**Liberal Studies Department Strategic Plan 2012-2015**

**Mission**: **Engaging in liberal, interdisciplinary, and integrative learning.** We champion liberal and integrative learning. Our department provides the framework for student-designed courses of study that inspire lifelong learning and responsible participation in diverse communities.

**Vision**: The Liberal Studies Department will create a model community of self-directed learners engaged in the transformative process of Liberal Education. We will cultivate leadership in civic engagement, social justice, and sustainability through experiential and integrative learning. We will reflexively integrate diverse intellectual traditions and contemporary perspectives within local and global contexts.

Through collaborative and innovative action, the Liberal Studies Department:

* Promotes and develops integrative, interdisciplinary teaching, learning and scholarship culminating in community engagement and diversity of practices.
* Cultivates relationships across disciplines in order to deepen commitments to interdisciplinary, integrative and liberal learning.
* Connects community partners, businesses, and non-profits with faculty, staff and students to address local and global issues.
* Engages with students to promote diversity and equity where structural inequalities exist.
* Enables students to develop individualized curriculum plans focused on academic and career goals.
* Fosters student research through experiential learning and collaborative student-faculty research.
* Provides leadership in liberal and general education regionally, nationally, and globally.
* Continues to grow academic programming in Holland, Muskegon, Traverse City and online.
* Contributes to national and international scholarship through the praxis of active scholarship.
* Models and promotes applied sustainability in curricular and programmatic practices.



**Guiding Principles**

We value

* Collaborative teaching, learning and scholarship
* Student-centered experiential teaching and learning
* Engaged citizenship for students, faculty, and staff
* Sustainability through local practices and global understanding
* Advancing diversity through global and local perspectives
* Democratic equality through social justice
* Excellence and innovation in teaching & technology
* Accessibility, academic rigor and paths to degree completion

**Goals and Objectives 2010-2015**

**Goal 1: Liberal Studies students, staff, and faculty work and learn in a community of** **integrative interdisciplinary scholarship and practice.**

1.1 develops integrative, interdisciplinary learning culminating in community engagement and diversity of practices.

1.2 Increase enrollment in Liberal Studies major at distance campuses

1.3 Advance diversity of underrepresented groups within all ranks of faculty

1.4 Advance diversity through the curriculum

1.5 Annually provide leadership in the general education program

1.6 develops integrative, interdisciplinary teaching culminating in community engagement and diversity of practices.

1.7 By 2013 full-time faculty will increase integrative, interdisciplinary scholarship

1.8 Expand opportunities for integrative interdisciplinary scholarship through high impact practices

1.9 Through collaborative efforts students will engage with faculty in research

1.10Increase student diversity in Liberal Studies

**Goal 2: The Liberal Studies Department delivers high-quality, student-focused, liberal education.**

2.1 Increase the number of student credit hours taught by tenure and tenure track faculty to 65% according to university objective 5.1.1

2.2 Increase number of Liberal Studies majors

2.3 Support new academic programs, including Leadership Studies, Religious Studies, Sustainability Studies, Global Studies, LGBTQ Minor, Liberal

Studies Minor, and Intercultural Competence and Experience Certificate (ICE)

**Goal 3: The Liberal Studies Department connects students, faculty, staff, and communities to address local, regional, national and global issues.**

3.1 Develop a prospectus for an innovative Master of Arts in Liberal Studies Program with external institutions.

3.2 Liberal Studies students will have the opportunity to participate in high impact experiences related to community social justice issues: internships, service-learning, study abroad etc.

3.3 Liberal Studies maintains formal and informal partnerships with non-profits and local businesses that contribute to meeting community needs.

**S*trategic Plan Grid 2012-2015***

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Brooks College**  **Goal 1:**  Students and faculty work and learn in a culture of excellent integrative, interdisciplinary scholarship and practice. | Program Goal | Program  Objective | Metric | Baseline | Time-frame | Strategy  Action | Responsible Person/Group | Resources | Status |
|  | **Liberal Studies**  **Goal 1:**  Liberal Studies students, staff, and faculty work and learn in a community of integrative interdisciplinary scholarship and practice. | 1.1 develops integrative, interdisciplinary learning culminating in community engagement and diversity of practices. | Review Outcome  Conference Program | TBD per review  No baseline | By Winter 2014  Fall 2011 | Reviewing program curricula to ensure high impact experiences are integrated in core courses.  Host AIS conference at GVSU to support integrative interdiscp.  learning practices | Chair & Curriculum Committee  Conference, Program and Planning Committee | Department Budget  Brooks Budget Allocation and AIS Conference Receipts | In Progress  Complete |
|  |  | 1.2 Increase enrollment in Liberal Studies Major at distance campuses | ½ the core curriculum for distance campuses to be available in online or hybrid formats. | Current online offerings  Once per year | Fall 2015  Annually | Increase online course offerings at distance campuses.  Provide professional development training to faculty to teach online courses | Chair & Curriculum Committee  Chair | Department  Budget  Department  Budget | Ongoing  Ongoing |
|  | **Liberal Studies**  **Goal 1:**  Liberal Studies students, staff, and faculty work and learn in a community of integrative interdisciplinary scholarship and practice. | 1.3 Advance diversity of underrepresented groups within all ranks of faculty | 5% | 0%  2 faculty members | By 2015  Annually | Strategies as articulated in  recruitment plan  Maintain Faculty representation on University Level Inclusion and Equity Committee | Personnel Committee  Personnel  Committee | Department Budget  Sufficient | In Progress  Ongoing |
|  |  | 1.4 Advance diversity through the curriculum | Diversity in U.S. course moved to foundations  Review completed with recommendations | Currently in GE  Theme  Current diversity content | By fall 2012  By 2015 | Moving Diversity in the U.S. course from GE Themes to Foundations  Review core curriculum to ensure diversity content. | Curriculum Committee  Curriculum Committee | Gen Ed workshop funding  Department Budget | Under review at UCC  Ongoing |
|  |  | 1.5 Annually provide leadership in the general education program | 50 or more sections will be taught in the general education program  One faculty member will serve on general education committee  30% of faculty will participate in general education forums.  2 faculty per year | 45 sections  1 Faculty member  20% of faculty currently participate  No Baseline | Annually  Annually  As gen ed holds meetings  Beginning 2012 | Schedule in consultation with gen ed.  Encourage faculty participation in gen ed. curric. dev. workshops  Elect faculty dept rep.  Discuss with faculty the relevance of gen ed curriculum to Liberal Studies  Teaching for the ICE Program | Chair  Faculty  Faculty & Chair  Faculty & Chair | Department  Budget  Sufficient  Sufficient  Department Budget | Ongoing  Ongoing  As gen ed schedules forums.  Ongoing |
| College (C) Objective | Faculty Goal | Faculty  Objective | Metric | Baseline | Time-frame | Strategy  Action | Responsible Person/Group | Resources | Status |
|  | **Liberal Studies**  **Goal 1:**  Liberal Studies students, staff, and faculty work and learn in a community of integrative interdisciplinary scholarship and practice. | 1.6 develops integrative, interdisciplinary teaching culminating in community engagement and diversity of practices. | By 2015, peer evaluation by two faculty annually of all tenure –track faculty.  Annual Workshop  Annual Review  Increased focus on conference presentation in Workload Plans  Maintain Departmental Committee Representatives Service Load | Peer observations completed in a 3 year cycle  No Baseline  Existing Peer Review Form  Existing Workload Plans  Departmental Committee Representatives Service Load | Beginning in 2013  Beginning 2012  Beginning 2012  Annually  Annually | Nominate outstanding faculty for teaching awards  Provide Professional Developmt through FTLC for peer evaluations  Revise current peer evaluation form in terms measuring integrative interdisciplinary teaching.  Provide faculty time for participation in interdisciplinary conferences or workshops  Faculty Participation in University Level Committee for High Impact Practices | Personnel Committee  Personnel Committee  Personnel Committee  Faculty & Chair  Faculty & Chair | Department Budget  FTLC funding  Department Budget  Workload Plans  Workload Plans | Ongoing  Planning  Planning  Ongoing  Ongoing |
|  |  | 1.7 By 2013 full-time faculty will increase integrative, interdisciplinary scholarship | all tenured and TT faculty will present interdisciplinary scholarship at regional, national or international conference  Increase applications and letter of support by 50%  At least 3 nominees per year  Establish Program  Expand and Development of Peer Writing Groups | Current participation at interdisciplinary conferences nationally or internationally.  2 faculty applications for grants from Internal Funding  3 nominations for 2011-2012  TBD  1 Writing Group | By 2014  Annually  Annually  By 2013 establish formal mentoring program  Annually | Provide through department professional development funding  Supporting faculty applications for external funding sources  Nominate for Awards and University Publications (e.g. Forum)  Mentor Junior faculty  Create Peer Writing Groups such as the Angela Davis Writing Group | Chair and full-time faculty  Chair and full-time faculty  Personnel Committee  Personnel Committee  Full-time faculty | Current dept faculty development budget  Internal to the University & External  University Budget  Department Budget  Department and external sources | Ongoing  Ongoing  Ongoing  Ongoing  Ongoing |
| College © Objective | Student Goal | Student  Objective | Metric | Baseline | Time-frame | Strategy  Action | Responsible Person/Group | Resources | Status |
|  | **Liberal Studies**  **Goal 1:**  Liberal Studies students, staff, and faculty work and learn in a community of integrative interdisciplinary scholarship and practice. | 1.8 Expand opportunities for integrative interdisciplinary scholarship through high impact practices. | # of applications per year  Maintain  Maintain  Maintain  Maintain | Zero  $1200  2 workshops per semester  Maintain list of study abroad programs that link with LIB emphasis Areas  1 Departmental Rep | Annually  Beginning Fall 2011  Fall 2011  Fall 2011  Annually | Support faculty and student participation in s3.  Maintain newly developed faculty and student engagement in Speaking Out: Western Michigan’s Civil Rights  Project.  Provide Career Services Workshop to facilitate student internships  Support student participation in Study Abroad.  Faculty Reps on URS committee | Chair  Chair and full-time faculty  Chair & faculty  Chair & faculty  Personnel Committee | CSCE and URS Budget for s3  Department Budget  Partnership with Career Services  Partnership with Padnos Int’l  Department Budget | Annually  Ongoing with 201  On-going  On-going  On-going |
|  | **Liberal Studies**  **Goal 1:**  Liberal Studies students, staff, and faculty work and learn in a community of integrative interdisciplinary scholarship and practice. | 1.9 Through collaborative efforts students will engage with faculty in research | Nominate at least one student/faculty for the McNair Scholarship  Maintain | Nominate at least one student/faculty for the McNair Scholarship  200 Oral Histories collected per year | Annually  Annually | Support faculty and student participation in s3.  Support faculty and student participation in Speaking Out: Western Michigan’s Civil Rights  Project. | Chair & faculty  Chair & 201 faculty | CSCE and URS Budget  Department Budget | Ongoing  Ongoing |
|  |  | 1.10Increase student diversity in Liberal Studies | 5% increase in online course offerings  Increase budgets proportional to student involvement | Current online continuing education offerings  $1200 | By Semester  Beginning fall 2011 | Partner with Continuing Education to develop connections with under-represented and underserved populations in Michigan.  Accelerate and support community based learning projects such as Speaking Out: Western Michigan’s Civil Rights Histories and the GVSU Veterans Writing Workshop. | Chair & faculty  Chair & faculty | Partnership with Continuing Ed  Department Budget & appropriate external budgets in URS, CSCE and FTLC | Ongoing  Ongoing |
| **Brooks College**  **Goal 2:**  offers high-quality, student-focused, undergraduate education | Program Goal | Program  Objective | Metric | Baseline | Time-frame | Strategy  Action | Responsible Person/Group | Resources | Status |
|  | **Liberal Studies**  **Goal 2:**  The Liberal Studies Department delivers high-quality, student-focused, liberal education. | 2.1 Increase the number of student credit hours taught by tenure and tenure track faculty to 65% according to university objective 5.1.1 | 65% of courses taught by tenure-track faculty  50% of courses taught by tenure track faculty | University Baseline = 54%  fall 2008  Unit Baseline = 20% courses taught by tenured or tenure-track faculty  fall 2011 | By 2015 | Hire additional tenure and tenure track faculty. | Chair and Dean Requests for tenure lines. | Provost’s Office tenure line allocation to department budget | Ongoing |
| .  **University Objective**  2.4 Enrollment Development Plan  Brooks College Objectives 2.3 Increase enrollment in Brooks College Majors  & 2.6 |  | 2.2 Increase number of Liberal Studies Majors | Increase by 50%  Complete the hiring and training of Director for Brooks College Advising Office  One training session per year for faculty and senior advisor mentoring | Number of majors as of Fall 2011 =240  None  Current Advising Processes | By the end of year 2015  Winter 2012  Winter 2012 | Interview Alumni and post their experiences on the Department website.  Increase Advising Support by hiring professional advisors.  Support faculty through professional development for advising. | Chair & full-time faculty  Brooks College advising office & Chair coordination with new hire.  Chair & faculty | Department Budget  Brooks College Advising Office Budget  Department Budget | Ongoing  Planned  Planned |
|  | **Liberal Studies**  **Goal 2:**  The Liberal Studies Department delivers high-quality, student-focused, liberal education. | 2.3 Support new academic programs, including Leadership Studies, Religious Studies, Sustainability Studies, Global Studies, LGBTQ Minor, Liberal Studies Minor, and Intercultural Competence and Experience Certificate (ICE) | Number of faculty who participate  # of cross-listings  # of faculty exchanges  # of cross-listings  # of faculty exchanges | TBD  TBD  TBD | Review annually as  programs develop and faculty are available  Review annually as  cross-listings and faculty exchanges are available  Review annually as  cross-listings and faculty exchanges are available | Liberal Studies faculty will participate in the development of these programs.  Pending faculty resources and faculty teaching loads, LIB faculty will teach in these programs.  Where possible Liberal Studies courses will be cross-listed with these interdiscp. programs or certificates. | Chair & faculty  Chair & faculty  Chair & faculty | Brooks College Budget  Department Budget & Brooks College Adjunct Budget  Department Budget | Ongoing  Ongoing  Ongoing |
| **Brooks College**  **Goal 3:**  offers high-quality, student-focused, undergraduate education | Program Goal | Program  Objective | Metric | Baseline | Time-frame | Strategy  Action | Responsible Person/Group | Resources | Status |
|  | **Liberal Studies**  **Goal 3:**  The Liberal Studies Department connects students, faculty, staff, and communities to address local, regional, national and global issues. | 3.1 Develop a prospectus for an innovative Master’s Program with external institutions to address local, regional and national and global issues such as sustainability | Develop prospectus  Develop prospectus | A prospectus does not currently exist  A prospectus does not currently exist | 2012-2015  2012-2015 | Discuss collaborative opportunities with Kendall College and other area colleges.  Work with the School of Graduate Studies, humanities and social sciences units to develop graduate level course work. | Chair & curriculum committee  Chair & curriculum committee | Partnership with Kendall and other area colleges.  Partnership with Humanities and Social Science Units in conjunction with the School of Graduate Studies | Planning  Planning |
|  | **Liberal Studies**  **Goal 3:**  The Liberal Studies Department connects students, faculty, staff, and communities to address local, regional, national and global issues. | 3.2 Liberal Studies students will have the opportunity to participate in high impact experiences related to community social justice issues: internships, service-learning, study abroad etc. | 65% of students participating in at least one high impact experience related to community social justice issues.  65% of students participating in at least one high impact experience related to community social justice issues.  15% of students participating in at least one service learning project | Current student participation.  Current student participation.  Current student participation. | 2012- 2015  2012- 2015  2012- 2015 | Collaborate with existing study abroad programs to encourage student participation in community social justice study abroad programs.  Identify social justice internship opportunities in GR, HOL, MUSK, TC, and surrounding areas.  Maintain relationships with Hoop House, Community Garden, Holland Bee Apiary and others to facilitate service learning projects for Liberal Studies Majors. | Chair & faculty  Chair & faculty  Chair & faculty | Department Resources  Department Resources  University& Department Resources | Ongoing  Ongoing  Ongoing |
|  | **Liberal Studies**  **Goal 3:**  The Liberal Studies Department connects students, faculty, staff, and communities to address local, regional, national and global issues. | 3.3 Liberal Studies maintains formal and informal partnerships with non-profits and local businesses that contribute to meeting community needs. | Maintain current partnerships | Current number of partnerships | 2012-2015 | Connect with students with non-profits and local businesses to participate in high impact experiences including internships, service learning projects, volunteer opportunities etc. | Chair & Faculty | University& Department Resources | Ongoing |