COLLEGE OF ARTS AND SCIENCES
STRATEGIC PLAN
2013-14 – 2016-17

MISSION OF THE COLLEGE

Georgia State University has grown in size and stature into a leading research and educational institution. It has changed from a commuter school to a vibrant urban campus while retaining its core values of access, diversity, and excellence. The College of Arts and Sciences, which represents roughly half of Georgia State's faculty and students, is at the heart of this transformation.

The college's 80 undergraduate and graduate degree programs connect an extraordinarily diverse group of students to top-notch faculty, world-class facilities, and all the opportunities of a global city. Our degree programs blend the best of theoretical and applied inquiry, scholarly and professional pursuits, and scientific and artistic expression. The college produces Georgia's next generation of scientists, historians, artists and musicians, social problem solvers, linguists, media professionals, humanities scholars, educators, and more. Furthermore, the college provides much of the foundation for all of GSU's more than 24,000 undergraduates through its core curriculum. This educational foundation equips them with the adaptive expertise they will need for the many roles that will define their professional lives.

Research and creative discovery are what make us a *university*. Faculty and students in the College of Arts and Sciences work together both within and across disciplines on crucial social, cultural, and scientific issues. The college is home to researchers who collaborate on topics including brain function, drug design, biostatistics, urban health and urban environments, language acquisition and development, gerontology, understanding new media and digital arts, ethics and human rights, among many others. In our labs and facilities, teams of faculty and students are working on a cure for cancer and on a universal influenza vaccine, discovering new stars and planets, understanding the connection between digital images and trans-cultural conflict and violence, and staging grand operas and intimate jazz sessions.

Georgia State is Atlanta's university, and as such, our programs are designed to contribute to the economic, social, and cultural life of the city. The college works with local communities on research, service, and teaching projects of mutual benefit. In addition, our lectures, performances, and exhibitions—often free and open to the public—play a major role in the cultural life of downtown neighborhoods and the city. Our events have featured former presidents, Nobel laureates, and notable scholars, artists, and performers from around the world.

As the college moves forward, we are guided in our efforts by the priorities of the university's strategic plan. This is a strategic plan at the college level, not one specific to any one of the college's departments. Our plan identifies five overarching

goals, each of which builds on our existing strengths and outlines our own college-level initiatives for promoting excellence in teaching, research, and service.

OVERARCHING GOALS

Goal 1: A New Model for Undergraduate Success
Become a destination for undergraduates in Georgia, the nation, and from around the globe, who seek a dynamic urban university experience that features the breadth of 24 departments in the fine arts, humanities, social and behavioral, and natural and computational sciences, and a unique undergraduate experience that includes excellent instruction, 27 study abroad and exchange programs in 19 countries, research opportunities with world-class faculty, and internship and co-op positions available in a sophisticated metropolis of six million people.

1.1   Increase Undergraduate Student Participation in Experiential Learning

- Support university co-op initiative by exploring opportunities for increased unit-level participation in co-op programming.

- Increase enrollment in Signature Experience (SE) courses.

    - Document and promote current SE offerings in the college.

    - Create "SE Development Initiative" (SEDI) to encourage the development of additional SE courses.

1.2   Improve Performance of Undergraduate Students, Including Time to Degree, Hours at Graduation, and DFW for Arts and Sciences Majors

- Increase college participation in the university's Early Alert Program.

- Formalize current college-level student engagement and retention practices including College Advising Clusters, advisor training and revision of major declaration process.

- Support expansion of Supplemental Instruction (SI) to undergraduate courses that exhibit high DFW rates and large enrollment.

- Increase undergraduate and graduate enrollments in a sustainable manner.

1.3   Increase and Assess New Instructional Technologies

- Enhance partnership with the Center for Instructional Innovation (CII) to develop college-level web-based learning (WBL) initiatives and use of other new instructional technologies while increasing college faculty participation in CII initiatives.

- Document and promote current offerings in the college that engage new instructional technologies.

- Localize best practices pertinent to the use of new instructional technologies.

Goal 2: Grow and Strengthen Graduate Programs
Attract and retain the very best graduate students who will become the problem solvers of tomorrow through their participation in our well-regarded graduate programs.

2.1   Expand Graduate Recruitment Efforts

- Continue and expand Dean's Graduate Fellowship Program to candidates receiving university-level fellowships consistent with available funds.

- Utilize Second Century Initiative (2CI) Fellowships and Area of Focus Fellowships for recruitment of new doctoral students.

- Develop strategies to attract top students.
    - Expand the diversity of our applicant pools across programs.
    - Partner with college Undergraduate Studies to recruit our best and brightest undergraduates into the college's graduate programs.

- Improve efficiency in support of admissions, yield and retention.

- Implement a reorganization of our graduate office to provide increased resources to support graduate administration across the college.

- Develop guidelines for college-level support of departmental graduate directors.

2.2   Design New Graduate Programs to Address Market Needs

- Implement new five-year dual bachelor's/master's degree programs and finalize programs currently under development

- Enhance existing and develop new professional-oriented programs that address market need.

- Examine graduate professional internship program and graduate field schools that are being implemented at the program level.

- Examine the role of online instruction and other instructional technologies in our graduate education programs.

2.3   Enhance the Quality of our PhD Programs

- Evaluate and revise our current graduate workload and stipend structure including benchmarking to national norms by discipline for graduate funding to better support our doctoral student recruitment, retention and graduation.

- Increase the submission and awarding of dissertation grants and individual external graduate fellowship applications to federal (e.g., NSF, NIH) and national/international private foundations.

- Develop, submit, and obtain external institutional graduate training grants.

- Track and enhance graduate progression towards degree, placement, mentoring, and student accomplishments across programs.

- Evaluate time to graduation across degree programs and take action as appropriate to decrease time to degree.

- Streamline process for annual graduate student report.

Goal 3: Advance College Research Profile
Achieve global distinction for faculty research and creative discovery conducted within and across disciplines that speaks to the major challenges and creative possibilities of the 21st century.

3.1   Hire and Retain Talented Researchers and Creative Scholars

- Establish a development plan for stable funding of the Dean's Early Career Award (DECA) program.

- Continue to invest in and promote faculty research and creative activity through two parallel programs: Program for Adjusting Workloads for Junior Faculty (PAWS Jr) and Post-tenure/promotion Recognition of Faculty (PROF).

- Launch a new program for adjusted workload schedules for associate professors performing at or above the level of *excellent* in professional development and teaching: Adjusted Schedule for Associate Professors (ASAP).

- Acknowledge on an annual basis our outstanding tenure track faculty who secure grants, awards and patents, publish books, and exhibit their work through major venues.

- Complete remaining 2CI faculty hiring across the college.

- Develop resources and opportunities for faculty retention.
  - Continue faculty retention fund.
  - Seek use of stipends from non-state sources.
  - Explore means to address inversion and compression in faculty salaries.

- Nominate appropriate faculty for Distinguished University Professor and Regents' Professor titles.

3.2   Enhance College-Sponsored Research and Fellowships

- Develop annual grant application and award data by area, department, and individual faculty level to monitor our grant activity and set goals for areas and their departments.

- Continue to employ and evaluate the grant award outcomes of Grant Success Associates (GSA) and expand to other agencies.

- Enhance and coordinate support for the ongoing development of 2CI clusters and other areas of strategic importance within the college.

- Increase the number of national fellowship applications and awards each year.

- Establish a central research and creative project website to support faculty in the humanities and fine arts areas.

- Work with the Vice President for Research and Economic Development and the Director of the Office of Sponsored Programs and Awards to implement the new university-wide research administration infrastructure within the college.

Goal 4: Lead Efforts to Understand and Address the Challenges of Cities
Engage our Atlanta community in efforts to address the complex concerns of cities by encouraging sustainable and environmentally sound economic development, the enhancement of social services, and investigating the creative, social, and informational potential of the media and the arts.

4.1 Build and Expand Community Partnerships

- Increase the number of Cities Signature Experience courses, Cities scholars, and study abroad programs with an emphasis on cities.

- Refine and potentially expand interdisciplinary, city-based, college-based BIS programs to attract more student interest.

- Create undergraduate and graduate certificates with an urban content focus comprised of the broad range of interdisciplinary urban courses currently offered in the college.

- Strengthen existing and create new collaborative programs with community partners (e.g., non-profit organizations, educational institutions, religious communities, governmental entities, arts organizations, and global city initiatives).

- Develop national exchange and study programs with other urban research university with like foci on the challenges of cities.

- Define a leading role in applied social science focused on the challenges facing cities and urban populations.

- Leverage existing and build new research partnerships with city partners to expand external funding to address the challenges of cities.

- Expand the college's development priorities to include an urban lecture series to raise the public profile of the college's research on the challenges and opportunities faced by cities.

4.2   Strengthen Arts at Georgia State

- Develop 8-10 interdisciplinary, international arts programs annually on campus through the Center for Collaborative and International Arts (CENCIA), widely promote those events, and continue the upward audience trends at CENCIA events.

- Expand community partnerships and external funding proposals to facilitate more and stronger arts programming and innovation on the Georgia State campus.

- Raise the public profile of arts at Georgia State through funded awards, scholarships, internships/co-op experiences, and enhanced publicity efforts.

- Enhance performance and studio/laboratory spaces that facilitate collaborative learning and city engagement.

- Forge, cultivate, and/or strengthen strategic partnerships with key arts institutions in the city, such as the Alliance Theater, the Atlanta Contemporary Art Center, the Atlanta Opera, the Atlanta Symphony the High Museum of Art, and the Museum of Design of Atlanta.

- Explore strategic alliances and initiatives supportive of the expansion and elevation the university as a center of education and research in the creative arts, such as a College of Fine Arts and STEAM programs (Arts infusion in STEM).

4.3   Develop Media and Creative Industries Initiative

- Increase and enhance curricular offerings in new media studies, including new programs in Digital Media Production, a certificate program in media entrepreneurship, and revision of existing graduate emphases to a renewed focus on Media Management.

- Launch business incubation efforts, expand corporate partnerships with creative media industries, and expand internship/co-op experiences in line with the Metro Atlanta Chamber's goal to make the city a "mobilities/digital super-hub."

- Establish Georgia State's leadership in digital media research through targeted faculty hires, expanded lab facilities related to application development, audience response, and virtual/augmented reality testing, and hosting a national conference on new media research.

- Organize a development strategy to help support the construction of a state-of-the-art multimedia production center, which will facilitate an international profile of new media industry and academic collaboration at Georgia State and in Atlanta.

Goal 5: Globalize the College
Internationalize Georgia State University through a curriculum that makes our students globally competitive; research that is dedicated to solving problems that transcend national borders; and outreach that serves and enriches our local, national, and global communities.

5.1   Develop Sustainable International Partnerships

- Generate important new opportunities for research collaboration, faculty exchanges, student exchange programs, faculty-led study abroad programs, and joint conferences.

- Implement the Developing External Educational Partnerships (DEEP) initiative to fund faculty in the college to develop international linkages with partner universities.

- Increase the number of sustainable relationships with the departments, colleges, and universities in the focal countries of the university's strategic plan (Brazil, China, South Africa, South Korea, and Turkey).

5.2   Globalize the Undergraduate Curricula

- Continue the college's steady increase in study abroad programs and enrollment through the DEEP initiative and other program development activities.

- Implement a global student assistant program to help students who are constrained by lack of funds cover the costs of a study abroad program.

- Increase the number of globalized courses offered in the college through the Global Education Initiative and other means, ensuring that students who do not travel abroad are still prepared for a global workplace.

5.3   Global Studies Institute

To fully realize the internationalization pillar of the strategic plan, the college will take the lead in integrating and leveraging assets and existing initiatives to create a new Global Studies Institute (GSI). The GSI will foster cross-disciplinary research addressing international political, economic, social, educational, and environmental challenges; launch a bachelor's and master's degree program in global and international studies, regional certificates, and expanded language offerings; and highlight GSU's prominence related to global issues by sponsoring conferences, colloquia, and symposia on a range of issues.

- Build leadership and core faculty by hiring a founding director for the GSI, appointing an associate director, and recruiting new faculty

members to hold primary appointments in the Institute. Internal transfers of faculty members into the Institute will occur.

- Facilitate research and grant activities by increasing the number of interdisciplinary (and even cross-college) external grant and research fellowship applications, awards and award amounts. It shall invigorate the grant seeking success of the college's regional and internationally-themed centers.

- Develop and implement new degree and certificate programs, and other curricular enhancements. The GSI will plan, seek approval, and launch: bachelor's degree and certificate programs, Master of International Studies (M.I.S.) degree, and plan executive/continuing education initiatives.

- Expand and align foreign language training in Chinese, Korean, Portuguese, and Middle Eastern languages.

- Improve international dialogue and community engagement by establishing an Annual Emerging Global Issues Forum, increasing the number of international scholars, creative artists, policymakers, and Fulbright Scholar-in-Residence participants (US Department of State), and formalizing college support of the Great Decisions Program (Foreign Policy Association) to enhance community recognition of the College of Arts and Sciences as a critical resource on issues of current global importance.

GUIDING PRINCIPLES TO SUSTAIN SUCCESS

The College of Arts and Sciences is able to set the notable strategic goals listed above in large part because of the excellence and dedication of its current faculty and staff. The college benefits as well from working in high-caliber facilities that are enabling new achievements in research, creative activity, instruction, and administrative operations. The college will continue to pursue the following general goals, most in collaboration with university partners, relating to personnel, facilities, administration, and resources in recognition of the critical role they play in achieving the specific aims articulated in this strategic plan.

- Hire and retain highly qualified faculty and staff who can make significant contributions to the college's strategic goals and broader mission.

- Ensure that faculty, staff, and students have appropriate classroom, laboratory, studio, and office space to work productively and efficiently, including access to new technologies, equipment, and support resources that can facilitate new discoveries, creative accomplishments, innovative instruction, and effective administrative operations.

- Cultivate a collegial and inclusive college community that celebrates the diversity of ideas and activities that emerge from the breadth of the arts and sciences and the heterogeneous nature of our urban campus.

- Support mentoring and development opportunities for faculty and staff to ensure that they are prepared for professional advancement and are able to take leadership roles in the college and university.

- Gain new sources of financial support for college and departmental priorities through external fundraising and internal opportunities.

- Allocate existing resources strategically and equitably based on demonstrable significance, achievement, and need.

- Make informed decisions by monitoring progress indicators and by consulting broadly with faculty and staff leaders.

April 28, 2014