

**VISION:** We aspire to create and nurture a community in a College of Liberal Arts and Sciences that is dedicated to a liberal arts education and to the diversity of thought that it generates. Our students will be able to think critically, to further their learning, to flexibly and creatively adapt to change, and be engaged, ethical global citizens. Our scholars will be leaders in advancing knowledge and educating future generations. We strive for everyone in the College to have a sense of belonging and community and to have individual and collective purpose.

**Mission:** The mission of the College of Liberal Arts and Sciences at the University of Iowa is to foster community that enables innovative research and discovery and empowers students with the knowledge and skills to think systematically about all aspects of their lives—the creative, the professional, the personal and the civic. We are home to some of the leading programs in the world in the arts, humanities, and sciences, and we live at the intersection of all three—as writers and experimenters, as performers and inventors, as individuals who work together to develop ideas of what might be and then to implement those ideas after a careful process of reflection and consideration. Our mission is guided by a value in diversity and inclusion that recognizes the wide spectrum of voices and talents that enable excellence in education, research, and discovery.

**STUDENT SUCCESS – Goal** To enrich the undergraduate student experience by building a stronger community of learning and engagement

Strategy 1: Foster student success through faculty and staff development and through increased academic, peer, and career mentoring.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Assess advising infrastructure and caseload to ensure compliance with nationally recognized ratios (300:1).	1. 2. 3.	1. 2. 3.
Implement mandatory junior-level advising structures.		
Collaborate with Center for Diversity and Equity, University Counseling Service, and Academic Support and Retention to ensure students receive expert guidance in matters of personal and academic success.		

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Expand synergies with career center and departmental alumni to promote career readiness and professionalization.		
Ensure a seamless transition for transfer students to support their timely graduation – e.g. 2+2 programs.		
Implement best practices for assessing course quality, including peer reviewed observation of teaching.		
Strategy 2: Enhance partnership between CLAS and critical student support resources.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Expand partnership with Student Disability Services to ensure faculty and teaching assistants have the knowledge about and assistance with accommodations.	1. 2. 3.	1. 2. 3.
Enhance relationship with University Counseling Services and University Threat Assessment to better equip faculty and staff in responding to challenges students face while maintaining academic standards.		
Increase academic supports for students who need assistance with writing and other forms of communication.		
Strategy 3: Build synergies between classroom learning and application by expanding opportunities for experiential learning and student professionalization.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Increase the number of capstone, faculty-mentored research, or other applied	1. 2. 3.	1. 2. 3.

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experiences that help students reflect on the integration of their class-based learning with problem solving and career preparation.		
Create an applied learning GE requirement with choices and 0 s.h. options.		
Redesign GE requirements to include system-thinking as a broad category, while not expanding the number of GE required credits.		
Work with campus partners to provide opportunities for students to apply and integrate experiences through campus employment, peer mentoring, and tutoring as well as through study abroad, internships, library research, creative projects and service learning.		
Enhance opportunities for students to gain greater expertise in writing through the development of bridge courses in writing, courses on writing in the discipline, and courses that are based on developmental learning models.		
Strategy 4: Increase the recruitment, retention, and support of minoritized, first-generation, international, and Pell Grant eligible students.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Work with key constituencies to implement pedagogical best practices in all courses, but especially in large gateway courses with high DFW rates.	1. 2. 3.	1. 2. 3.
Support the embedded peer mentoring initiative by placing peer tutors in large introductory courses.		
Bolster education of DUS and related curriculum committees about best practices for working with		

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a diverse student body with diverse academic needs in the classroom.		
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**STUDENT SUCCESS (graduate)– Goal:** To support the graduate student experience by building a stronger community of learning and discovery.

**Strategy 1:** Foster student success through faculty and staff development and through increased academic, peer, and career mentoring

Critical Tasks	Tactics – Action Items	Indicators of Success
Develop learning objectives, innovative modes of curricular delivery, programmatic outcomes, and clear assessment strategies that are used to make programmatic decisions.	1. 2. 3.	1. 2. 3.
Support the creation of research groups of graduate students who work with supervising faculty on publicly engaged research.		
Show innovation and flexibility of format and genre of dissertation to best prepare students for career opportunities inside and outside of academia.		
Infuse opportunities for digital scholarship, data visualization, publicly engaged research and teaching, and interdisciplinary collaboration into every graduate program.		
Infuse the brand of a “Writing University” into graduate curriculum with specific training in academic and research writing and speaking.		
Enhance mentoring of students by faculty and peers through professional development opportunities.		

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Strategy 2: Create objective measures for evaluating the success of graduate programs and direct resources accordingly		
Critical Tasks	Tactics – Action Items	Indicators of Success
Apply objective metrics to determine ways to strengthen graduate programs.	1. 2. 3.	1. 2. 3.
Identify degree and certificate programs that generate little student interest and/or have poor completion rates and reinvest those resources into thriving programs.		
Identify graduate programs that demonstrate excellence and impact and invest resources in their success.		
Strategy 3: Engage in an innovative and inclusive approach to graduate education		
Critical Tasks	Tactics – Action Items	Indicators of Success
Build stronger recruitment channels with other colleges and universities to increase the number of highly competitive graduate applications.	1. 2. 3.	1. 2. 3.
Expand the opportunities for students to seek internal and external grant support.		
Collaborate with campus partners, local and regional companies/businesses, and non-profit organizations to expand internship and research opportunities.		
Create opportunities to show case graduate research, discovery and creativity in College.		

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Develop on-line educational opportunities for students who face barriers coming to campus.		
Provide funding packages that extend across research, teaching and public engagement.		

College/VP Unit: CLAS

**RESEARCH & DISCOVERY -- Goal:** To strengthen the total portfolio of research, scholarship, and creative activity across CLAS Departments.

<b>Strategy 1:</b> Expand the number of departments that are ranked in the top 25 nationally.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Identify destination programs and support them with additional resources to expand tenure-track faculty numbers and high-quality graduate students.	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
Develop and implement research activities aimed at increasing NSF, NIH, NEH, and other funding areas.		
Diversify research funding by increasing awards from private foundations and for-profit organizations.		

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Convert VAP and non-renewed instructional track lines into tenure-track lines, when appropriate.		
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**Strategy 2: Enhance conditions that promote a culture of discovery and creativity across the college.**

Critical Tasks	Tactics – Action Items	Indicators of Success
Expand collaborations between the CLAS Grant Support Office and departments to increase the number of faculty fellowships and grants brought into the College.	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
Maximize opportunities for faculty research buyouts through small and large grants, departmental accounting, and other forms of creative flexibility.		
Increase faculty research time by creating mechanisms to integrate and consolidate research and teaching.		
Create research common spaces for faculty interaction.		
Expand and promote research opportunities for undergraduates in ways that take advantage of the university’s R1 designation.		

**Strategy 3: Harness the collective strength of units that can make a cross-disciplinary research impact.**

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Critical Tasks	Tactics – Action Items	Indicators of Success
Identify areas of research convergence within CLAS and between UI colleges.	1. 2. 3.	1. 2. 3.
Develop and implement a CLAS interdisciplinary research incubator to support faculty in pursuing large, complex grant opportunities.		
Create a process to promote interdisciplinary teaching opportunities within CLAS.		

College/VP Unit: CLAS

**ENGAGEMENT -- Goal:** To support the work of faculty, students, and staff in bringing the excellence of the University of Iowa into communities throughout.

Strategy 1: Build a community of alumni to expand the visibility of the College.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Incorporate alumni into the education of undergraduate and graduate students in the College.	1. 2. 3.	1. 2. 3.
Partner with alumni to expand the opportunities available for students for career mentoring, internships, service learning and other forms of public engagement.		
Highlight the work of CLAS alumni who are at all stages of their careers.		

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Engage the Dean’s Advocacy Council to expand the role of alumni in the College and Departments.		

**Strategy 2: Integrate outreach and publicly engaged scholarship into the undergraduate and graduate curricula.**

Critical Tasks	Tactics – Action Items	Indicators of Success
Incorporate at least one opportunity associated with publicly engaged teaching or research into every undergraduate program.	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
Incorporate training in publicly-facing and publicly engaged research into the graduate curricula.		
Create system for recognizing and celebrating student accomplishments and leadership in outreach and engagement.		

**Strategy 3: Promote the impactful nature of outreach and publicly engaged scholarship and teaching.**

Critical Tasks	Tactics – Action Items	Indicators of Success
Educate the College about what constitutes outreach versus publicly engaged scholarship and teaching.	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
Determine funding priorities for outreach and engagement initiatives.		

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Infuse publicly engaged research and teaching into tenure and promotion process.		
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College/VP Unit: CLAS

**DIVERSITY, EQUITY, INCLUSION, & COLLABORATION – Goal:** To showcase diversity, equity, and inclusion as a value and strength of the collegiate community.

Strategy 1: Promote an inclusive environment for students, faculty and staff.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Collaborate with university partners to identify and address physical and cultural infrastructures that create barriers to an inclusive environment.	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
Partner across the University to increase training and workshop opportunities available for collegiate leaders, administrators, faculty, staff and students to enhance, DEI.		
Ensure equitable participation and engagement by URM students, staff, and faculty in all aspects of college life.		
Collaborate with Admissions and Academic Advising on effective ways to incorporate DEI into the recruitment and admission process.		
Partner with collegiate departments and units to develop their own DEI work plans.		

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Improve diversity in leadership positions across CLAS.		
Strategy 2: Develop and direct resources to strengthen the support provided to first-generation and URM students, staff, and faculty in CLAS.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Enhance mentoring of faculty and staff from URM populations.	1. 2. 3.	1. 2. 3.
Collaborate with academic advisors, departments and CDE on retention of first-generation and URM students.		
Monitor and assess the service workload of URM faculty and staff.		
Institute a Diversity Fellows post-doc program.		
Strategy 3: Integrate DEI throughout the educational and scholarly experience in CLAS.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Showcase the historical impact of diversity, equity and inclusion on research and discovery across collegiate units, along with the loss that results from exclusion.	1. 2. 3.	1. 2. 3.
Provide increased opportunities for faculty, staff and students to engage in DEI-related activities and programs.		

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Incorporate content from authors, scholars, and theorists of diverse backgrounds into general education courses.		
Support outreach and engagement projects that include participation from first-generation and URM students.		
Support outreach and engagement projects that include collaborations with underserved communities.		
Strategy 4: Foster a greater sense of community within the College.		
Critical Tasks	Tactics – Action Items	Indicators of Success
Work with the Division of Student Life and the Center for Diversity and Enrichment, and other key entities to institute a mentoring program for all first-year undergraduates and all first-year graduate students, led by advanced students with leadership experience.	1. 2. 3.	1. 2. 3.
Bring together faculty and staff around shared themes and interests – for example through outreach and engagement; student professionalization efforts; pedagogy and the creation of a collaborative center for teaching annex.		
Support thematic conferences and event sequences that enable departments to exhibit their research strength and reputation, in ways that bridge the distance between UI and other research centers.		
Assess and address issues of empowerment and shared governance for non-tenure-track faculty.		

