WILKINSON COLLEGE
of Arts, Humanities, and Social Sciences

STRATEGIC PLAN
2014 – 2016

Programs that Change Lives and Change the World
PREAMBLE

Wilkinson College of Arts, Humanities, and Social Sciences is the largest college at Chapman University. The distinguished faculty is composed of active scholars who are renowned nationally and internationally for their academic excellence and contribution to knowledge. But just as important, they are also enthusiastic teachers who take seriously their responsibility of ensuring that our students, whether majors, minors, or graduate students, are prepared for the intellectual, ethical, and professional challenges that a rapidly changing world is going to present. Our college is focused on providing a well-rounded educational foundation that leads to a variety of career paths. Wilkinson College is a vibrant intellectual community, where collaborative student-faculty research, internships, community service, travel courses and study abroad, student organizations, and world-renowned lecture series extend learning beyond the classroom.

From its inception in 1991, Wilkinson College has offered a value-centered liberal arts experience. As Harmon Wilkinson put it, “the advantage of a good liberal arts education; it stimulates the mind and opens it to new ideas.” The College’s strategic plan carries forward the ideals of Harmon and Nadine Wilkinson, who helped to shape the Chapman value-centered liberal arts experience.

Addressing the faculty in 1982, Harmon Wilkinson refuted the idea that institutions are inanimate. He emphasized that Chapman “has a soul — has character and purpose.” Underscoring the importance of a quality education and service to others, he urged faculty to meld excellence and caring. Today’s faculty puts that charge into action, delivering notable academic programs and effective advising and mentoring.
FEATURES OF THE COLLEGE:

Wilkinson College seeks to stimulate curiosity, cultivate scholarship and foster rigorous inquiry among our students through a liberal arts curriculum that is both interdisciplinary and international. Our graduates will be prepared to assume their responsibility as global citizens and act knowledgably and compassionately in our world.

The College is comprised of nine departments: Art, Communication Studies, English, History, Philosophy, Political Science, Religious Studies, Sociology, and World Languages & Cultures. There are also a number of interdisciplinary programs and research centers. College interdisciplinary programs include a graduate program in International Studies, an undergraduate major in Peace Studies, and interdisciplinary minors in Asian Studies, Digital Imaging and Design, Environmental Studies, LGBTQ Studies, Italian Studies, Latin American Studies and Women's Studies. Among the College's research centers are the Rodgers Center for Holocaust Education; the Schweitzer Institute; the Earl Babbie Center; the Henley Research Laboratory; the Ideation Lab, the Center for Demographics and Policy, the John Fowles Center for Creative Writing, and Tabula Poetica Center for Poetry.

PLANNING PROCESS

Strategic planning began with a town hall meeting in the spring of 2013 and the strategic planning task force began its work in July 2013 by reviewing departmental strategic plans and discussions focused on common goals and values. Dean Patrick Fuery continued to consult task force members as well as departments and chairs. Based on this feedback, the Dean made a first draft of the plan.

The WCAHSS strategic plan is guided by the values that animate our college and Chapman as a whole. It provides the vision and guidance to carry the college forward. Further, the strategic plan clearly demonstrates the central role Wilkinson plays as the “heart and soul” of Chapman University.

The plan has been revised in response to faculty input through meetings and a Town Hall. The plan was presented for consideration and discussion at the August 2014 faculty colloquium. A vote was held in fall 2014 on adoption of the plan, which passed with a majority. The plan will be revisited yearly to measure progress and update as needed.

Mission of the College:
Wilkinson College of Arts, Humanities, and Social Sciences provides a personalized, values-centered, liberal arts education that equips our students to lead inquiring, ethical and productive lives as global citizens.
GOALS OF THE STRATEGIC PLAN:

GOAL 1:
Promote inquiry, discovery, and creativity within and across disciplines through faculty-student mentoring relationships and the integration of instruction with research and creative activities.

GOAL 2:
Build a strong, supportive research/creative activities culture that is both interdisciplinary and global in scope.

GOAL 3:
Support and promote innovative pedagogical practice, curricular innovation and meaningful advising.

GOAL 4:
Develop a number of key programs and actions to build community engagement and a deeper relationship with alumni.

GOAL 5:
Pursue strategic growth in areas of excellence and build nationally prominent niche programs.

GOAL 6:
Continue to recruit, support and provide development opportunities to WCAHSS staff members whose contributions are vital to the success of the college.
GOAL 1:

Engaging students in collaborative research across all disciplines is a hallmark of Wilkinson College. This gives students extraordinary opportunities to develop their skills, broaden their knowledge, and participate in research in practical and demonstrable ways. Our BURN program provides a framework that allows students to experience, and contribute to, original intellectual or creative research impacting their discipline. Along with building undergraduate research we will also aim to strengthen our emerging graduate research culture.

Objective 1:
To build innovative undergraduate and graduate research cultures that allows students and faculty to work towards the common achievement of quality productivity and high profile publications and creative works.

Objective 2:
Work towards a reputation as an undergraduate research powerhouse with goals of becoming nationally known for excellence in undergraduate research and creative activities.

Objective 3:
Support graduate and undergraduate student research as part of a transformative learning experience.

GOAL 2:

CRASsH groups are designed to encourage exchange and collaboration among faculty and students who share common interests, but are located in different departments or colleges. CRASsH provides the common infrastructure for meaningful interdisciplinary work. By pursuing interdisciplinary lines of inquiry, WCAHSS is developing niche specializations, while still maintaining its core mainstream scholarship through traditional departments.

Objective 1:
Improve, expand, and support faculty development across the College and increase research productivity.

Objective 2:
Plan and implement an interdisciplinary Ph.D. program centered on key research groups.

Objective 3:
Prioritize efforts to seek external and internal funding.

Objective 4:
Increase the visibility and impact of CRASsH on campus as well as nationally and internationally.
GOAL 3:

Central to the mission of WCAHSS is supporting Chapman’s goal of providing personalized education by promoting and facilitating excellence in teaching and innovative pedagogical practices.

Objective 1:
Develop an effective/comprehensive advising system.

Objective 2:
Reach out to undecided students who need advising and first year students.

Objective 3:
Stimulate discussions of pedagogy, support innovative practices, and provided tools for faculty to explore cutting-edge teaching, work with the Center for Excellence in Teaching, designate WCAHSS Master Teachers to offer workshops and mentoring to new faculty.

GOAL 4:

Wilkinson College of Arts, Humanities, and Social Sciences is dedicated to the local community and our alumni.

Objective 1:
Track our alumni and build meaningful two way communication with them, build a deeper relationship between WCAHSS and its alumni.

Objective 2:
Build on the successes of our community outreach, including the work of the Rodgers Center and Illuminacion, and establish formal relationships with community organizations and associations.
GOAL 5:

Pursue strategic growth in areas of excellence and build nationally prominent niche programs at the graduate and undergraduate levels.

The College will identify key areas for growth that build on existing strengths.

**Objective 1:**
Support the development of graduate programs.

**Objective 2:**
Build capacity to support expansion in areas where WCAHSS has impressive accomplishments and the potential to be recognized nationally as leaders in these fields.

GOAL 6:

WCAHSS recognizes the vital role that staff play in our mission.

**Objective 1:**
Encourage staff development and provides resources for continuing education and training.

**Objective 2:**
Improve communication between staff and the Dean’s office.

**Objective 3:**
Recognize, laud and publicize excellence among staff.
KEY BENCHMARKS:

1. National/international prominence in niche area (rankings).

2. Increase publications and exhibitions in high quality areas.

3. Increase grant applications and success rates.

4. Develop collaborative research projects with other national and international institutions.

5. Increase numbers in low enrollment courses and programs.

6. Begin an assessment process for the College as a whole and CRASsH and BURN in particular (currently, we assess individual departments and programs).

The standards of excellence, achievement, etc., against which Strategic Plan Goals will be measured or judged.