**STRATEGIC DIRECTIONS OF THE**

**COLLEGE OF LANGUAGES, LITERATURE, AND SOCIAL SCIENCES**

**2012**

**MISSION**

The College of Languages, Literature, and Social Sciences is dedicated to offering a rich and unified environment that is deftly responsive to change, student need, and higher education in the 21st century, to promoting the value of liberal education, to excelling in research in the liberal arts, humanities, social sciences, and interdisciplinary studies, and to outreach and engagement that serves the university, the global and local community, and the professions.

**VISION**

The College of Languages, Literature and Social Sciences is dedicated to the University of Toledo’s vision of becoming “a thriving student-centered, community-engaged, comprehensive research university known for its strong liberal arts core.”

**WHO WE ARE**

The College of Languages, Literature, and Social Sciences is a locus and a guide for the University in promoting the value of liberal education by engaging students’ curiosity and desire for knowledge, their wish to understand how ideas fit together across disciplines, and their inclination to enrich their professional and practical ambitions with a sense of the great mosaic of human inquiry.

The College of Languages, Literature, and Social Sciences is a model for advanced graduate study aimed at improving the human condition globally, attracting students from the community, the state, the nation and the world and providing a rich learning and research environment within and across disciplines.

The College of Languages, Literature and Social Sciences excels in research in the humanities, social sciences, and interdisciplinary studies, recognizing the value of all forms of human inquiry and the need for cross-disciplinary co-operation in addressing changing social, cultural, and educational issues in dynamic, creative and innovative ways.

The College of Languages, Literature and Social Sciences is dedicated to outreach and engagement, serving the university, the global and local community, and the professions.

STRATEGIC AREAS OF FOCUS

1. Undergraduate Academic Programs
2. Graduate Academic Programs
3. Research
4. Learning Environment
5. Community Outreach and Global Engagement

**Preamble**

*The value of an education in a liberal arts college is not the learning of many facts but the training of the mind to think something that cannot be learned from textbooks* (Albert Einstein).

Established in December 2010, the new College of Languages, Literature, and Social Sciences (LLSS) is uniquely poised to be a model of integrative liberal arts learning in the region, state, and nation. Comprised of the Humanities, Social Sciences, and Interdisciplinary Studies, LLSS offers our undergraduate and graduate students, university constituents, and community partners a window to a future that is informed by the tapestry of human endeavor and history and by culture, language, national interests, topography, health, and environment. The application of the knowledge, experience, and skills embedded in the LLSS liberal arts disciplines and interdisciplinary studies is necessary for a future that is not narrowed or bound by singular or uncontextualized approaches to the “grand challenges” of the twenty-first century.

The 2012 Strategic Directions Plan of the College of Languages, Literature, and Social Sciences looks to the future though our distinctive contributions to undergraduate and graduate educational innovation, research, a learner-centered environment, and community outreach and global engagement. Like *Directions 2011*, with which it is aligned, the LLSS Strategic Directions Plan is linked by the strategic themes of sustainability, relevance, distinctiveness, stewardship, and interdisciplinarity. Connecting threads are also woven throughout, including diversity, accessibility, affordability, accountability, flexibility, visibility, engagement, leadership, economic rejuvenation, life-long learning, and quality—quality of place and educational experience. **Goal I – Undergraduate Academic Programs:** We will be a model for integrative, undergraduate, liberal arts education.

 Sub-Goals:

 We will continuously improve the student experience in integrative, liberal arts

education.

 We will be innovative teachers and learners.

We will leverage the intellectual resources of our college to raise our visibility and

profile.

**Implementation Strategies:**

Revision of General Education

Integration of General Education into the Core Curriculum of each Degree Program

Implementation of new School of Interdisciplinary Studies

Increase in quality and diversity of student population

Increased number of scholarships

Increased experiential learning opportunities to include every LLSS student

Increase in problem-solving, interdisciplinary approaches to learning

Increase in Living/Learning Communities and Learning Communities, organized around themes

 and 21st-century grand challenges

Increased focus on Life-long Learning/adult students

Increased promotion of the integration of STEM and the liberal arts

Increase in outreach to and engagement of LLSS alumni

Increased opportunities for undergraduate research

Integration of community service/stewardship into curriculum

Increase in global learning and engagement opportunities

Shortened time to graduation, including three-year degree option

Foregrounding of language learning in a global world

Increase in blended and on-line learning opportunities

Integration of assessment into every LLSS degree program

Implement graduation portfolio across the college

Increased opportunities and support for initiatives such as Inside/Out program and new schools

Implementation of an “Idea” Lab for faculty and students

Establishment of seamlessly transferable 2+2 programs with community colleges

**GOAL II. Graduate Academic Programs:** We will be a leader in interdisciplinary graduate education and research.

Sub-Goals

We will strategically invest in targeted areas to increase the quality and interdisciplinarity

of our current programs and create new programs.

We will actively recruit, support, and graduate underrepresented minority students and

international students.

We will increase the research opportunities for graduate students.

We will increase the number of applied learning, community based, and global

experiences for graduate students.

**Implementation Strategies:**

Promotion of the integration of STEM and the Liberal Arts.

Redefinition of 30-eredit hour requirement

Increase in tuition waivers

Increase in minimum enrollments for special initiatives/targeted areas in collaboration with

COGS

Increase in scholarships

Provide mechanism for raising/supplementing graduate stipends in LLSS

Increase in graduate certificate programs

Integration of curricular connections to region

Integration of theme/topic based courses into graduate curriculum

**GOAL III. Research:** We will build a culture of research productivity and achievement.

Sub-Goals

We will strategically invest resources to increase externally funded research in the

College.

We will design/provide incentives for increasing research productivity by faculty.

We will integrate undergraduate and graduate students into research activities.

**Implementation Strategies**

Showcasing of research (e.g., NEXUS program) (interdisciplinary gatherings/topical

 presentations) through event scheduling and wider dissemination of research

 achievements

Establishing contacts with other researchers to identify and develop research projects

Re-establishment of Humanities Institute, including fellows from other disciplines

Creation of funding resources for international research

Re-establishment of interdisciplinary fellowships

Identification of additional funding opportunities, working with research council and office

Determination of research benchmarks with peer and aspirational institutions

Coordination of college's undergraduate and graduate research efforts with Office of

Undergraduate Research, Graduate Student Association, and Research Council**GOAL IV. Learning Environment.** We will provide a learner-centered college climate that fosters diversity and engages all members of the College community.

Sub-Goals

 We will integrate learning objectives with electronic assessment.

 We will ensure that innovative delivery modes and technology are available to diverse

 populations.

 We will ensure accessibility compliance.

 We will provide alternative locations for program and course delivery.

 We will provide mentoring opportunities for faculty and student-to-student peer

 mentoring.

**Implementation Strategies**

Provision of resources to facilitate electronic assessment, (e.g., clickers, iPod Touch, iPads)

Connection with iTunes University

Reestablishment of connections with faculty members to integrate technology

Continued work on accessible and accommodating classrooms

Increased engagement with community colleges and transfer students

Increased connections with high school teachers regarding UT and LLSS standards

Offering of classes in libraries and other locations (e.g., community colleges)

Offering of more seminar-sized classes to enhance learning environment

Establishment of LLC to address contemporary issues

Featuring of LLSS on monitors in Field House, Student Union, and other buildings

Implementation of formalized mentoring programs (faculty and peer mentoring)

Goal V. **Community Outreach and Global Engagement**. We will expand and foster strong connections with community partners and engage our faculty and students in outreach activities.

Sub-Goals

 We will work with community partners to identify local and regional issues and concerns

and to address and serve community needs, including an Annual Outreach and

Engagement Forum of LLSS faculty and students and organizations, groups, and

businesses representing every sector of local and regional community life.

We will develop a database clearinghouse of expertise, skills, research, data sets, and

classroom connections, which will be accessible to all community partners and university

constituents.

We will establish an LLSS Institute of Outreach and Engagement.

We will establish a Leaders in Residence Community Fellows Program.

**Implementation Strategies**

Creating additional connections to Office of Global Initiatives and American Language Institute

Involvement of more faculty in President’s Commission on Global Initiatives

Identifying resources to support additional global engagement opportunities for faculty and

students

Fostering stronger connections with UTIE

Providing professional and technical workshops for businesses, agencies, organizations, and

health care clinicians

Examining curriculum to address workforce needs in collaboration with community

partners

Establishing areas of participatory action research in collaboration with community partners

Fostering stronger connections with regional religious communities and cultural organizations

through LLSS Center for Religious Understanding

Establishing educational opportunities for and connections with community health workers

{Metrics/Milestones and Primary Responsibility for all goals and strategies in-progress}