University of Colorado Denver
College of Liberal Arts and Sciences
Strategic Plan 2008 – 2020

"Characterized by challenging encounters with important issues, a liberal education prepares graduates both for socially valued work and for active citizenship in a diverse and globally engaged democracy." Association of American Colleges and Universities
www.aacu.org/leap (January 2008)

The University of Colorado Denver (UCD) College of Liberal Arts and Sciences (CLAS) Strategic Plan for 2008-2020 incorporates strategic intentions and priorities detailed in its 2007 Strategic Plan, in alignment with UCD's 2008-2020 Strategic Plan.

We define liberal education to include four major components:

1. Central elements of knowledge, including:
   - knowledge of the diversity and significant dimensions of human culture and a specific understanding of United States' culture(s);
   - aesthetic awareness and appreciation of cultural contributions to the human experience by the social sciences and humanities;
   - an understanding of methods of inquiry and development of knowledge that form the bases of progress in the natural and physical sciences

2. Essential skills for analysis, writing, computation, communication, and decision-making;

3. Developing a constructive orientation toward society through enhancing students' capacity to make informed and responsible choices based on democratic principles of due process, civil liberties, and the balance between individualism and the common good;

4. The ability to apply knowledge of the arts and sciences to society's specific needs.

CLAS works to instill in students an understanding of these components through required skills and core courses and through knowledge and skills required by each major program. We are organized into four divisions (humanities, natural and physical sciences, social sciences, and integrated sciences) that include 20 baccalaureate degrees, many with optional areas of emphasis; 17 master's degrees, with specialized concentrations in most disciplines; three Ph.D. programs (Health and Behavioral Sciences, Applied Mathematics, and Clinical Health Psychology); several certificate programs (undergraduate and graduate); numerous minors; and, seven Interdisciplinary Signature Areas that seek to become distinctive areas of excellence for the College. The College operates through a system of shared governance among the Dean's Office, CLAS Council, the Council of Chairs, and various committees.

Mission: To foster academic excellence, to create and impart knowledge critical to a modern society and a global economy, and to ensure the acquisition of skills essential for professional careers and graduate study.

Vision: By 2020, CLAS will have enacted a new paradigm for a liberal arts education that retains the proven values of a broad education while imparting career-oriented skills throughout the curriculum.

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Values
Learning and Scholarship
Discovery and Innovation
Health and Care of Mind, Body, and Community
Diversity, Respect, and Inclusiveness
Citizenship and Leadership

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Strategic Priority #1 Maximize the opportunities of our consolidated university to achieve our mission

Goal 1.1 Integrate educational and research opportunities and offerings between CLAS and the Anschutz Medical Campus (AMC)

    Objective 1.1.1 Strengthen and sustain existing and develop selected new areas of interdisciplinary research and/or creative work involving faculty and students from CLAS with faculty and students across schools and colleges of both campuses

    Objective 1.1.2 Develop, strengthen, and sustain interdisciplinary and dual degree programs between CLAS and AMC

    Objective 1.1.3 Establish policies and procedures to realize and sustain joint appointments between CLAS and AMC

    Objective 1.1.4 Provide support for CLAS Signature Areas whose missions correspond with this goal

    Objective 1.1.5 Address institutional and administrative barriers to interdisciplinary programs such as faculty evaluation issues arising from joint appointments, team teaching, and cost/sharing

Goal 1.2 Establish, strengthen and sustain existing academic pipeline programs from pre-school through post-graduate education through partnerships between CLAS and AMC

    Objective 1.2.1 Strengthen current academic pipeline programs and design new ones to prepare students for success

    Objective 1.2.2 Cultivate and maintain relationships with external entities to develop and support recruitment of students

    Objective 1.2.3 Provide easy access to academic pipeline programs featuring multiple entry and exit options so learners can move between and among programs on the two campuses as appropriate

Strategic Priority #2 Deliver an outstanding and innovative educational experience

Goal 2.1 Create unique educational experiences that define CLAS as a first-choice college for students and faculty

Objective 2.1.1 Integrate problem-focused learning into the undergraduate curriculum

Objective 2.1.2 Increase undergraduate student research and creative activity, including experiential learning opportunities for students

Objective 2.1.3 Expand teaching and learning innovations and conduct research to determine the effectiveness of alternative pedagogies and delivery modes in urban, rural, and international education sites

Objective 2.1.4 Build capacity and increase delivery of educational programs aimed at life-long learners

Objective 2.1.5 Expand access to our academic programs through the use of non-traditional delivery systems

Objective 2.1.6 Develop and pilot innovative "extra year" programs offering enhanced academic skills and additional credentials

Objective 2.1.7 Grow and diversify international college sites and global institutional partnerships to deliver multi-modal undergraduate, graduate, professional, and continuing education in strategic sites around the world

Objective 2.1.8 Provide support for CLAS Signature Areas whose missions correspond with this goal

Objective 2.1.9 Improve interaction between CLAS and departmental advisors

Objective 2.2.10 Strengthen our relationships with student academic support centers, offices, and service outlets

Goal 2.2 Graduate students who meet the needs of the city, state, nation, and world

Objective 2.2.1 Grow and develop academic programs that match changing demographics and meet pressing local, national, and global needs

Objective 2.2.2 Provide teaching, learning, and professional development activities that produce graduates prepared to enter the workforce and become leaders in their fields

Objective 2.2.3 Launch a comprehensive initiative to internationalize educational and research programs for students and faculty, including additional opportunities for study and research abroad

Objective 2.2.4 Engage in continuous assessment of regional, national, and international needs, curriculum alignment, student performance, and post-graduation success

Goal 2.3 Implement a comprehensive enrollment management strategy for CLAS

Objective 2.3.1 Increase the undergraduate student population to 10,500 FTE by 2020

Objective 2.3.2 Maintain and/or selectively strengthen graduate programs to meet local, state, national, and international needs

Objective 2.3.3 Increase the percentage of undergraduate and graduate students who are full-time students

Objective 2.3.4 Increase international students until they comprise 10% of the overall student body of CLAS

Objective 2.3.5 Increase domestic nonresident students until they comprise 15% of the overall student body

Goal 2.4 Promote the scholarship of teaching and learning and integrate the latest research data on teaching and learning throughout the curricula of CLAS

Objective 2.4.1 Develop a system to identify, nurture, disseminate, and reward learning innovations and good educational practices across the institution

Objective 2.4.2 Expand evidence-based systems to measure and assess educational quality and student success, and use that information to improve continuously the performance of faculty, students, residents, and fellows

Objective 2.4.3 Provide faculty development and research resources to enhance faculty scholarship of teaching and learning

Objective 2.4.4 Fund innovative pilot teaching/learning programs

Objective 2.4.5 Reward exemplary teaching

Objective 2.4.6 Create opportunities for discovery or creative work/study experience for students and ensure that they understand links between teaching and research

Objective 2.4.7 Provide support for CLAS Signature Areas whose missions correspond with this goal

Objective 2.4.8 Develop and strengthen partnerships with UCD's P-20 Signature Area

Goal 2.5 Recruit, retain, and reward outstanding teachers/scholars

Objective 2.5.1 Establish a plan to promote retention of exemplary teachers/ scholars through competitive salary, support resources and infrastructure, recognition programs, and professional development

Objective 2.5.2 Establish programs to foster faculty success (e.g., provide structured mentoring)

Objective 2.5.3 Engage visionary donors to endow faculty chairs and support innovative and quality programs in teaching and learning

Strategic Priority #3 Conduct outstanding research and creative work for the public good.

Goal 3.1 Become a leader in translating and applying discovery, innovation, and creativity for societal good

Objective 3.1.1 Initiate and support community-based research and creative work that leads to the sharing and application of knowledge

Objective 3.1.2 Support centers, such as the Colorado Center for Sustainable Futures, that actively translate faculty research and expertise into community and industrial planning

Objective 3.1.3 Provide support for CLAS Signature Areas whose missions correspond with this goal

Objective 3.1.4 Contribute to the campus-level research frontiers think tank

Goal 3.2 Provide superior core research facilities to enhance the discovery, innovation, and creative activities of the college

Objective 3.2.1 Build and sustain superior core research facilities and infrastructure

Objective 3.2.2 Continually assess program needs and utilization to determine priorities for ongoing investment in core facilities

Objective 3.2.3 Enhance library resources to fully support research

Goal 3.3 Recruit, retain, and reward an outstanding workforce to achieve our vision for research and creative work

Objective 3.3.1 Develop a comprehensive faculty and staff retention and succession plan

Objective 3.3.2 Secure donors to endow faculty chairs and support innovative and high-quality programs in research and creative work

Objective 3.3.3 Enhance and promote development programs for faculty and staff at all career stages

Objective 3.3.4 Elaborate and refine criteria and reward systems for high performance in research and creative work

Goal 3.4 Build a reputation for research and creative work within the college

Objective 3.4.1 Communicate with and educate stakeholders about the nature and value of our research and creative work

Objective 3.4.2 Develop and disseminate consistent and coordinated messages for initiatives related to discovery, innovation, and creativity

Objective 3.4.3 Facilitate the capacity of college departments and programs to tell their unique stories in ways that enhance the college's and university's reputation for research and creative work

Objective 3.4.4 Encourage, train, and support faculty, staff, and partners in their roles as advocates for the university

Objective 3.4.5 Provide support for CLAS Signature Areas whose missions correspond with this goal

Strategic Priority #4 Enhance the University's world-class health care programs to achieve recognition as one of the best academic health centers in the nation

Goal 4.1. Invest in selected areas of scientific research that will interface with initiatives underway at Anschutz Medical Center and improve the health of Colorado's residents

        Objective 4.1.1 Develop a partnership with the Center on Aging which will lead to the translation of basic research on the sociology and neurobiology of aging into better treatment programs for an increasingly elderly population

        Objective 4.1.2 Facilitate partnerships between psychologists in CLAS and physicians at Anschutz studying the impact of psychological support systems on the outcome of disease treatment

        Objective 4.1.3 Encourage partnerships between epidemiologists at the School of Public Health and geographers in CLAS in the study of disease spread and clustering

Goal 4.2 Establish, strengthen and sustain academic pipeline partnerships between CLAS and AMC

        Objective 4.2.1 Establish seven-year programs that move high school students through CLAS and into health career professional programs at AMC

        Objective 4.2.2 Broaden education and training options for CLAS students with particular emphasis on public health

Goal 4.3 Market the college's health care-related programs and initiatives to key audiences

        Objective 4.3.1 Implement strategies within CLAS to increase broad-based awareness of CLAS and AMC partnerships in health-care related programs and initiatives

        Objective 4.3.2 Actively promote and communicate the value of the UC Denver health care enterprise in the state of Colorado

        Objective 4.3.3 Develop collaborative strategies between CLAS and AMC to consistently market health care-related programs and initiatives

Strategic Priority #5 Enhance diversity across the college and foster a culture of inclusion

Goal 5.1 Expect and support an institutional climate of inclusiveness, mutual respect, and understanding for all stakeholders

        Objective 5.1.1 Augment the diversity infrastructure to support achieving the diversity strategic priority

        Objective 5.1.2 Commit to implementing a "diversity across the curriculum" strategy, which embeds diversity issues in student learning

        Objective 5.1.3 Provide cultural competency training for all faculty, staff, and administrators in CLAS

Objective 5.1.4 Strengthen relationships with relevant programs, initiatives, and student services at UCD

Objective 5.1.5 Establish quantitative and qualitative measures that tie directly to the college's vision for diversity and are reflected in performance reviews of all employees

Goal 5.2 Recruit and retain a diverse faculty

Objective 5.2.1 Increase the number of applications from prospective faculty from diverse and underrepresented areas

Objective 5.2.2 Increase the number of hires from diverse and underrepresented areas

Objective 5.2.3 Increase the number of diverse and underrepresented faculty who are tenured and promoted

Goal 5.3 Recruit and retain a diverse staff

Objective 5.3.1 Increase the number of applications from prospective staff from diverse and underrepresented areas

Objective 5.3.2 Increase the number of staff hires from diverse and underrepresented areas

Objective 5.3.3 Increase the number of diverse and underrepresented staff at upper levels of the college's organizational chart

Goal 5.4 Recruit and retain a critical mass of traditionally underrepresented and international students

Objective 5.4.1 Strengthen the pipeline of underrepresented students from high schools and community colleges to the university

Objective 5.4.2 Strengthen relationships with the Office of International Education and similar units at UCD to develop and implement strategies to increase the number of international students

Objective 5.4.3 Improve retention and graduation rates of traditionally underrepresented and international students

Goal 5.5 Demonstrate and communicate the college's commitment to diversity and inclusion

Objective 5.5.1 Engage with underserved communities in Colorado and beyond by providing meaningful services and engaging in mutually beneficial sustainable relationships and partnerships

Objective 5.5.2 Develop communication strategies that effectively promote a sense of shared community among diverse internal and external stakeholders

Objective 5.5.3 Recognize, support, reward, and publicize diversity efforts of staff, faculty, and students

Objective 5.5.4 Provide support for CLAS Signature Areas whose missions correspond with this goal

Strategic Priority #6 Grow strong, mutually beneficial partnerships that engage our local, national, and global communities

Goal 6.1 Promote partnerships and active engagement with business, industry, nonprofits, government, schools, and venture capitalists to optimize intellectual and cultural capital for societal use

Objective 6.1.1 Leverage the capabilities of our programs and related Signature Areas to advance partnerships, engage venture capitalists, and provide incubators for business

Objective 6.1.2 Enhance awareness and expand participation of faculty in technology transfer to bring innovation into the mainstream of commerce and to create wealth and value for the state and the university

Objective 6.1.3 Strengthen or develop special partnerships with school districts, preschool through high school organizations, community colleges, and other colleges and universities to strengthen pipelines, to collaborate on research, and to provide value to our educational partners and their students

Objective 6.1.4 Take advantage of the Colorado Science and Technology Park at Fitzsimmons

Objective 6.1.5 Increase incentives and reduce obstacles to faculty and student involvement in the broader community

Objective 6.1.6 Provide support for UCD's P-20 Signature Area and CLAS Signature Areas whose missions correspond with this goal

Goal 6.2 Assess the depth and impact of CLAS's engagement with key communities

Objective 6.2.1 Create an inventory of existing programs and set baseline data for future assessment

Objective 6.2.2 Develop a better understanding of the CLAS's stakeholders and their needs and communicate effectively how CLAS can respond to those needs

Objective 6.2.3 Develop a plan to better define and meet community needs with university resources

Goal 6.3 Mobilize external support for the university by demonstrating the value of partnerships

Objective 6.3.1 Educate the broader community, including the broader academic community, about the community engagement work of CLAS

Objective 6.3.2 Enhance understanding of community leaders and our community partners of the value and economic impact arising from support of higher education in general and CLAS in particular

Objective 6.3.3 Develop structures that facilitate partnerships and mobilize external advocates on behalf of CLAS and the university

Strategic Priority #7 Secure the resources to achieve our vision while being responsible stewards of those resources

Goal 7.1 Actively and strategically manage the financial future of the College through a wide range of revenue enhancing initiatives

Objective 7.1.1 Enable the growth anticipated in the financial plan by developing and supporting strategic relationships with donors, private and public partners, alumni, and federal, state, and local governments

Objective 7.1.2 Evaluate and evolve budget processes and other incentives for achieving the strategic priorities

Objective 7.1.3 Develop systems that ensure existing resources are optimally deployed and managed

Goal 7.2 Invest in providing the infrastructure (services and facilities) necessary for a world-class learning and discovery environment for the benefit of our students, faculty, staff, and communities

Objective 7.2.1 Increase resources available to recruit and retain excellent faculty and staff (including professional development opportunities and mentoring programs)

Objective 7.2.2 Work towards future expansion of teaching, research and office space needed to meet increasing student demand and enhanced research productivity of the faculty

Objective 7.2.3 Address all elements of the student experience at the university to improve the recruitment, graduation, and establishment of lasting connections to the university

Objective 7.2.4 Keep lab and information technology equipment up to date

Objective 7.2.5 Improve advising and other student services by reducing the workload of advisors to a reasonable level

Objective 7.2.6 Recognize and draw upon students and alumni as major assets

Objective 7.2.7 While recognizing the usefulness of the library at Auraria, seek to create a facility more in keeping with what is needed for a research University

Goal 7.3 Establish fair budgetary processes that allocate existing and new resources in response to demonstrated real needs congruent with the strategic plan

Objective 7.3.1 Establish fair budgetary norms that deal with apportioning revenues different from normal tuition funded revenue streams (e.g., D2 courses, Centers, CU Succeed, ICR)

Objective 7.3.2 Help programs create well-established methods to allocate resources for strategic purposes, in both lean and "windfall" years

Objective 7.3.3 Develop coherent approaches to developing special curriculum income streams (e.g., extended studies and certificate programs)

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