

## Active Participation

Our leadership conducts the College openly and honestly, invites and fosters collaboration, supports innovation and encourages stewardship of resources—all in an effort to create a unified Howard College identity. By building upon our core competencies in teaching, research and service, we create lasting, collaborative and mutually beneficial relationships with external constituencies to deepen the impact of our mission and enhance Samford University's national reputation. To accomplish these goals, we will:

- Involve parents and alumni in the on-going activities, accomplishments and opportunities that Howard College provides;
- Help other academic units integrate liberal education into their curricula;
- Share our intellectual, physical and vocational resources with local community leaders, churches and civic organizations;
- Publicize faculty research accomplishments;
- Establish strategic partnerships with the local business community;
- Review and revise our administrative structure to ensure efficiency and effective stewardship of our financial resources;
- Ensure that faculty can effectively participate in the governance of the College by reviewing and revising shared governance documents and procedures;
- Create a transparent and coherent budgeting process;
- Develop a cohesive identity for the College.

### The College Will Assess and Adjust Student Learning by:

- Setting standards for learning that complement the ones established by the University;
- Tracking improvement of student learning experiences;
- Enhancing the academic challenge of our curriculum;
- Encouraging students to learn with their peers;
- Creating more opportunities for learning experiences with faculty;
- Developing a campus environment that makes learning easier;

### The College Will Recruit and Retain a Diverse Population of Students by:

- Drawing upon recruitment and retention data, in conjunction with NSSE data;
- Establishing baselines for recruiting;
- Tracking progress in recruiting;

### The College Will Increase and Develop the Quality of Community Engagement by:

- Surveying students upon matriculation to learn how committed they are to community service;
- Surveying students upon graduation to measure what kinds and how much community engagement they experienced at Samford;

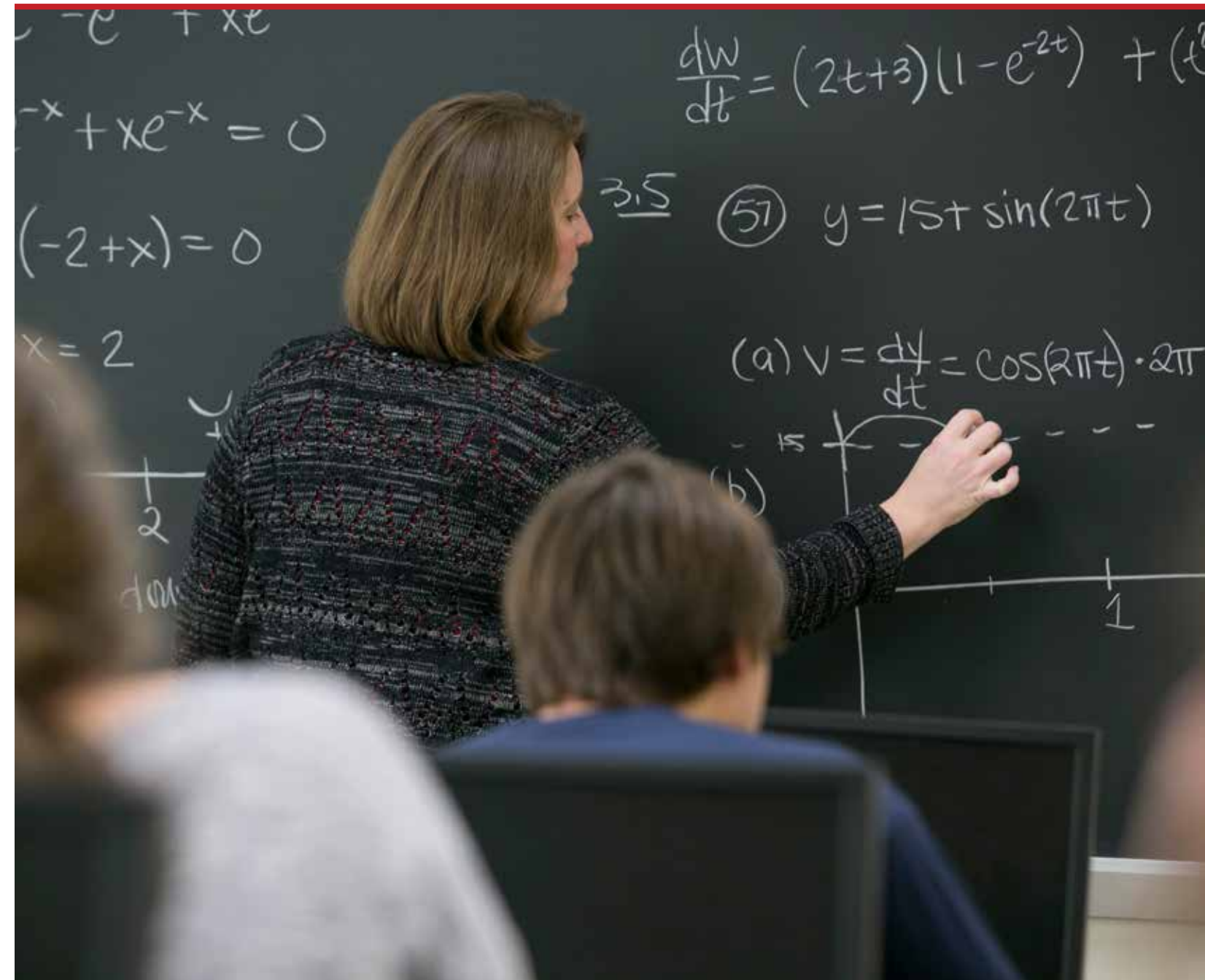
### The College Will Gauge Alumni Satisfaction About Their Career Preparedness by:

- Surveying students about their career plans and how well they believe they are prepared;
- Surveying alumni at five-year intervals about how they now perceive their career preparedness.

### The College Will Help Faculty Integrate Their Own and Student Research into Their Teaching

# Strategic Plan

## 2016 - 2021



## MISSION STATEMENT

As the heart of Samford University, the Howard College of Arts and Sciences inspires students to a lifetime of inquiry and service through engaged learning, faculty research and vocational discovery within the liberal arts and the Christian ethical and intellectual traditions.



## Values

As a community, Howard College shares the following values that guide all our activities:

- Education through experience, research and service;
- Mentorship that fosters intellectual, vocational and ethical growth;
- Collaboration among students, faculty and staff;
- Inclusion of people from diverse backgrounds;
- Commitment to civil society and Christian values that contribute to it;
- Engagement with the challenges that confront communities world-wide;
- Stewardship of the earth's resources.



## Strategic Focus Areas

Fulfilling our mission requires a process of innovation and continuous improvement consistent with our shared values across the College's activities. Accomplishing our goals requires a wide variety of strategies that, together, support four strategic focus areas.

- Committed People
- Shared Purpose
- Academic Inquiry
- Active Participation

## Committed People

The people of Howard College of Arts and Sciences are committed to academic and professional excellence, intellectual curiosity and collegiality. To promote excellence, we will:

- Recruit and retain quality faculty, staff and students;
- Develop and implement a college-wide recruiting plan to target, recruit and support transfer and first-generation students;
- Increase ethnic and socio-economic diversity within a welcoming and supportive environment;
- Fine-tune College-level mechanisms for student advising and retention;
- Increase the percentage of courses taught by full-time faculty members with terminal degrees in the liberal arts;
- Ensure an adequate number of people in all areas to achieve the College's goals and equip and encourage them to do excellent work;
- Conduct department-level reviews of the minimum expectations (appropriate to each discipline) of scholarly and creative productivity by faculty for promotion in rank, tenure and raises;
- Increase national and international recognition of the noteworthy achievements of faculty, staff and students.

## Shared Purpose

The Howard College of Arts and Sciences provides an educational experience grounded in the liberal arts traditions of intellectual discovery, critical reflection and ethical reasoning. We equip students with the analytical skills and ethical foundations they need to succeed. To realize our collective purpose, we will:

- Increase the use of high-impact teaching practices throughout the College, including first-year seminars and experiences, common intellectual experiences, learning communities, writing-intensive courses, collaborative assignments and projects, undergraduate research, diversity/global learning, community-based learning, internships and capstone courses and projects;
- Expand opportunities for interdisciplinary learning requiring integrative thinking;
- Foster intellectual and ethical development by engaging students in the Western intellectual tradition, the Christian tradition and our global context;
- Emphasize interdisciplinary interactions among faculty and students;
- Establish occasions during the academic year for collaborative initiatives;
- Dedicate spaces and locations on campus where interdisciplinary interactions can occur;
- Invest in inter-cultural programs to increase understanding and cultural competence and foster student academic achievement.

## Academic Inquiry

The faculty of the Howard College of Arts and Sciences enrich the world by creating and disseminating knowledge through teaching and research that supports the University's mission and advances academic disciplines. This spirit of inquiry animates student learning and faculty mentoring and teaching. To enhance our culture of inquiry, we will:

- Increase support for faculty to produce and disseminate creative and scholarly work;
- Teach students innovative problem-solving skills;
- Provide ongoing funding for undergraduate research;
- Commit to upper-level, research-intensive, small-enrollment courses as part of regular faculty loads;