Arts & Sciences Strategic Goals & 2012-2013 Actions Based on Goals

Mission of WPI
WPI educates talented men and women in engineering, science, social science, management, and humanities in preparation for careers of professional practice, civic contribution, and leadership, facilitated by active lifelong learning. This educational process is true to the founders’ directive to create, to discover, and to convey knowledge at the frontiers of academic inquiry for the betterment of society. Knowledge is created and discovered in the scholarly activities of faculty and students ranging across basic research educational methodologies, and professional practice. Knowledge is conveyed through scholarly publication and instruction.

Mission of Arts & Sciences at WPI
The Arts & Sciences provides innovative experiences and curriculum for all students across all areas of WPI while developing both scholarship and graduates in the Arts & Sciences. In doing so, Arts & Sciences creates a diverse environment, which fosters the rigor of interdisciplinary scholarship, creative thinking, global perspective, and innovation and entrepreneurship.

The Role of the Dean
The Dean of Arts & Sciences builds on WPI’s strengths in humanities, arts, sciences, social sciences, and mathematics. Under the dean’s purview is the department of Biology and Biotechnology, Chemistry and Biochemistry, Computer Sciences, Humanities and Arts, Mathematical Sciences, Physics, and Social Science and Policy Studies along with several programs. WPI is committed to the highest quality discovery research scholarship and teaching in these areas. The Dean solidifies WPI’s leadership in a number of research areas, including a major strategic commitment to the life sciences. The Dean also enhances the external visibility of WPI’s distinctive educational programs, and continues its tradition of innovative research and education, including interdisciplinary programs within and beyond the Arts and Sciences.

Arts & Sciences Strategic Goals
(2011-2015)

1. Broaden the undergraduate experience by developing innovative environments which fosters deep learning, global experiences, and the application of knowledge to solve problems. 
   (WPI Strategic Plan 2009-2015: Goal 1&2)
   Lead: Germano Iannacchione & James Doyle

2. Support faculty through the recruitment of a world class and diversified community of colleagues, exceptional research facilities and faculty development opportunities.
   (WPI Strategic Plan 2009-2015: within several Goals)
   Lead: Arne Gericke

3. Integrate teaching and research to create new areas of scholarship and strengthening research in both traditional disciplines and in emerging interdisciplinary fields.
   (WPI Strategic Plan: Goal 3)
   Lead: Joseph Duffy

4. Improve and expand graduate programs and enrollment in key Arts & Sciences areas
   (WPI Strategic Plan 2009-2015: Goal 4)
Lead: Craig Wills

5. Promote research to create and strengthen for Arts & Sciences a stable fiscal outlook through improved resource development, management and fiscal oversight.

(WPI Strategic Plan 2009-2015: Goal 8)

Lead: Bogdan Vernescu

6. Develop robust community outreach programs with educational, governmental and non-profit institutions as well as our business partners to strengthen the position of Arts & Sciences and WPI as a strong community leader.

(WPI Strategic Plan 2009-2015)

Lead: Kristin Boudreau

Proposed Arts & Sciences Actions based on WPI Strategic Goals for 2012-2013

Please Note: These will be discussed at Annual Arts & Sciences Retreat. The discussions will be led by the assigned Department Head.

Goal 1: Broaden the undergraduate experience by developing innovative environments that foster deep learning, global experiences, and the application of knowledge.

Actions

1. The college will seek ways to facilitate team teaching and interdisciplinary collaboration in the classroom and across academic units.
2. Departments will work to integrate Study Abroad programs with a wider array of curricula and create flexible guidelines insofar as Study Abroad courses might apply to major and minor requirements.
3. Departments will enhance the experience of students returning from Overseas Study by incorporating post-program activities into their academic programs.
4. To ensure continuing student access to instruction in less commonly taught languages – we will seek partnerships with other institutions and computer based instruction while also reviewing other collaborative language efforts across the country, including the creation of more virtual classrooms and expanded language labs.
5. Departments will create additional opportunities for undergraduate students to enroll in seminars, participate in ongoing faculty research, and enroll in pre-professional courses or independent studies.
6. We see to support scholarship in the arts and cultures of different world regions, and it will explore new opportunities to fund faculty and students travel to conduct their research abroad.
7. Artists and scholars in the humanities as well have contributed significantly to the representation and analysis of environmental issues. Arts & Sciences will continue to support these undertakings and encourage further collaborations between scientists, humanists, and artists, through such means as the focus on sustainability and energy, production and usage.
8. We will invest in the infrastructure necessary for successful collaboration among the diverse disciplines in Arts and Sciences.
9. Equip classrooms with technology to utilize state-of-the-art practices in teaching and to be consistent with the technological image of WPI and the needs of Arts & Sciences.

Goal 2: Support faculty through the recruitment of world class and diversified community of colleagues and faculty development opportunities.

Actions

1. Develop a yearly hiring plan which focuses on growth areas and strategic initiatives not merely hire to replace.
2. Assure competition startup funds for new faculty and adequate laboratory core faculties through benchmarking with the help of Human Relations Departments.
3. Enact through department affiliations new partnerships with HBCU, MSI & AWIS.
4. Recognize non-tenure track faculty as essential members of our community through constant reflection and examination of long term contracts, voting rights and committee assignments within the individual departments.
5. Create Arts & Sciences awards and recognition for excellence in the scholarship of teaching and research.
6. Continue to provide assistance to faculty applying for grants and mentor faculty seeking external funding.
7. Build upon present strengths and encourage cooperation through the appointment of more faculty to interdisciplinary programs, institutes, and centers and identify priorities in both disciplinary and interdisciplinary research, assessing the significance of these areas and outlining plans for inter-departmental cooperation.
8. Create a policy to support cohort hires, shared positions and/or possible post-doctoral supported hires as well as other initiatives to encourage diversity in our faculty.

Goal 3: Promote research to create new areas of scholarship and strengthening research in both traditional disciplines and in emerging interdisciplinary fields including STEM education and research.

Actions

1. To aid the faculty and engage those new to seeking grant support. We seek to recruit a grant writer and a Director for Corporate and Alumni Affairs for Arts and Sciences.
2. Increase visibility of research in the Humanities, Social Sciences, Math and Science at large by creating a professionally designed newsletter and increasing Arts & Sciences wide communications.
3. Increase external funding by 20% in 5 years. (Increments of 10% in 2012, 10% by 2016)
4. Develop a research strategy for each department with areas of focus and metrics for measuring success.
5. Target new opportunities with industry and business partners in collaboration with the office of Corporate Engagement.
6. Initiate “Birds of a Feather”, cross disciplinary research discussion teams, create an agenda and work with a facilitator and grant writer to initiate new area of focused research taking advantage of our new strategic hires.
7. Develop business plans to enable industrial research labs to use Life Science core facilities on a fee-for-services basis with payments received from the private sector used to help offset the maintenance costs, upgrades, and technical support necessary to operate these facilities.
8. Support the development of interdisciplinary centers that partner with other academic institutions as well as private industry. An example might be the proposed center for research on independent aging.

**Goal 4: Improve and expand graduate programs and enrollment.**

**Actions**

1. The Arts & Sciences will make every effort to facilitate the applications for training grants from national agencies and foundations, develop additional research assistantships, and explore other means of supporting graduate student research and travel.
2. Along with the Graduate Dean, Arts & Sciences will support departmental initiatives to enroll a more diverse student body – initiatives such as NSF REU programs that introduce students from underrepresented populations to the intellectual demands of graduate school and research methods in political science. Strive to expand these types of programs by considering proposals from departments for similar initiatives in their disciplines.
3. Recruit graduate students for new and innovative blended and distance learning programs in the Arts and Sciences.
4. Create a Preparing Future Faculty (PFF) program to prove a variety of environments and career paths for our graduate students.
5. Evaluate each of the Arts & Sciences graduate programs to increase quality while balancing size, quality, breadth, and markets.
6. Recognize the needs of working professionals to obtain advanced degrees in part-time programs and on-site delivery.
7. Develop a stable funding strategy which includes named fellowships to allow competitive stipends for teaching assistantships and a competitive tuition remission strategy to attract the highest quality students.

**Goal 5: Create and strengthen a stable fiscal outlook for the Arts & Sciences through improved management, and resource development through advancement activities.**

**Actions**

1. Departments will work with the Office of Advancement to identify alumni, other individuals, corporations, and foundations that may have gift interests and to develop programs to enhance alumni engagement with, and to acknowledge gifts made to, the department.
2. Create an Arts & Sciences wide communication by relating news that might be of interest to their alumni and potential donors and publications, upcoming campus events, and so on.
3. Departments should produce well-designed newsletters at least once per year and informative departmental web sites of interest to alumni and supporters.
4. Maintain an up-to-date and accurate alumni database within departments with assistance from the Arts & Sciences Corporate and Alumni Relations Director for dissemination of newsworthy items.
5. Create opportunities with guidance of our Advancement Office for naming opportunities.
6. Facilitate department efforts to reach out to our alumni, industry and local business leaders through multi means including advisory boards which reflect both financial donations and active involvement.
Goal 6: Develop a robust community outreach program with educational, governmental non-profit institutions as well as our business partners to strengthen the position of Arts & Sciences and WPI faculty as strong community leaders.

**Actions**

1. Encourage faculty to share their expertise and recent research with area teachers, become involved in meaningful, professionally relevant community activities and thereby serve the state, nation, and their profession on programs related to the preparation of future teachers.
2. Develop innovative approaches to increasing the number of undergraduates preparing to teach science and mathematics.
3. Encourage faculty to apply for funding from such programs as the NEH Summer Workshops in the Humanities for Teachers and various programs at the National Science Foundation that link college faculty with teachers.
4. Develop in-service faculty development for existing STEM teachers with our institutional experts.
5. Develop STEM Masters Teacher degrees for full proficiency for our secondary school teachers in all STEM areas (STM).
6. Review and integrate WPI’s outreach with community serving agencies to strengthen our leadership in Worcester, the region and state.
7. Create opportunities for student and faculty to collaborate in research and teaching with our industrial and governmental colleagues.
8. Sponsor faculty symposia on topics of contemporary, public interest and invite colleagues and media.