SJSU SAN JOSÉ STATE
UNIVERSITY
College of Humanities & the Arts

Strategic Plan 2013-2017

The strategic planning process carried out in the College of Humanities in the Arts in 2012-13 provides the basis for our strategic goals for 2013-17. These goals also align with San Jose State University's strategic plan, Vision 2017.

This document summarizes the three primary components of the plan:
  I.   **Values**
  II. **Mission Statement**
  III. **Goals**

I. VALUES
The College of Humanities and the Arts values:
- High-quality, student-centered liberal arts education;
- Research, scholarship, and creative activity that nurtures the teacher-scholar model;
- Creativity and connectivity within and across fields in humanities and the arts;
- Inquiry and innovation;
- Compassion and equity;
- Globally-engaged, informed citizenship.

II. MISSION
The College of Humanities and the Arts at San José State University provides a high-quality liberal arts education focused on creativity, innovation, and problem solving. We prepare students to be compassionate, informed citizens of the world.

III. GOALS
All goals rest on the basic principle that the College of Humanities and the Arts is committed to a high-quality liberal arts education and to creating an environment for student success.

Goal #1: Enhance support for faculty, staff, and students
The planning process resulted in a large number of expressions of concern about high workloads; staff shortages; low tenured and tenure-track faculty density; and inadequate support for instruction and advising. This goal aligns with the Vision 2017 goals of "helping and caring"; "agility through technology"; and "Spartan pride."

Components of goal	Implementation & measurement success
(1) Create a College Success Center to provide increased advising support for faculty advisors and students.	(a) Create implementation plan for the Success Center. (b) Leverage success of Visual Arts Advising Center and Music/Dance Student Marketing Team as basis for future Center. (c) Improve web-based infrastructure for advising to helps students and advisors access necessary information more readily. *Metrics:* Track retention and graduation rates as well as faculty advisor sense of support to measure success and make improvements.
(2) Improve support for staff and collaboration among staff members in College.	(a) Create a central staffing plan for College to enhance collaboration and identify areas of greatest need for restoration of staffing. (b) Enhance staff positions strategically over next three years. (c) Devise ways to support staff training and maintenance of expertise. *Metrics:* Use staffing arrangements at time of strategic planning process as a benchmark for analysis of successful collaboration and addition of positions in future years.
(3) Seek and fill more tenure-track faculty lines.	(a) Leverage possibility for cluster hiring whenever University goals can align with College goals for cluster hires. (b) Position College in an increasingly effective manner by improving all controllable data points by which tenure-track hires are considered and granted (e.g., student faculty ratios; alignment with University's strategic goals; and graduation and retention rates.). (c) Provide enhanced support for search committees to ensure successful searches.

	Metrics: Track and analyze tenure density with benchmark year of 2012-13 compared to subsequent years. Track and analyze failed vs. successful searches.

Goal #2: Improve visibility of College to students, University, alumni, and the community

Many responses expressed the belief that the College needs to improve our ability to express the importance of humanities and arts-based education. Issues of concern include: lack of resources provided to humanities and the arts in a STEM environment; inability to attract majors; relatively low numbers of first-year and transfer applications directly to our majors; and lack of clear pathways from our majors to careers. This goal aligns with the Vision 2017 goals of Spartan pride; helping and caring; unbounded learning; and agility through technology.

Components of goal	Implementation & measurement success
(1) Create a College Success Center to provide increased support for communications, recruitment, and advising.	(a) Create implementation plan for the H&A Success Center to include a student-centered communications team to help with brochures, webs support, and student-focused events production. (b) Create more internship possibilities for students interested in arts management and administration to support such a Center and students' own interest in humanities and arts careers. (c) Improve community college and high school outreach. *Metrics:* Track retention and graduation rates as well as faculty advisor sense of support to measure success and make improvements.
(2) Create higher visibility and higher impact student recruitment materials and programs.	(a) Seek to centralize support for recruitment through the communications component of Success Center, leaving departments with more time and resources to improve outreach and specify pathways for their majors. (b) Create opportunities to highlight humanities and arts students' work and

	successes (e.g., Student Showcase). (c) Create and implement a web and social media strategy to make College activities and student successes more visible. *Metrics:* Use strategic planning year of 2012-13 websites and recruitment plans (where applicable) as baseline for improvement and measure contacts with high schools and community colleges as well as successful recruitment efforts in subsequent years.
(3) Innovate with existing and expanded curriculum to attract and retain students.	(a) GE pathways could lead to certificates or simply to a more cohesive GE experience, made possible through advising and advertising of the pathway to first-year students. Examples of pathways H&A might develop include: Global Citizenship; Gaming; (b) Innovative certificates are more possible than ever and can be created and implemented in H&A. (c) Expand career-oriented pathways in and between majors in H&A (e.g., arts administration or technical writing). (d) Expand high-impact practices to attract, retain, and support students toward timely graduation (e.g., Humanities Honors expansion to include SJSU studies or innovative GE curricula to include hybrid classes to offer entire SJSU Studies package in slightly fewer units due to hybrid format). *Metrics:* Use strategic planning year of 2012-13 as a baseline for comparison regarding GE pathways; certificates; career-oriented communications about H&A majors.
(4) Engage faculty, staff, and, where applicable, students in efforts to raise visibility of and investment in College.	(a) Enhance College publications and web presence; (b) Track emeriti and alumni more effectively and engage them in College activities; (c) Enhance web and social media support

	to highlight faculty, staff, and student accomplishments; (d) Engage interested faculty, staff, and students in development opportunities such as donor appreciation events for scholarship donors and other similar externally-oriented activities and training aimed at improving our visibility and enhancing College funding. *Metrics:* Use strategic planning year of 2012-13 events, donor relations, development strategic plans, and publications as baseline to measure subsequent success in raising visibility and enhancing revenues.

Goal #3: Strengthen the College's image as a scholarly and artistic learning community devoted to global engagement

Individual and unit responses to strategic planning made clear that there is a strong desire to strengthen the connections among programs and faculty to enhance collaboration and focus on research, scholarly, and creative activities, particularly as related to the College's concern with global engagement and preparing students to be informed, engaged global citizens. This goal aligns with the Vision 2017 goals of Spartan pride; unbounded learning; helping and caring; and agility through technology.

Components of goal	Implementation & measurement success
(1) Enhance research, scholarly, and creative activity connections among faculty, staff, students, and alumni.	(a) Support collaborative marketing and calendaring of College intellectual and cultural events and accomplishments to encourage more connectivity and cross-fertilization. (b) Incentivize student-faculty research and creative activity opportunities. (c) Improve support for intellectual and cultural events and research and creative activity. *Metrics:* Use strategic planning year of 2012-13 as baseline to assess effectiveness of enhancements related to research, scholarly, and creative connections and

	opportunities.
(2) Create mechanisms to support focus on global engagement.	(a) Implement a Global Humanities & Arts initiative to encourage research, creative activity, and teaching opportunities focused on global engagement with possible goal of creating Global Humanities & Arts Center. (b) Support study abroad and other globally-focused teaching and programming connections to enhance student learning. *Metrics:* Data related to study abroad, global learning outcomes, and faculty led programs from strategic planning year of 2012-13 to be used as baseline to assess improvements and impact.
(3) Enhance collaborative teaching, curricular, and co-curricular opportunities.	(a) Support creation of interdisciplinary certificates and/or other collaborative teaching and curricular initiatives to enhance student learning. (b) Enhance coordination of curricular and co-curricular opportunities through collaborative programming (e.g., College-sponsored events; Campus Reading Program integration into curriculum; thematic programming in a given year, etc.). (c) Support high-impact practices to improve student retention, learning, and graduation through such initiatives as GE cohorts (e.g., Humanities Honors and American Studies), GE pathways, and Stretch English. *Metrics:* To be measured in terms of numbers of programs, curricular initiatives, and impact on student retention, graduation, and learning outcomes.