



**College of Humanities,  
Arts, Behavioral  
& Social Sciences**

**Strategic Plan 2013-18**



California State University  
**SAN MARCOS**

## Preamble

The College of Humanities, Arts, Behavioral & Social Sciences (CHABSS) was created in 2011 following the reorganization of Academic Affairs units in an effort to provide greater focus and clarity of mission. During the 2011/12 academic year, the Transition Task Force was instrumental in developing our bylaws, governance, and mission. In Fall 2012, I assembled a diverse team of CHABSS constituents to form a Strategic Planning Team to build on the good work of the Transition Task Force. The team members represented faculty from every rank (full, associate, assistant, lecturer), staff and student representatives, and MPPs. They also represent all divisional areas of the College and include a representative from the CHABSS Hiring and Academic Planning Committee. The members of the Strategic Planning Team were:

Jessica Baker, Student, Economics/Sociology Double Major and Women's Studies Minor

Judy Bauerlein, Assistant Professor of Theatre (HAPC Representative)

Dawn Formo, Associate Dean, CHABSS

Sharon Hamill, Professor of Psychology

Elizabeth Matthews, Associate Professor of Political Science and Director, Global Studies

Salah Moukhlis, Associate Professor and Chair, Department of Literature & Writing Studies

Carmen Nava, Professor of History

Johnna Norris, ASC1, Literature & Writing Studies

Kendra Rivera, Assistant Professor of Communication

Patty Seleski, Associate Dean, CHABSS

Adam Shapiro, Dean, CHABSS

Natalie Wilson, Lecturer, Women's Studies and Literature & Writing Studies; Faculty Fellow in Teaching and Learning, Faculty Center

The Strategic Planning Team began its work in October 2012 after careful study of the expanded mission document developed by the Transition Task Force and further refined the plan after many hours of hard work and thoughtful debate, and public forums with staff, lecturer and tenure-track faculty, and students. Thus, this strategic plan has benefitted tremendously from the input of many individuals from across CHABSS who have thought strategically about our future. The planning team listened carefully to all input and I believe this plan reflects our collective desire for inclusiveness in both tone and substance.

The strategic plan is a holistic document that provides us with a greater clarity of purpose as a College by reifying our mission through a clear set of actionable goals that are simultaneously aspirational and attainable. The plan is *not* intended to articulate the responsibilities of the individual faculty or staff member. Rather, broadly and collectively imagined, the goals in this plan apply across our College and should provide a “space” for the varied interests and perspectives in the College to engage in their work. The strategic plan also provides the framework that will guide the development and implementation of major initiatives within the College and will provide a guidepost for other planning tools (e.g., CAMP, 3-year rolling plan). Finally, while the plan provides a well-articulated set of goals, I recognize that the plan must remain flexible enough to adapt to changing conditions internally, externally, or both.

As we work to implement and monitor the success of the CHABSS Strategic Plan, we will work with a broad array of individuals across the College and across campus. I will engage stakeholders in the implementation and oversight process to ensure that we are utilizing the plan for the betterment of the College’s students, staff, and faculty.

Overall, the success of this plan will be determined not solely on the basis of the quality of the plan, but on how we collectively enact it. I look forward to our continued conversations about our future and to celebrating many successes to come.

Adam Shapiro, Dean  
*May 2013*

# Mission of the College

*The College of Humanities, Arts, and Behavioral and Social Sciences (CHABSS) provides education that is rooted in the liberal arts tradition, attuned to the diversity of human experience, responsive to new ideas and challenges, and dedicated to preparing students for lifelong careers of leadership, learning, creativity, professional achievement, and community service.*

## Features of the College:

- *As a scholarly community, the College integrates diverse academic disciplines, research fields, creative arts, and interdisciplinary programs, offering students multiple pathways to explore ideas, ideals, visions, and values.*
- *The College gathers its intellectual identity around topics encompassing the origins and structure of behavior and action, society and culture, and the history and future of human expression, reflection, and creativity.*
- *Students gain a global perspective on diverse peoples, histories, societies and cultures, through sustained exploration of the arts, humanities, and social and behavioral sciences.*
- *College faculty and staff foster a supportive, inclusive, and rigorous learning environment, upholding the highest standards and expectations of academic endeavor.*
- *The faculty is committed to a teacher-scholar model of academic life, drawing from active scholarship and creativity to sustain inspired and effective teaching.*
- *College programs emphasize active student learning, critical thinking, and original student research and creative work. Students sharpen age-old skills of writing, speaking, and reasoning, while exploring the newest technologies in the classroom, studio, and laboratory.*
- *Undergraduate and graduate degree programs enable students to explore their chosen fields in depth, master specialized knowledge at advanced levels, and focus their commitment to individual and social progress. General education courses present basic orientations to multiple disciplines, helping students attain a broad and coherent worldview. Service learning opportunities reach beyond campus, engaging students in community partnerships, building awareness of regional needs, and inspiring practical realization of ethics, integrity and citizenship.*
- *Together, the faculty and staff of CHABBS promote a vision of education that is comprehensive, integrative, and transformative, offering students new ways to see themselves and the world, from the foundations of animal behavior to the highest expressions of human existence.*

# Goals of the Strategic Plan

## GOAL 1:

Advance a transformative learning environment for all student populations.

## GOAL 2:

Enhance teacher-scholar practices by faculty in order to promote research and teaching as mutually supportive and crucially important to a transformational learning environment.

## GOAL 3:

Prioritize ethics, personal and social responsibility, and social justice in the classroom, in the curriculum and in student culture.

## GOAL 4:

Enact a broadly defined culture of diversity and global engagement in values and actions.

## GOAL 5:

Recruit, hire and retain high quality faculty and staff from diverse backgrounds.

## GOAL 6:

Foster cross- and inter-disciplinary collaborations within the College, the University, and the community to highlight the central role that a liberal arts education plays in a vibrant, healthy society.

**GOAL 1:**  
Advance a  
transformative  
learning environment  
for all student  
populations.

*The College will identify best transformative pedagogical practices currently in use in specific courses and departments and incorporate best practices from higher education literature so that undergraduate and graduate students experience engaging curricular and co-curricular activities that support their status as 21<sup>st</sup> century learners.*

- Objective 1:** Identify best transformative pedagogical practices currently in use in specific courses and departments in the College and survey higher education literature.
- Objective 2:** Support an engaging curriculum and co-curricular activities for 21<sup>st</sup> century learners.
- Objective 3:** Support graduate and undergraduate student research as part of a transformative learning experience.

**GOAL 2:**  
Enhance teacher-  
scholar practices by  
faculty in order to  
promote research and  
teaching as mutually  
supportive and  
crucially important to  
a transformational  
learning environment.

*The College will improve and expand practices that support the teacher-scholar model, promote a teacher-scholar culture, and increase extramural and prioritize internal support for faculty research.*

- Objective 1:** Improve, expand, and promote practices that support the teacher-scholar model across the College.
- Objective 2:** Prioritize both extramural and internal support for faculty research, as an integral part of the teacher-scholar model and central to faculty success in retention and promotion.

**GOAL 3:**  
Prioritize ethics, personal and social responsibility, and social justice in the classroom, in the curriculum, and in student culture.

*The College will increase faculty knowledge of and discussion about ethics, personal and social responsibility, social justice, improving awareness of how these topics are currently being addressed in CHABSS curriculum. In addition, the College will increase understanding of best practices for student instruction in these areas in order to enhance student understanding of ethics, personal and social responsibility, and social justice.*

**Objective 1:** Increase faculty discussion about ethics, personal and social responsibility, and social justice across the College.

**Objective 2:** Increase understanding of best practices for student instruction in ethics, personal and social responsibility, and social justice.

**GOAL 4:**  
Enact a broadly defined culture of diversity and global engagement in values and actions.

*The College will create a consensus on the meaning of diversity and global culture, provide opportunities for students to study a variety of cultures and languages, encourage curriculum development and activities, and nourish a community that promotes diversity and global awareness.*

**Objective 1:** Cultivate a College understanding of the meanings of diversity and global culture.

**Objective 2:** Encourage curriculum development and activities that promote diversity, global awareness, underrepresented languages, multicultural understanding, and global citizenship.

**Objective 3:** Nourish a diverse community and help individuals and groups overcome intolerance through the promotion of inclusion, understanding, and knowledge.

**GOAL 5:**  
Recruit, hire and retain high quality faculty and staff from diverse backgrounds.

*The College will recruit and hire excellent and diverse faculty and staff, provide opportunities for faculty mentoring, research, creative activity and development, and provide staff with opportunities for training and professional growth.*

**Objective 1:** Support mentoring programs and encourage collegiality among all faculty within the College.

**Objective 2:** Provide staff ongoing training and opportunities for professional growth and promotion.

**Objective 3:** Provide opportunities to facilitate research, creative activities, and development for faculty within the College in order to retain and support faculty throughout their careers.

**Objective 4:** Recruit, hire and retain a sufficient number of excellent and diverse faculty.

**Objective 5:** Recruit, hire and retain a sufficient number of excellent and diverse staff.

**GOAL 6:**  
Foster cross- and inter-disciplinary collaborations within the College, the University, and the community to highlight the central role that a liberal arts education plays in a vibrant, healthy society.

*The College will identify cross- disciplinary and inter-disciplinary curricular relationships, develop innovative and collaborative curricula, and strengthen relationships with community partners, all of which exemplify the important role a liberal arts education provides.*

**Objective 1:** Identify cross- and inter-disciplinary curricular relationships within the College and across the University.

**Objective 2:** Develop a wide range of innovative and collaborative curricula that links CSUSM faculty across disciplines and enhances students' cross- and inter-disciplinary knowledge.

**Objective 3:** Strengthen relationships between the College and our community partners, including community colleges.