



# THE COLLEGE STRATEGIC PLAN: LEADING FOR THE FUTURE

Kara Rabbitt  
**William Paterson University**  
College of Humanities &  
Social Sciences



# GOALS, TIMEFRAME, PROCESS, AND PERILS

1. Mission
2. Plan
3. Outcomes

# HSS COLLEGE MISSION

## Function of Mission Statement:

- AAUP: “An effective mission statement ensures stability and continuity across changes in administration. Administrators bring different perspectives, leadership styles, and ideas about how to get things done. In contrast, the mission statement provides the overarching consensus, deeply rooted in an institution’s history and identity, about what needs to get done.... A campus’s mission statement can be the impetus for a conversation not about what some faculty are doing in some courses for some of their students, but rather about what all of the faculty aspire to do together for all of the students.”

## Process:

- HSS Council began review in January 2012 and drafted multiple iterations of wording, sent draft out to College faculty in May 2012.
- Drawing on faculty feedback, HSS Retreat in June 2012 reexamined mission and goals.
- Mission draft resent to College faculty before fall semester began. Council voted on final wording for full faculty vote in meeting of 9/12/12.
- Full faculty met end of September to formally vote on revised mission.

# OUR MISSION

Liberal arts

Foundational knowledge

Dedication to teaching

Diversity

Interdisciplinary and international perspectives

Themes of University Core Curriculum (Diversity & Justice, Community & Civic Engagement, Global Awareness)

Skills and knowledge for careers, citizenship, life-long learning

The College of Humanities and Social Sciences is dedicated to the primacy of the liberal arts in higher education and to the advancement of knowledge. Its programs provide insight into the past, critically examine contemporary issues, and explore answers for the future, while promoting the value of diversity.

With an on-going commitment to quality and innovative pedagogical practice, the College incorporates experiential learning, interdisciplinary opportunities, and international perspectives. The College also plays a key role in ensuring that  William Paterson University students gain foundational knowledge and a deeper appreciation of diversity and justice, community and civic engagement, and global awareness through its course offerings.

The College of Humanities and Social Sciences strives to prepare students with the research, communication, and analytical skills integral to building careers, pursuing advanced academic studies, and cultivating responsible citizenship in an increasingly global and complex world.

# PLAN PROCESS

- Draft developed by College Council of Chairs
- Presented at All-College meeting in September 2012
- Sought input in two Town Hall meetings and a staff breakfast in October 2012
- Working group updated and expanded draft based on input from these meetings
- *HSS 2012-2017 Strategic Plan* finalized November 2012 in College Council of Chairs by representative vote
- Held retreats in February 2013 with the graduate program directors and College Council to establish programmatic priorities for an implementation plan, including program proposal grid.
- College plan reviewed and approved by President's Cabinet in summer 2013
- Annual retreats review plan and set goals for year ahead
- College communications highlight achievements by strategic goal

# GOALS

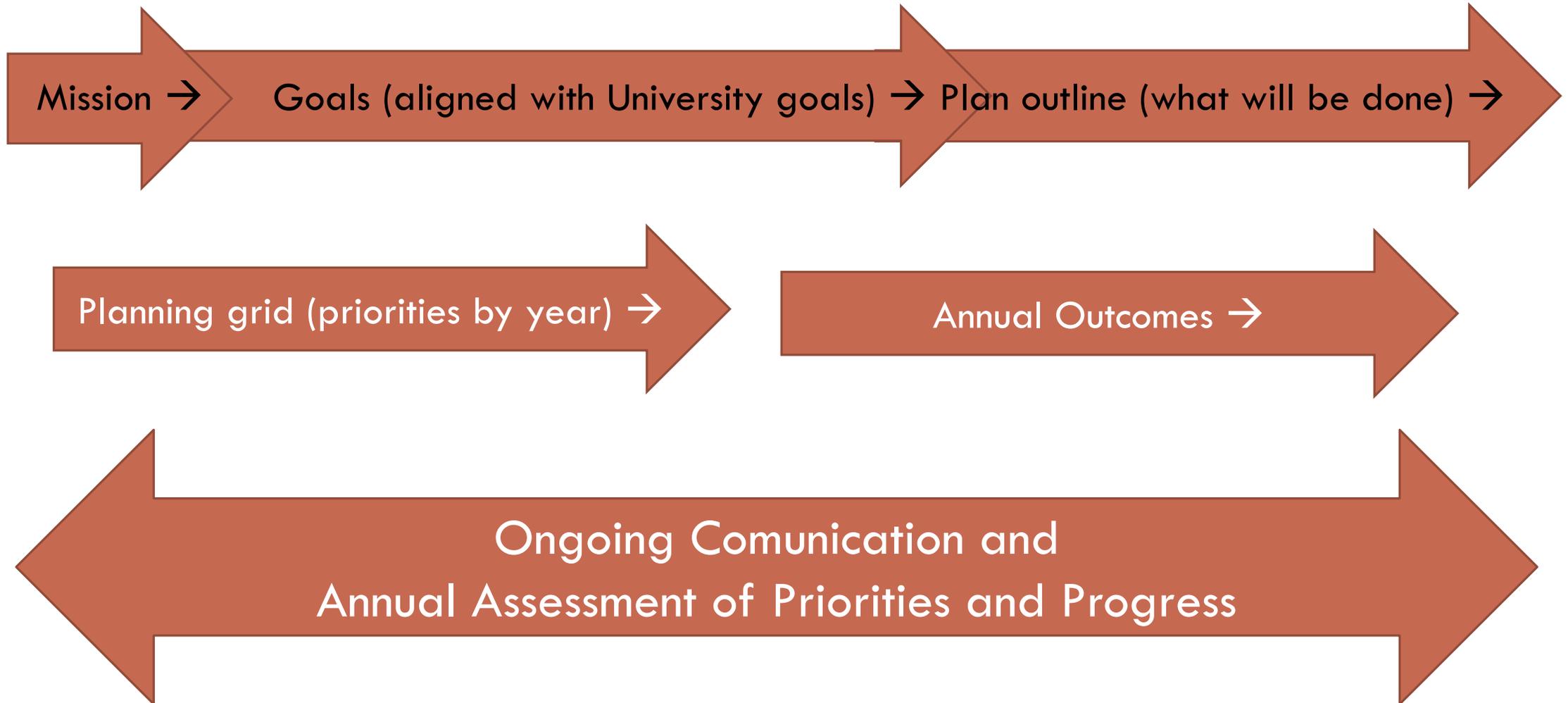
## University's 10-year Strategic Goals:

- I. Offer Academic Programs of the Highest Quality
- II. Achieve Student Success by Increasing Matriculation, Retention and Graduation
- III. Provide Students with Exceptional Opportunities Beyond the Classroom
- IV. Enhance the Sense of Community Throughout and Beyond the University
- V. Be a Model of Outstanding and Affordable Public Higher Education

## College's 5-year Strategic Goals:

- I. Build on HSS academic strengths in liberal arts education to prepare our students for successful post-graduation lives and citizenship in a diverse world.
- II. Nurture HSS student success and achievement.
- III. Increase opportunities and support for international, research, and applied experiences within and beyond the classroom.
- IV. Increase faculty and student engagement with the broader community and build community within the College.
- V. Further support and recognize faculty excellence in research, teaching, and service.

# ANATOMY OF A PLAN



# EXAMPLE OF PLAN OUTLINE BY GOAL:

## ***GOAL 1: BUILD ON HSS ACADEMIC STRENGTHS IN LIBERAL ARTS EDUCATION TO PREPARE OUR STUDENTS FOR SUCCESSFUL POST-GRADUATION LIVES AND CITIZENSHIP IN A DIVERSE WORLD.***

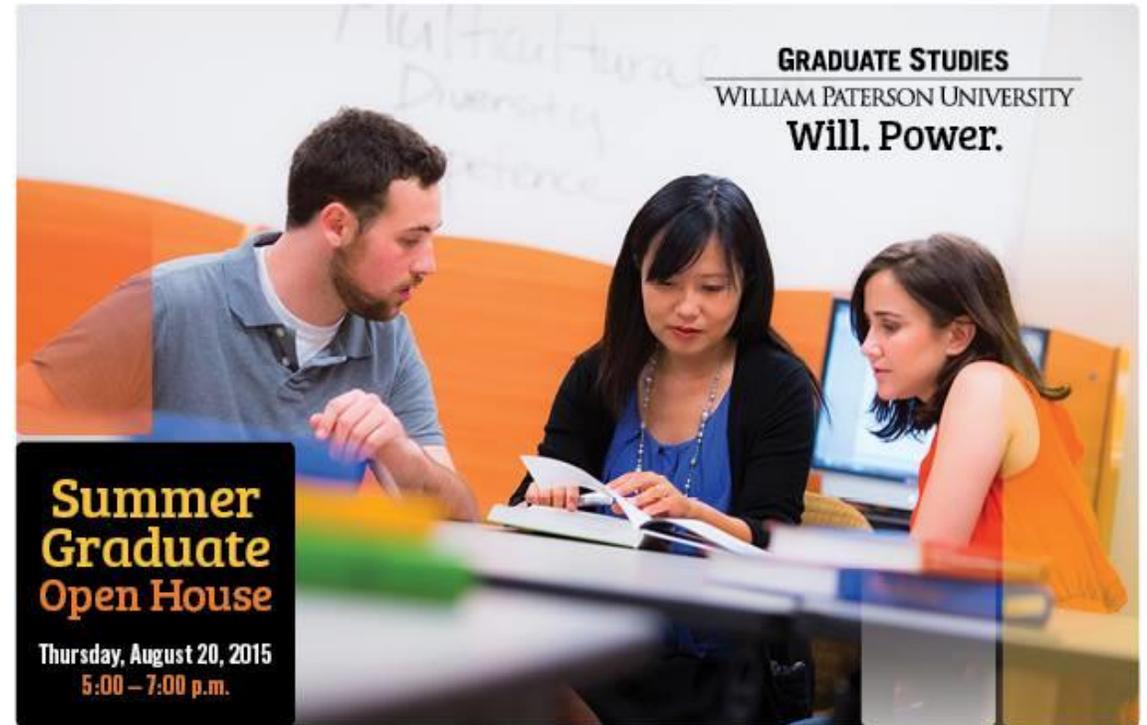
- a. Further support collaborative efforts across departments for existing programs and new interdisciplinary endeavors.
- b. Increase availability and attractiveness of HSS programs through such options as combined BA/MA programs, summer institutes, international collaborations with other institutions, and additional degree, certificate, and/or minor options within departments.
- c. Prepare students for career success through a commitment to career development within undergraduate programs, and by implementing and strengthening professionally-focused graduate and certificate programs in areas of professional need.
- d. Continue to keep programs current and of high quality through effective use of program review and assessment.
- e. Expand UCC offerings that will serve students across the University and build on HSS strengths in the areas of writing, diversity and justice, community and civic engagement, and global awareness.
- f. Foster student appreciation of the value of the liberal arts for 21st century careers and lives.
- g. Increase collaborative efforts to seek external funds in support of new and existing programs, and student scholarship opportunities.

# EXAMPLE OF AN ANNUAL PRIORITY LIST BY GOAL:

Year/Goal	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
I. II. Nurture HSS student success and achievement.	<ul style="list-style-type: none"> <li>• Retention:               <ul style="list-style-type: none"> <li>○ Ad hoc committee recommends</li> </ul> </li> <li>• Socialization:               <ul style="list-style-type: none"> <li>○ Department summer reports</li> </ul> </li> <li>• Success:               <ul style="list-style-type: none"> <li>○ Alumni career shadowing program initiated</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Retention:               <ul style="list-style-type: none"> <li>○ Departments implement strategies</li> </ul> </li> <li>• Socialization:               <ul style="list-style-type: none"> <li>○ Meet the dean events begun</li> <li>○ HSS signage</li> <li>○ New student orientations</li> </ul> </li> <li>• Technology:               <ul style="list-style-type: none"> <li>○ Increase in BB use</li> <li>○ Development of TI options</li> </ul> </li> <li>• Diversity:               <ul style="list-style-type: none"> <li>○ Safe space training</li> <li>○ Diversity programming begun</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Retention:               <ul style="list-style-type: none"> <li>○ Ad hoc committee reviews</li> </ul> </li> <li>• Socialization:               <ul style="list-style-type: none"> <li>○ HSS major day</li> </ul> </li> <li>• Technology:               <ul style="list-style-type: none"> <li>○ All programs have minimum one TI course</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Retention:               <ul style="list-style-type: none"> <li>○ Assessment of retention strategies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Success:               <ul style="list-style-type: none"> <li>○ Major portfolios</li> </ul> </li> </ul>

# OUTCOMES: I. NEW PROGRAMS TO DATE

- New PsyD in Clinical Psychology
- Implementation of two new BA programs in Legal Studies and Criminology & Criminal Justice
- New Interdisciplinary minors:
  - American Studies,
  - Ethics (in development),
  - Forensic Studies (in development),
  - International Cinema Studies,
  - Italian and Italian American Studies,
  - Linguistics
  - Public Policy and Administration,
  - Religious Studies,
  - Social Justice,
  - Spanish for the Professions,
  - Urban Studies (major revision), and
  - World Literatures.



# OUTCOMES II. STUDENT SUCCESS INITIATIVES

Career Workshop Series



Drop-in Registration Advisement



# MORE STUDENT SUCCESS INITIATIVES

New Student Welcome  
College Major Day



Safe Space Training



# OUTCOMES III. AND IV: COMMUNITY ENGAGEMENT INITIATIVES

College-wide Multidisciplinary Conference

Student/Department Outreach



COLLEGE OF HUMANITIES AND SOCIAL SCIENCES  
WILLIAM PATERSON UNIVERSITY

Fourth Annual Conference  
**“Us and Them”:  
The Paradox  
of Difference  
and Inequality  
in a Global Age**

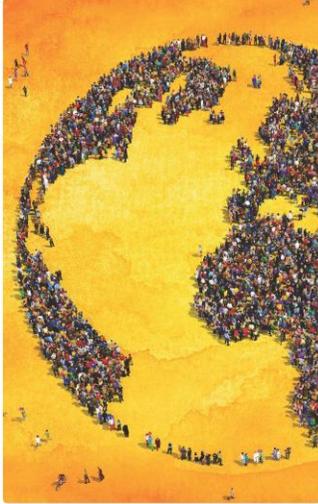
Wednesday, November 11, 2015  
9:30 a.m.-3:15 p.m.  
University Commons Ballroom C

This event is co-sponsored by the Office of Sophomore and Junior Experience; Africana World Studies; Anthropology; English; Geography and Urban Studies; History, Languages and Cultures; Philosophy; Political Science; Psychology; Sociology; Women's and Gender Studies; Graduate Programs in History, Public Policy and International Affairs; English and Psychology; The Center for Teaching Excellence; and the Social Justice Project.

9:30-10:45 a.m.  
**Exploiting Difference: Immigrant Experience and Citizenship**  
Alyshia Gálvez, Associate Professor, Director of the Jaime Lucero Mexican Studies Institute, Lehman College/City University of New York  
Michael Innis-Jiménez, Associate Professor, Department of American Studies, University of Alabama

11:00 a.m.-12:15 p.m.  
**Keynote Address: The Fire This Time: Race, Policing, and the Psychology of Justice in Contemporary America**  
Phillip Atiba Goff, Associate Professor of Social Psychology, University of California, Los Angeles; Co-founder and President for Research, Center for Policing Equity

2:00-3:15 p.m.  
**Fearing Difference: Terror and the “Other”**  
Jeanne Theoharis, Distinguished Professor, Political Science, Brooklyn College  
Arun Kundhani, Author, Journalist, Instructor, Department of Media, Culture and Communication at New York University





# COMMUNITY OUTREACH—ALUMNI

Dean's Advisory Board created  
2014

# OUTCOMES V.: FACULTY & STAFF RECOGNITION

## Faculty Research Forums



## College Recognition Awards



## Summer Faculty Research Stipends