

## Strategic Directions

AY 2022-2023 through AY 2027-2028

### MISSION STATEMENT

The College of Arts and Sciences (CoAS) at Western New England University (WNE) prepares students for a journey of lifelong learning. Passionate about teaching, research, and scholarship, faculty guide students to follow their intellectual curiosities and to build essential skills for adapting within a changing world. Our mission is to empower the next generation for success through applied and experiential learning, fostering individuality and self-directed growth to better the world.

#### We educate the whole person by:

- Building foundational skills in information literacy, data analysis, meta-level thinking, creativity, critical analysis, and ethical decision-making
- Fostering a welcoming community that is strengthened by diversity, with a focus on equity and inclusion
- Cultivating social consciousness and development of the self to effectively participate as a global citizen
- Creating opportunities for collaboration among and between students and faculty across the curriculum and the campus
- Supporting each community member's academic journey by offering the resources needed to discover, apply, create, and share knowledge in the classroom and beyond

### OUR VISION

The CoAS prepares students to be Critical Thinkers and Problem-Solvers. Graduates of the CoAS will be recognized for the ability to:

- Communicate clearly and logically both orally and in writing
- Read for information and inferential meaning
- Think critically in a variety of settings and situations and critically examine pre-existing ideas and belief systems
- Solve a variety of complex problems employing mathematical and scientific methods, in addition to more qualitative methods of inquiry
- Employ new technologies effectively and responsibly
- Appreciate the richness and diversity of human cultures and the interdependence of the economies and peoples of the world
- Comprehend and evaluate information from a wide range of subjects that enables citizens to make well-informed decisions
- Make warranted ethical judgments based on a comprehensive understanding of the context and consequences
- Practice self-expression and reflection in a variety of media and formats
- Explore the history and practice of the Arts, including music, theatre, and the visual arts

## STRATEGIC DIRECTION

The CoAS Strategic Direction for AY 2022-2023 through AY 2027-2028 aligns with five themes of WNE's Strategic Direction "One University, One Vision".

### Theme One: Provide a Student-centered Experience

- **Ensure** every student graduates with a competitive advantage and a unique value proposition
- **Establish** a streamlined signature common core curriculum for the three undergraduate colleges
- **Anchor** the WNE narrative in developing the whole person who has a global view
- **Emphasize** personal brand building, and the ability to articulate it, through activities woven through curriculum and co-curriculum
- **Focus** on completion, retention, and progression and eliminate friction and barriers
- **Engage** and mobilize alumni, donors, and volunteer leadership in support of an exceptional student experience
- **Provide** students a personalized experience in discovering their unique "why" that prepares them to continuously create value and contribute to a global society

### Theme Two: Become a Laboratory for Academic Innovation

- **Create** an applied and experiential teaching and learning infrastructure
- **Form** a best-in-class hybrid and online learning platform
- **Graduate** all students who are prepared for the future, with essential human attributes and a value-creation orientation that cannot be replicated by an algorithm
- **Establish** an Office of Mentored Research, Innovation, and Sponsored Projects that will operate on a self-funding basis
- **Launch** competitive innovation and bootstrap funds for teaching and scholarship
- **Articulate** a path forward for internationalization, global citizenship and cultural competence

### Theme Three: Promote Innovation and Transformation

- **Create** infrastructure to approve new programs and research support
- **Invest** in multidisciplinary programs, centers, institutes, and experiential teaching and learning
- **Augment** signature academic programs
- **Integrate** living, learning, community engagement, and leadership opportunities
- **Establish** an entrepreneurial, shared revenue model for new programs
- **Refine** identity and articulate a path forward as an agile 'New Traditional University'

### Theme Four: Create Diversity, Equity, and Inclusion

- **Recognize** diversity as a strength and a business imperative
- **Make** the ethos of our culture inclusive for all students and employees
- **Instill** and promote civility with a sense of humanity throughout the organization
- **Establish** a starting point for diversity, equity, and inclusion as outlined in JEDI (Justice, Equity, Diversity, and Inclusion) Strategic Framework (AY2022-23 through AY2027-28).
- **Undertake** the goals and objectives of the JEDI Strategic Framework AY2021-22 that serves as the plan of work for the current year

### Theme Five: Enhance Culture and Excellence

- **Inspire** an efficient, collaborative, and results-oriented culture among faculty and staff
- **Invest** in people and infrastructure
- **Transform** the technology environment
- **Reorient** evaluations, promotion, and tenure to institutional priorities
- **Cultivate** faculty and staff development and retention
- **Streamline** student processes
- **Embed** "Lessons Learned from the Pandemic" as part of our new way of doing business as an agile New Traditional University