



Implementing CHABSS's Strategic Plan

November 2013



From the Dean:

It is with appreciation to the CHABSS community for its work on the Strategic Plan last year and to the Strategic Plan and Implementation Work Groups¹ that I share plans to make real our Strategic Plan. I am both humbled and energized by the values and goals that comprise our 5-year plan. In a range of ways, our college community already embraces the goals we have articulated, and yet articulating them provides us with an opportunity to strengthen them and to shine a brighter light on our vision for CHABSS. The Strategic Plan also offers us new goals that we hope to achieve that reflect a vision of a 21st Century Liberal Arts College. While our Strategic Plan highlights key goals that we intend to focus on over the next five years, our *faculty-led* Implementation Plan offers a guide for how we can reach those goals. As I noted in the Strategic Plan, 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. Your engagement with this plan is not only needed but valued. I look forward to realizing with you the future we have imagined!

Adam Shapiro, Dean
November 2013

¹ I owe a special “thank you” to the Implementation Work Group (Dawn Formo, Sharon Hamill, Carmen Nava, and Kendra Rivera) for their implementation recommendations and guidance. Their ideas have made possible this plan.

1. Key Values and Features of the Implementation Plan

A. Values that inform the Implementation Plan

- Engenders faculty and staff leadership
- Engages collaboration among faculty, staff, and students within the College and across the campus
- Supports and strengthens existing offices and initiatives within the College and across the campus
- Complements the existing faculty and staff evaluation and retention processes within the College and across the campus
- Is sustainable (yet revisable) beyond the 5-year planning cycle

B. Features of the Implementation Plan

The CHABSS Strategic Plan is the result of meaningful collaboration among faculty, staff, students, and administrators. Similarly, the Implementation Plan, if it is to be successful, will depend upon collaboration within our College, across campus, and beyond. While each goal in the Strategic Plan includes unique objectives, actions, and outcomes, there are at least three common tasks across all of the goals:

- Information gathering
- Collaboration within the College and across the campus to better educate ourselves
- Assessing our progress towards each goal
- Sharing of new ideas learned with our College community

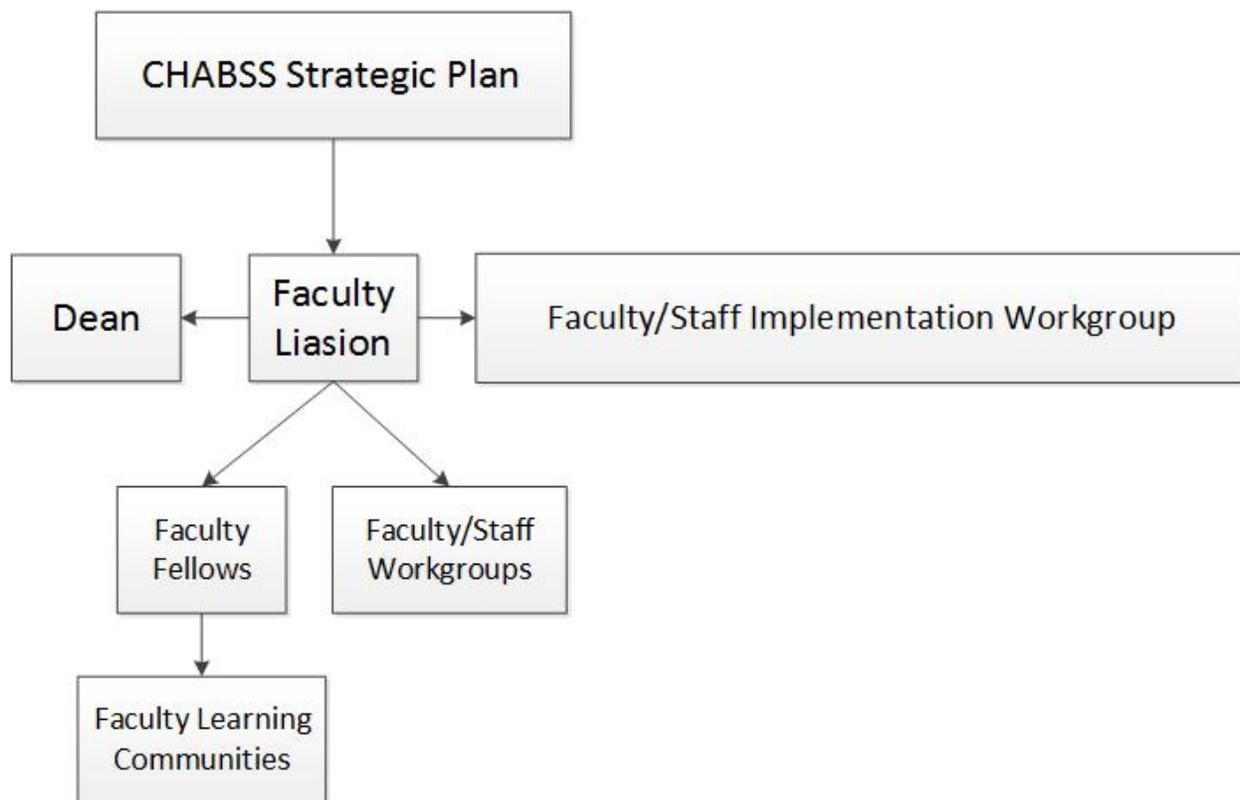
Strategic Initiatives: One of the many meaningful outcomes of this faculty/staff-facilitated, approach will be Strategic Initiatives that enrich multiple goals. Our College initiatives may become signature features of our College.

Spring Fest: Realizing CHABSS' Strategic Plan: This annual spring event (lunch and discussion) will provide a venue for the faculty learning communities and work groups (noted below) to share their work with the College community and for the Dean to outline next steps.

2. Faculty and Staff Roles

Faculty and staff will facilitate much of this project by serving in the following ways:

- 1) Faculty Liaison for the Strategic Plan
- 2) Strategic Plan Implementation Faculty/Staff Work Group
- 3) Faculty Fellows in partnership with the Faculty Center
- 4) Faculty Learning Communities (FLC) in partnership with the Faculty Center
- 5) Faculty/Staff Work Groups



The Faculty Liaison works in partnership with the Dean to facilitate the Strategic Plan. S/he facilitates discussion among the Faculty Fellows, FLCs and Faculty/Staff Work Groups. The Faculty Fellows, the FLCs, and the Faculty/Staff Work Groups are focused on the micro-level details of the Strategic Plan. The Strategic Plan Implementation Work Group is focused on the Strategic Plan at a macro-level. With support from the Strategic Plan Faculty/Staff Work Group, the Faculty Liaison assists the Fellows and Faculty/Staff Work Groups in making connections across the goals. The Faculty Liaison reports to the Dean. The Strategic Plan Implementation Faculty/Staff Work Group, or a sub-set of it, also assists the Faculty Liaison, the Faculty Fellows, and the Faculty/Staff Work Groups with the assessment of the Strategic Plan’s goals and initiatives. They will facilitate annual progress assessments for the goals that are in progress and impact assessments after at least three years of progress assessments. The combination of progress and impact assessments proposed will assist the College in envisioning its next Strategic Plan.

Faculty Liaison: This faculty member serves as the lead facilitator of the Faculty Fellows and Work Group leaders. During AY 2013-14, Dawn Formo will serve as the Faculty Liaison. While the fellows and group leaders are focused on individual goals, the liaison works with them to connect the dots between the goals, thereby ensuring that the College community is working together to realize the Strategic Plan. The

liaison will also work with fellows, group leaders, and Strategic Plan Implementation Work Group to identify Strategic Initiatives. The liaison also ensures that the assessments are designed and facilitated.

Strategic Plan Implementation Staff/Faculty Work Group: A subset of the Strategic Plan Task Force is well-informed about the plan and supports the Faculty Liaison. This work group meets at least twice per semester with the Faculty Liaison to assess the College's progress with the Strategic Plan. This group will help to facilitate Strategic Initiatives. This group also works with the Faculty Liaison, fellows, and group leaders to design progress- and impact-assessments for each goal and initiative.

Faculty Fellows: A faculty member serves as the lead facilitator for those goals that have corresponding FLCs. Our first FLC, designed in partnership with the Faculty Center, is focused on Goal 1. The Faculty Fellows share what is learned in the FLC with the larger CHABSS community at the Spring Fest. Faculty Fellows meet as a group periodically led by the Faculty Liaison.

Faculty Learning Communities (FLC): In partnership with the Faculty Center, CHABSS faculty participate in FLCs that support the Strategic Plan. These FLCs include faculty from across campus, ensuring rich discussion across the academic disciplines to inform the work of the CHABSS faculty on advancing the Strategic Plan. Members of FLCs are committed to scholarly and community-based outcomes—outcomes that strengthen individual faculty member's professional records (e.g., scholarly presentations, workshops, publications, and/or creative activities) and strengthen the CHABSS community. FLCs meet every three to four weeks for one academic year. By the end of the AY, CHABSS faculty serving on FLC's produce at least one scholarly outcome directly associated with the work of the FLC. They also share their work with the CHABSS community at the Spring Fest.

Faculty/Staff Work Groups: Some goals are served well by FLCs while work groups better serve other goals. These Faculty/Staff Work Groups work collaboratively to complete specific tasks. In each group, one member will serve as its leader and coordinate with the liaison. Some groups have multi-year tasks. The same work group will not necessarily need to commit to multiple years of work. This flexibility allows many voices to contribute richly to each goal. For efficiency's sake, if work groups change each year, it will be helpful if at least one member continues from the previous year's work.

Strategic Initiative Work Groups: Like Faculty/Staff Work Groups, Strategic Initiative Work Groups complete specific tasks. These groups work collaboratively to complete specific tasks associated with strategic initiatives that support multiple goals in the Strategic Plan. One member of each of these work groups serves as the leaders. These leaders coordinate with the liaison.

3. Realizing Our Goals

The “At a Glance” document provides the College with an overview of the Implementation Plan while also outlining the details of how we seek to achieve each goal over time. This document will be updated regularly to reflect our progress as a College.

For the 13/14 and 14/15 academic years (AY), we will actively engage Goals 1, 4, 5, and 6 and launch the Engaging Diverse Dialogues Initiative (EDDI). At the end of year two, we will update the Implementation Plan to include start-up dates for Goals 2 and 3. We expect that new initiatives will also be launched over the course of the next five years.