

The College of Liberal Arts and Social Sciences Strategic Plan, 2024-2028¹

Vision: The College of Liberal Arts and Social Sciences builds an innovative and inclusive future for Michigan and beyond, fostering collaboration, empathy, and humility while equipping students with knowledge and understanding to study what they love while making a difference in the world.

Mission: The College of Liberal Arts and Social Sciences cultivates essential skills for tomorrow's world through engaged learning. We address critical questions, tackle urgent problems, and foster human flourishing by means of creative, ethical, and empathetic research and teaching, in pursuit of meaningful lives and careers for our students, campus, and community.

1. Increase Experiential Learning Opportunities to Meet Future Workforce Needs (CMU Strategic Priorities 1, 2, 4)

Objectives:

Create curriculum and research opportunities that:

1. Enable students to link abstract concepts and personal experiences, connecting their lives to broader social, cultural, and historical frameworks.
2. Provide transformative, immersive, and experiential learning experiences, including internships, co-ops, and volunteering;
3. Encourage transdisciplinary and interprofessional experiences that focus on the common good.

SMART goals:

- By May 2025, establish expectations [measurable goals] for departmental experiential learning opportunities based on program data and assessment reports.
- By May 2028, leverage the CLASS Hub and related resources to increase student participation in internships, international immersive experiences, co-ops, field studies, and other experiential learning opportunities by 50%.
- Beginning in May 2025, evaluate new CLASS initiatives (department mergers, re-envisioning plans, the CLASS Hub) and new academic programs as part of college efforts to support transdisciplinary and interprofessional experiences as well as institutional sustainability.

¹ CLASS's strategic priorities are derived from CMU's [2023-2028 Strategic Plan](#). We have noted where CLASS's objectives align with university objectives. CMU's strategic priorities are as follows:

1. Inspire Student and Scholarly Success — Prepare bold leaders and learners who innovate and adapt in a rapidly changing world.
2. Engage Communities — Cultivate and enrich reciprocal partnerships with university stakeholders to ensure a lasting impact in the communities we serve.
3. Enhance Organizational Culture — Raise our national profile as a vibrant and nurturing university community where all members feel valued, empowered to thrive, and experience a strong sense of belonging.
4. Ensure Institutional Sustainability — Embrace sustainable campus operations that ensure wise stewardship of our resources.

2. Support and Increase Collaborative and Community Learning and Research (CMU Strategic Priorities 1, 2)

Objectives:

- Engage and collaborate with the community and region through teaching, research, and service projects.
- Instill in students the value of lifelong learning and engagement with their communities.
- Foster community with tribe and town on and off campus by recreating an Indigenous Studies Certificate collaboratively with Denison Advisory Board, Indigenous Studies faculty, and the Saginaw Chippewa Tribal College.

SMART goals:

- By May 2025, establish expectations [measurable goals] for community partnerships based on program data and assessment reports.
- By May 2026, approve department plans to increase community engagement in their programs, based on expectations established by May 2025 [previous goal].
- By May 2028, review and report on progress toward enacting plans and meeting expectations established in 2025 and 2026.
- By December 2024, establish a Denison Advisory Board made up of CMU and tribal members.
- By May 2025, create a new Indigenous Studies Certificate program for curricular approval in 2025–2026.

3. Developing Essential Skills for Careers and Life (CMU Strategic Priorities 1, 2, 3)

Objectives:

- Develop/practice essential skills such as problem solving and teamwork in task-based learning (cf. [AACU's Essential Learning Outcomes](#)).
- Open a CLASS Hub that acts as transition point from major to career by providing a center place for learning essential skills, meeting with mentors and employers, and finding internships.
- Foster empathy and perspective-taking as part of academic engagement.

SMART goals:

- By May 2025, departments and programs will identify those essential practical skills at which they excel as demonstrated in their outcomes assessment.
- Beginning in May 2026, departments and programs will report annually on the improvements or changes made to the skills they are developing with their students.
- By May 2026, CLASS Hub will be staffed with a director and support staff sufficient to host career events and support student career building and internships.

4. Support Inclusivity and Accessibility (CMU Strategic Priority 3)

Objectives:

- Empower learners to embrace their full identity, advocate for themselves, and choose academic programs in CLASS as the place to learn and grow.

SMART goals:

- By May 2025, the departments will review the CLASS DEIJB plan to identify goals for departmental implementation.
- Beginning in May 2026, departments and programs will report data from their plans that demonstrate the effectiveness of their DEIJB interventions.