skills with professional experiential learning opportunity (e.g. internship, field work, student teaching).
- B. We will provide career development and counseling throughout the student experience in partnership with internal and external stakeholders:
 - a. We will coordinate events with Career Center and others to align activities with CLA Student Success maps;

- b. We will leverage and draw upon the expertise of our alumni and off-campus partners and employers to create and host its own enhanced Career Day.

Strategic Theme 4: CLA will reintroduce itself and its programs to the world.

Objectives:

- A. CLA will develop a communications plan for the college and school:
 - a. We will elevate CLA-SotA activities, programming, and physical presence on campus;
 - b. We seek to increase publicity of events that build communities within campus and Central MN;
 - c. We will further develop our capacity to “tell our own stories” through intentional development of communications and networks;
 - d. We strive to leverage best practices for use of electronic, direct, and multiple audience materials and platforms for communicating its wide range of activities and audiences;
 - e. CLA-SotA will develop and engage in a regular set of community and public school outreach and programming activities that reflect the missions, programs, and opportunities found within the college and school.
- B. College and School programs will identify their recruitment priorities and outcomes:
 - a. We will establish new paths for partnership with SCSU Admissions to better determine avenues for student recruitment;
 - b. We will align and implement methods for more direct recruitment efforts in under-represented populations.

Strategic Theme 5: CLA will further develop a shared culture within and among its programs.

Objectives:

- A. CLA will increase opportunities for student interaction and engagement:
 - a. We will create events modeled after *Huskies Invent* that promote opportunities for students to work across disciplines on issues that are meaningful and have impact;
 - b. We will elevate student scholarly and creative activity, including Huskies Showcase;
 - c. We will create communicate regularly with students in our programs, including a CLA-SotA Student Advisory Council to the Dean;
 - d. We will institute and promote new traditions within the college and school.
- B. CLA will actively engage in improving faculty and program well-being and increase college cohesion and collaboration:
 - a. We will determine College and School social engagements across the academic year;
 - b. We will regularly host CLA Forum and other unit-building activities;
 - c. We will explore alternative models for proposing, awarding and supporting faculty reassignment;
 - d. We will develop model(s) for multi-year scheduling, academic planning and resource needs.

CLA Strategic Plan Implementation—Year 1
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KEY: Bold font = Action projects that are underway

Strategic Theme 1: Interdisciplinarity will become a core feature of CLA.

1.A.-Action Project: Develop and adopt a framework for interdisciplinary practice that reflects a shared understanding of interdisciplinary education; Identify themes and interdisciplinary skill sets that will best serve students, campus, and local communities, and provide consistent and best practices guidance for the development of interdisciplinary experiences.

- Estimated Start/Completion Dates: Fall 2020-Ongoing
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Dean/Assoc. Dean, Deans in other units, chairs, program faculty
- Dependencies: Cross-program development, staffing, marketing
- Expected Deliverables: Defining structures that support interdisciplinary collaboration and program development

1.A.a.-Action Project: Determine meta-majors/minor opportunities as early strides to major program choice; Create interdisciplinary cohorts that promote intersectional understandings among diverse content areas; Align curricular opportunities that best serve specific college and school needs and opportunities.

- Estimated Start/Completion Dates: Spring 2021-Ongoing
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Program faculty, University College, Deans of other units
- Dependencies: Faculty collaboration and support
- Expected Deliverables: Cohorts of courses and students

1.A.b.-Action Project: Deliver co-taught, collaborative, or partnered courses, including within the LEP; Define ways in which interdisciplinary objectives can be delivered in disciplinary courses; Develop opportunities for faculty to work together around shared outcomes, and expose students to interdisciplinary learning and outcomes.

- Estimated Start/Completion Dates: Fall 2020-Ongoing
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Program faculty; other units deans and chairs
- Dependencies: Faculty collaborators
- Expected Deliverables: Team-taught courses

1.A.b- Action Project: Prioritize online undergraduate and graduate program development within the college and school; Implement strategies to increase program capacities for online instruction; Develop other alternative delivery models for course, program and credential delivery, including at Plymouth, and within the MNSTATE System.

- Estimated Start/Completion Date: Fall 2019-Ongoing
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Dean/Assoc. Dean, chairs, program faculty
- Dependencies: Staffing; curriculum, marketing
- Expected Deliverables: Program tracks 100% online

1.A.c.- Action Project: Create interdisciplinary major and graduate program paths and meta-minor opportunities within CLA-SotA that are intentional and greater than Self-Select, BES or MES options.

- Estimated Start/Completion Date: Fall 2021-Ongoing
- Point Person: Dean/Assoc. Dean; University College
- Potential Team Lead and Members: Program faculty
- Dependencies: Curriculum development; program construction
- Expected Deliverables: Interdisciplinary majors and minors

1.A.c.- Action Project: Introduce students to interdisciplinary approaches and methodologies; coordinate curriculum opportunities; Expand program requirements to include course(s) from different programs (e.g., Art requiring a Film Studies program).

- Estimated Start/Completion Date: Fall 2021-Ongoing
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Program faculty
- Dependencies: Curriculum development; program construction
- Expected Deliverables: Interdisciplinary majors and minors

1.C.b.- Action Project: Develop application processes for reassignment addressing curricular and program innovation; identify opportunities for reassignment to grow teaching and curricular capacity in support of interdisciplinary innovation.

- Estimated Start/Completion Date: Spring 2020
- Point Person: Dean/Assoc. Dean, Provost
- Potential Team Lead and Members: Dean
- Dependencies: Clear deliverables regarding reassignment
- Expected Deliverables: tangible and implementable curricular and program enhancements that grow enrollment, retention and revenue

1.D.a.- Action Project: Identify 2-year college partners by program; Foster and increase partnership development with partners through Transfer Pathway promotion and development.

- Estimated Start/Completion Date: Spring 2021-Fall 2021
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Chairs, Program faculty
- Dependencies: Key institutions where transfer has been high; Transfer Pathways
- Expected Deliverables: Map of key partnerships and goals/outcomes for increased enrollment

Strategic Theme 2: CLA will provide a student experience that is distinctive among our peers.

2.A.b.- Action Project: Apply High Impact Practices (HIPs) to further LEP delivery and outcomes.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Dean/Assoc. Dean; Liberal education redesign working group
- Potential Team Lead and Members: LEP Assessment Director, LEP program faculty
- Dependencies: Schedule of HIPs development across Goal Area outcomes
- Expected Deliverables: Mapped HIPs on LEP; Assessment outcomes and closed loops

2.A.c.- Action Project: Align liberal arts development with meta-major pathways and best practices, leveraging pathways of development with Huskies Advance and Our Husky Compact outcomes.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Huskies Advance Team, OHC Director, SPC
- Dependencies: Schedule of development across Huskies Advance; OHC alignment
- Expected Deliverables: Mapped LEP -> OHC pathways; Huskies Advance outcomes

2.A.d.- Action Project: Identify culminating experiences that illuminate the integration of liberal education outcomes within majors; Seek intentional alignment and communication of program and LEP outcomes.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Dean/Assoc. Dean; Department chairs and Program directors
- Potential Team Lead and Members: Department chairs and Program directors
- Dependencies: Program faculty participation
- Expected Deliverables: Characteristics mapped onto programs and department practices

2.C.a.- Action Project: Increase diversity, inclusion and multicultural education perspectives and curricular content within all college/school programs; Enhance service-learning opportunities with under-represented communities; Develop and further integrate content and intercultural understanding in the liberal education curriculum.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Dean/Assoc. Dean, Select CLA chairs and/or Faculty
- Potential Team Lead and Members: CLA DEI Task Force, CLA programs, ARPAC, CARE, CHGE, MRC
- Dependencies: Program alignment
- Expected Deliverables: Presence of DEI curricular alignment within programs

2.D.a.- Action Project: Determine opportunities in all college/school programs to increase global perspectives and curricular content within courses and programs; Actively showcase internationalization efforts within programs.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Dean/Assoc. Dean, Select CLA chairs and/or Faculty
- Potential Team Lead and Members: Department chairs and program directors; CIS
- Dependencies: Program alignment
- Expected Deliverables: Presence of internationalization curricular alignment within programs

2.E.a.- Action Project: CLA-SotA will align and regularly monitor OHC and Huskies Advance integration; Programs will partner in communicating OHC and HA so it is clear and relevant to students, include OHC and HA information on Student Success Maps, websites, and other program information platforms, and demonstrate best practices in the alignment of OHC as an institutional framework for liberal education.

- Estimated Start/Completion Date: Fall 2019-Ongoing
- Point Person: OHC and Huskies Advance Teams
- Potential Team Lead and Members: Partnered work with these standing groups
- Dependencies: OHC, HA refinements and integration efforts; HLC recommendations
- Expected Deliverables: Presence of OHC and HA program alignment and opportunities articulated in promotion materials

2.E.b.- Action Project: Provide leadership in a revitalized SCSU honors experience and be the primary partner and/or home for an SCSU Honors College; Determine additional entry points and criterion for student entry as an honors student; Leverage opportunities for honors that aligns international, interdisciplinary, and experiential learning.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Provost
- Potential Team Lead and Members: CLA Dean; UC Dean; Honors program director; program faculty and students
- Dependencies: Institutional direction and commitment
- Expected Deliverables: SCSU Honors College plan

2.F.a.- Action Project: Develop multi-modal undergraduate and graduate program options, including micro-credentials, experiential programs, low residency models, and accelerated programs.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: CLA-SotA Departments and programs
- Dependencies: Program Portfolio process; program demand and growth
- Expected Deliverables: New program opportunities that resonate with It's Time and market/student demand

2.G.c.- Action Project: Develop “engaged teaching” training, including accountability, assessment measures and assessment reporting on program and Liberal Education Program outcomes, and provide additional support structures to improve interactive, engaged instruction; Improve training and development of online instruction and develop and communicate standards for online instruction preparation and development; Guide opportunities for the improvement of teaching via grants, sabbaticals, and reassigned time.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: CETL, ATT, Program faculty
- Dependencies: Workshops and intentional alignment with PDP development
- Expected Deliverables: Improved teaching and learning outcomes, including online/hybrid instruction

Strategic Theme 3: CLA programs will prepare adaptable graduates for multiple careers.

3.A.b.- Action Project: Develop opportunities for students to become aware of the skills they possess; Provide context and communication on how best to leverage those across their program of study, resume, and career preparation, and incorporate career exploration and guidance into the curriculum.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: CLA-SotA Department chairs and Program Directors
- Potential Team Lead and Members: Program faculty, SRD, ELOD, SCSU Career Center
- Dependencies: Alignment with success map conversations; faculty involvement
- Expected Deliverables: Skills workshops, resume writing sessions, etc.

3.A.c.- Action Project: Create a first-year experience to be offered as part of an extended Husky's First Four (January Convocation week), which introduces a range of careers and the skills those careers require; distribute program developed student success guides that describe careers related to disciplinary area and the skills those careers require.

- Estimated Start/Completion Date: Spring 2020-Ongoing
- Point Person: SRD
- Potential Team Lead and Members: SRD, ELOD, Chairs, Program faculty
- Dependencies: Location, student participation, marketing
- Expected Deliverables: Huskies First Four Plus as an annual event

3.B.a.- Action Project: Coordinate events with Career Center and align these activities with CLA Student Success maps.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: CLA-SotA Department chairs and Program Directors
- Potential Team Lead and Members: Program faculty, SRD, ELOD, SCSU Career Center
- Dependencies: Alignment with success map conversations; faculty involvement
- Expected Deliverables: CLA-SotA customized career events and schedule

Strategic Theme 4: CLA will reintroduce itself and its programs to the world.

4.A.a.- Action Project: Develop a CLA-SotA communications plan that will elevate CLA-SotA activities, programming, and physical presence on campus.

- Estimated Start/Completion Date: Spring 2021-Ongoing
- Point Person: Dean/Assoc. Dean, ELOD
- Potential Team Lead and Members: Department chairs, Program Directors, Faculty, Staff, UComm
- Dependencies: Internal and External marketing plans and implementation
- Expected Deliverables: Communication plan

4.B.a.- Action Project: Develop communication strategies and content for multiple student audiences, including pre-undergraduate, undergraduate (transfer, international, non-trad or returning), and graduate students.

- Estimated Start/Completion Date: Spring 2021-Ongoing
- Point Person: Dean/Assoc. Dean, ELOD
- Potential Team Lead and Members: Department chairs, Program Directors, Faculty, Staff, UComm
- Dependencies: Internal and External marketing plans and implementation
- Expected Deliverables: Communication plan

4.A.d.- Action Project: Leverage best practices for use of electronic, direct, and multiple audience materials and platforms for communicating its wide range of activities and audiences, e.g. Huskies Connect, AroundtheCloud.org, social media, direct mail, alumni and advancement messaging.

- Estimated Start/Completion Date: Spring 2021-Ongoing
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: DAYTA Marketing, University Communications, ELOD
- Dependencies: DAYTA Marketing plan
- Expected Deliverables: Digital Brand/Comm strategy document as subset of CLA Communications plan

4.B.a.- Action Project: Establish new partnerships with SCSU Admissions to better determine avenues for student recruitment, attendance and increased contact with prospective students and parents (when applicable); Establish department and program goals, targets, and metrics for increasing student recruitment and retention.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Assoc. Dean, SRD
- Potential Team Lead and Members: CLA-SotA Departments and programs; Admissions (UG and Grad)
- Dependencies: Messaging, marketing, and program narratives
- Expected Deliverables: Increased recruitment activities focused on CLA-SotA

4.B.b.- Action Project: Develop talking points and college-wide assets that are compelling for students to choose SCSU first; Cultivate testimonials from students, including student from under-represented populations.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Assoc. Dean, SRD, ELOD
- Potential Team Lead and Members: CLA-SotA Departments and programs; Admissions (UG and Grad)
- Dependencies: Messaging, marketing, and program narratives
- Expected Deliverables: Increased recruitment and marketing materials focused on CLA-SotA

4.B.b.- Action Project: Create CLA/SOTA-focused camps for middle and high school students for long term recruitment. Consider methods for more direct recruitment efforts in under-represented populations.

- Estimated Start/Completion Date: Spring 2021-Summer 2023
- Point Person: Dean/Assoc. Dean; Program leads
- Potential Team Lead and Members: Department Chairs, Program Directors, Program Fac/Staff, ELOD
- Dependencies: Thematic development and resources
- Expected Deliverables: Summer camps

Strategic Theme 5: CLA will further develop a shared culture within and among its programs.

5.A.c.- Action Project: Create a CLA-SotA Student Advisory Council, with program representatives from across the college and school reflecting diverse representation.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Dean
- Potential Team Lead and Members: Dean; Department chairs and program directors
- Dependencies: Student participation
- Expected Deliverables: Established CLA-SotA Student Advisory Council

5.A.d.- Action Project: Institute and promote new traditions, e.g. faculty more available in different settings (10am coffee hour or dedicated space); scholarship recognitions and presentations (faculty and student) (internal and external), with publicity.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Dean/Assoc. Dean, ELOD
- Potential Team Lead and Members: Deans; Department chairs and program directors, ELOD
- Dependencies: Participation
- Expected Deliverables: Increased recognition events and College/School activities

5.B.b.- Action Project: Create and host CLA Forums, focused on developments within higher education and SCSU.

- Estimated Start/Completion Date: Fall 2020-Ongoing
- Point Person: Assoc. Dean, ELOD
- Potential Team Lead and Members: Department chairs and program directors, ELOD
- Dependencies: Participation
- Expected Deliverables: Increased events

Strategic Theme 1: Interdisciplinarity will become a core feature of CLA.

1.A.b.- Action Project: Develop a proposal process for first-year seminar opportunities; Identify opportunities for seniors to have cross-department collaboration on projects.

- Estimated Start/Completion Dates: Fall 2021
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: University College, program faculty; other units deans and chairs
- Dependencies: faculty collaborators
- Expected Deliverables: team-taught courses

1.B.a.- Action Project: Identify 3 interdisciplinary areas of interest and investment for center development; prioritize resources and support for the development of phases of faculty and program collaboration.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Dean
- Potential Team Lead and Members: Assoc. Dean, Provost, campus leadership
- Dependencies: Development of other centers and institutes; Polytechnic development
- Expected Deliverables: CLA-SotA enhanced centers

1.B.a.- Action Project: Develop improved and/or dedicated spaces and technology investments to advance strategic initiatives.

- Estimated Start/Completion Date: Fall 2022
- Point Person: Dean/Assoc. Dean; Dept. Chairs
- Potential Team Lead and Members: Program faculty, Buildings and Grounds
- Dependencies: Space, technology support, resources
- Expected Deliverables: CLA-SotA cross-college/school labs

1.C.a.- Action Project: Adopt scheduling practices that promote intersectionality of programs and the student experience, including scheduling as a group.

- Estimated Start/Completion Date: Spring 2022
- Point Person: Dean/Assoc. Dean; Dept. chairs and program directors
- Potential Team Lead and Members: Departments and programs; other colleges and schools, office managers
- Dependencies: Collaborative process; Records and Registration
- Expected Deliverables: More cohesive, interdependent schedule

1.C.a.- Action Project: Consider fewer pre-requisites to increase curricular connection points within and across programs, developing intentional opportunities for infusion.

- Estimated Start/Completion Date: Fall 2022
- Point Person: Dept. Chairs and program directors within CLA-SotA
- Potential Team Lead and Members: Curriculum committees; College Curriculum Committee
- Dependencies: Timing of curricular efforts
- Expected Deliverables: Greater opportunities for advanced work across programs

1.D.c.- Action Project: Seek opportunities to revitalize and promote partnership with CSB/SJU; Identify program connecting points; Prioritize regional impact and community development.

- Estimated Start/Completion Date: Fall 2022
- Point Person: TBD
- Potential Team Lead and Members: TBD
- Dependencies: Program-level interest and opportunities
- Expected Deliverables: Increased partnerships

Strategic Theme 2: CLA will provide a student experience that is distinctive among our peers.

2.A.a.- Action Project: Develop opportunities for students to design and deliver on an associated mission; e.g. a project, goal, or guiding question that they explore throughout their undergraduate experience.

- Estimated Start/Completion Date: Fall 2021
- Point Person: TBD
- Potential Team Lead and Members: University College, SRD, Program faculty, Advisors
- Dependencies: Mentorship model in place, support structures
- Expected Deliverables: Holistic development plan for each student

2.B.a.- Action Project: Develop strategies for implementing and illuminating the 6 unique characteristics identified in **It's Time to Be Bold** and make these evident in program materials and students' experience.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Dean/Assoc. Dean; Department chairs and Program directors
- Potential Team Lead and Members: Department chairs and Program directors
- Dependencies: Program faculty participation
- Expected Deliverables: Characteristics mapped onto programs and department practices

2.B.b.- Action Project: Identify and develop program opportunities for lifelong and looped learning.

- Estimated Start/Completion Date: Fall 2022
- Point Person: Dean/Assoc. Dean; Department chairs and Program directors
- Potential Team Lead and Members: Department chairs and Program directors
- Dependencies: Program faculty participation
- Expected Deliverables: Mapped and communicated through programs, departments, college and university

2.B.c.- Action Project: Develop and sustain a professional advising model; Coordinate Advising Day(s) with faculty mentors and professional advisors; Develop an advising Help Center/CLA One-Stop advising and service hub; Incorporate best practices from staff in MSS, SAS, Vet Center, LGBTQ, CAPS in support of students.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Assoc. Dean, SRD
- Potential Team Lead and Members: Dept./program faculty, Advising Center, Husky Coaches
- Dependencies: Communication, resources, space
- Expected Deliverables: CLA-SotA Student Success Center

2.C.b.- Action Project: Identify programming and co-curricular opportunities to implement greater diversity, inclusion, and multicultural education efforts; Promote and support ARPAC initiatives within the college curriculum, including the development of a diversity and inclusion certificate or badge.

- Estimated Start/Completion Date: Fall 2021
- Point Person: CLA-SotA DEI Task Force chair
- Potential Team Lead and Members: Department and program faculty, ARPAC
- Dependencies: Resources
- Expected Deliverables: Programming and series information

2.D.b.- Action Project: Identify programming and co-curricular opportunities to implement deeper internationalization efforts, including the development of a globalization certificate or badge; Determine pathways to better develop international education, education abroad, and assets in and through Alnwick.

- Estimated Start/Completion Date: Fall 2021
- Point Person: CLA-SotA International Task Force chair
- Potential Team Lead and Members: Department and program faculty, CIS
- Dependencies: Resources
- Expected Deliverables: Programming and series information

2.E.a.- Action Project: Leverage honors as a laboratory environment for bringing new pedagogies and content to our most motivated students.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Dean/Assoc. Dean, Honors Director
- Potential Team Lead and Members: Honors faculty, program faculty
- Dependencies: Honors College development
- Expected Deliverables: New, revitalized Honors opportunities

2.F.b.- Action Project: Explore alternative education certification and credit for prior learning options, including BA/BS licensure and competency-based credentials.

- Estimated Start/Completion Date: Spring 2022
- Point Person: Assoc. Dean
- Potential Team Lead and Members: Relevant program faculty
- Dependencies: CPL processes; alternative licensure processes
- Expected Deliverables: Portfolio of accelerated program opportunities

2.F.c.- Action Project: Explore and create system-level majors; e.g. religious studies or languages.

- Estimated Start/Completion Date: Fall 2022
- Point Person: Dean
- Potential Team Lead and Members: Relevant program faculty
- Dependencies: MnSTATE process for collaboration and cross-campus support
- Expected Deliverables: System-level programs

2.G.a.- Action Project: Develop curriculum that becomes more applied, problem-based, and experiential; Increase the incorporation of digital technology and interactive learning through expanded use of Viz-Lab, makerspaces, and other lab environments.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Program chairs/directors
- Potential Team Lead and Members: Program faculty
- Dependencies: Curriculum revision
- Expected Deliverables: Demonstrably increased opportunities in programs

2.G.b.- Action Project: Adopt web-based portfolios in all programs; Connect and communicate student learning through a portfolio organized by professional skills (e.g. leadership, social justice, etc.); Develop opportunities for students to make public presentations about college/program experience.

- Estimated Start/Completion Date: Spring 2022-Ongoing
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Dept. chairs and program directors, program faculty
- Dependencies: Platform for online portfolios
- Expected Deliverables: Online portfolios

Strategic Theme 3: CLA programs will prepare adaptable graduates for multiple careers.

3.A.a.- Action Project: Implement a mentorship model for all students in programs-models to include peer, faculty, student success team, advisor and alumni opportunities; Programs identify alumni networks and advisory capacities for program development, student development, and program input.

- Estimated Start/Completion Date: Fall 2021
- Point Person: SRD, ELOD
- Potential Team Lead and Members: Dept. chairs and program directors
- Dependencies: Model that is workable and sustainable
- Expected Deliverables: Mentorship program

3.A.d.- Action Project: Offer a culminating applied experience that connects disciplinary expertise and skills with professional experiential learning opportunity; Set a college-wide goal of 70% of departments/major programs offering a culminating applied experience.

- Estimated Start/Completion Date: Fall 2022
- Point Person: Dept. chairs and program directors
- Potential Team Lead and Members: Program faculty
- Dependencies: Curriculum development
- Expected Deliverables: Significant and measurable changes in culminating applied experiences

3.B.b.- Action Project: Leverage expertise of our alumni and off-campus partners and employers to create and host CLA-SotA enhanced Career Day.

- Estimated Start/Completion Date: Spring 2021
- Point Person: ELOD
- Potential Team Lead and Members: Program faculty; local employers
- Dependencies: Faculty, student and employer participation
- Expected Deliverables: Spring 2021 CLA-SotA Career Day

Strategic Theme 4: CLA will reintroduce itself and its programs to the world.

4.A.b.- Action Project: Increase publicity of events with communities within campus and Central Minnesota; partnerships with city; Elevate diverse programming with under-represented communities, including a visiting scholar series.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Dean/Assoc. Dean, ELOD
- Potential Team Lead and Members: Relevant programs and staff
- Dependencies: Programming content and activities, timely communication
- Expected Deliverables: Measurable increase in events

4.A.c.- Action Project: Develop enhanced communication pathways and networks that promote faculty and student scholarship, student organizations, diversity and inclusivity efforts, and expressions of college and school values.

- Estimated Start/Completion Date: Spring 2022
- Point Person: Dean/Assoc. Dean, ELOD
- Potential Team Lead and Members: Relevant programs and staff, DAYTA Marketing
- Dependencies: Programming content and activities, timely communication, platforms
- Expected Deliverables: Measurable and noticed pathways of communication

4.A.e.- Action Project: Host regular CLA events – Anabranch, Creative Arts Series, visiting scholar series; Hire professional communication staff dedicated to CLA; Develop budget mechanisms within the unit.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Dean/Assoc. Dean, ELOD
- Potential Team Lead and Members: Relevant programs and staff
- Dependencies: Programming content and activities, timely communication
- Expected Deliverables: Measurable increase in events

4.A.e.- Action Project: Highlight geographic points of significance (public art; cultural history; outreach to high schools; engage with diverse residents in St. Cloud); Bring class content and adaptation for community audience to achieve outreach in a different way; Create opportunities to bring the community into our classrooms.

- Estimated Start/Completion Date: Spring 2022
- Point Person: TBD
- Potential Team Lead and Members: Program faculty, Buildings and Grounds
- Dependencies: Access, identification of spaces/places, content development
- Expected Deliverables: New interpretive material for various sites on campus

Strategic Theme 5: CLA will further develop a shared culture within and among its programs.

5.A.a.- Action Project: Create an event that is modeled after *Huskies Invent*; Partner with non-profit group in doing so; Student/faculty would collaborate and enhance community component.

- Estimated Start/Completion Date: Fall 2021
- Point Person: TBD
- Potential Team Lead and Members: Program faculty and students
- Dependencies: Partnership ideas focused on reciprocity
- Expected Deliverables: CLA-SotA Huskies Create & Innovate

5.A.b.- Action Project: Elevate Huskies Showcase involvement to elevate CLA-SotA projects; Consult with judges on assessment of projects; Create CLA fall event where student presenters (senior projects) from different CLA-SotA departments share their work.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Assoc. Dean
- Potential Team Lead and Members: Faculty actively engaged in Undergraduate/Graduate research
- Dependencies: Time and resources
- Expected Deliverables: Increased participation rates and representation

5.B.a- Action Project: Host college/school social engagements across the academic year, with varied locations on and off campus throughout the year; Departments host in their spaces to encourage increased contact.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Dept. chairs, program directors, social committee
- Dependencies: Resources
- Expected Deliverables: Greater connection and esprit de corps within the college and school

5.B.c.- Action Project: Explore alternative models for proposing, awarding and supporting faculty reassignment.

- Estimated Start/Completion Date: Fall 2021
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Faculty review committee; Provost
- Dependencies: Process and resources
- Expected Deliverables: Outcomes for each reassignment, including reporting mechanisms

5.B.d.- Action Project: Develop model(s) for multi-year scheduling, academic planning and resource needs; Assure that department and program course offerings reflect 4yr degree maps and timely pathways to graduation; Create a Chair Development curriculum and opportunities for growth.

- Estimated Start/Completion Date: Fall 2022
- Point Person: Dean/Assoc. Dean
- Potential Team Lead and Members: Dept. scheduling participants
- Dependencies: Methodology
- Expected Deliverables: 3yr development plan