The College of Letters, Arts & Social Sciences (CLASS) is the academic bedrock of the University of Idaho, offering curricula in the liberal arts and select professions that are central to the University’s statewide mission. Through these curricula, students gain a better sense of their place — physically, socially, ethically, and aesthetically — within their region and the world. CLASS is committed to excellence in teaching and scholarship and to lively intellectual exchange and collaboration across disciplines.

Toward the fulfillment of our mission, we focus on three general goals: providing educational excellence; promoting research and creative activity both within and across disciplines; and maintaining strategic relevance through our contribution to general education and our involvement in outreach activities. In pursuing these goals, CLASS is committed to diversify aggressively, hire competitively, uphold standards assiduously, develop opportunistically, and compensate adequately.

Goal 1. Teaching and Learning.
Engage students in a transformational experience of discovery, understanding, and global citizenship.

Goal 2. Scholarly and Creative Activity.
Achieve excellence in scholarship and creative activity through a college culture that recognizes that teaching, outreach, research, and creative activities are inextricably intertwined.

Goal 3. Outreach and Engagement.
Work both through college-based strategies and with University of Idaho extension offices to extend the expertise housed in the College of Letters, Arts & Social Sciences to the public, private, and nonprofit sectors in counties across the state.

Goal 4. Organization, Culture, and Climate.
Create and sustain an energized community that is adaptable, dynamic, and vital to enable the University to advance strategically and function efficiently.
Teaching and Learning

**Goal 1. Teaching and Learning.**
Engage students in a transformational experience of discovery, understanding, and global citizenship.

Context: Our graduates will live, work, compete and prosper in a global and multicultural environment. Consequently, graduates must learn the substance of their studies and understand the values, perspectives, skills and experiences that advance humankind.

**Objective A: Build and sustain innovative curricula of distinction.**

Strategies:
Identify and publish learning outcomes that inform curricula and programs at the undergraduate and graduate levels.
Use learning outcomes assessment pro-actively as a means to keep teaching and learning vital, contemporary, and grounded.
Ensure the strength of those individual disciplinary programs that lay the foundation for a vibrant, well-rounded university education.
Provide faculty leadership and direct support to the UI core curriculum through innovative instruction in, and continuous development of, Core Discovery courses to better engage and prepare students as learners.
Building upon strong programs in the disciplines, selectively develop interdisciplinary programs that respond to significant cultural and societal needs and that challenge, engage, and influence thought.
As appropriate, integrate extramural learning opportunities into the curriculum.
Increase the availability of programs to students through the development of online courses, short courses, and summer session course offerings.

**Objective B: Develop effective integrative learning activities to engage and expand student minds.**

Strategies:
- Create a culture recognizing exceptional teaching and outstanding student achievement.
- Encourage students to expand horizons by taking appropriate courses in other disciplines.
- Foster faculty development in areas both within and outside their own specialties.
- Coordinate coursework across disciplines.
- Foster interdisciplinary learning.
- In carefully selected courses, engage students in interdisciplinary teams to solve complex learning tasks.
- Increase opportunities for student international experiences.
- Expand learning opportunities for students in independent research and creative activity, field work and outreach, service learning, national student exchange, internships, disciplinary competitions, and involvement in professional societies.
- Provide graduate and professional students with integrated experiences in teaching, research, creative activity and outreach.
- Facilitate with appropriate alumni and professional partners, strategic recruitment, retention, and post-graduation employment and internship opportunities for students.
Scholarly and Creative Activity

Goal 2. Scholarly and Creative Activity.
Achieve excellence in scholarship and creative activity through a college culture that recognizes that teaching, outreach, research, and creative activities are inextricably intertwined.

Context: More than any other college, CLASS encompasses a diverse set of disciplines. Scholarly and creative activities range from creative and professional writing to theatrical and musical performance to archival, field, and laboratory research. However, schools and departments share the understanding that students benefit from engagement in all these activities.

Objective: Maintain and develop excellence in scholarly and creative activity which meshes with the University's strategic goals and the public education/land-grant mission of the university.

Strategies:
- Create or expand competitive graduate assistantships in strategically significant graduate and professional programs.
- Enhance compensation and start-up packages to attract and retain good, competitive faculty.
- Focus resources, financial and other, to enhance scholarly and creative activity in programs that demonstrate or show potential for excellence.
- Strengthen library collections and technology to expand access to information and research materials.
- Increase communication with the University Research Office and with other colleges, agencies and professions to expand grant activity. Build partnerships regionally, nationally and internationally.
- Enhance communication within the University and with State legislators and the general citizenry about the value of CLASS disciplines in shaping public awareness of political, social and economic issues.
- Create reduced teaching loads for research-intensive faculty while not devaluing or significantly expanding the work of teaching-centered faculty. Recognize such differences in the tenure & promotion process.
Outreach and Engagement

**Goal 3. Outreach and Engagement.**
Work both through college-based strategies and with University of Idaho Extension offices to extend the expertise housed in the College of Letters, Arts & Social Sciences to the public, private, and non-profit sectors in counties across the state.

Context: Our many programs add value to the lives of constituents and stakeholders throughout Idaho. We engage in many outreach activities that are under-recognized as such. These include public performances in music and theater, speaker series (e.g., the Martin Forum series, McClure lectures, and Borah Symposium), humanities fellowships and related colloquia and workshops, and so on. As part of a land-grant institution, we have a responsibility to communicate our teaching and scholarship across the state and the region. We seek to broaden outreach and engagement in CLASS, to make our stakeholders more aware of our value to them, and to link our academic areas to interested parties beyond the campus.

**Objective A: Better connect the college to those parts of the university that can tell our story (e.g., University Communications, University Extension, and University Centers). Strengthen our presence statewide through distance and UI Center degree and certificate programs.**

Strategies:
- Develop a CLASS-specific “Experts Guide” formatted for easy distribution in both print and web form to UI Centers and Extension offices across the state.
- Communicate our many existing CLASS outreach efforts to these offices via regular e-mail updates, highlighting in particular when broadcast versions (web, cable television, or DVD) are available.
- Appoint an Associate Dean in Coeur d’Alene to monitor successful programs there, and to represent the college with northern Idaho constituencies.

**Objective B: Deliver undergraduate, graduate, continuing professional education, and other academic enrichment opportunities to life-long learners.**

Strategies:
- Centralize CLASS outreach efforts by creating a regularly maintained database of our many symposia, forums, and other public talks by expanding CLASS News on the college website to include a calendar of events.
- Provide course releases for development of distance education courses.
- Modify faculty appointments, position descriptions, and reward structures to foster distance education course instruction and make it a central part of the life of CLASS departments; similar modification may be made regarding involvement in other outreach programs.
- Encourage departments to develop and deliver courses on the Coeur d’Alene campus. Examine the feasibility of additional distance certificate and non-degree programs.
Organization, Culture and Climate

**Goal 4. Organization, Culture, and Climate.**
Create and sustain an energized community that is adaptable, dynamic, and vital to enable the university to advance strategically and function efficiently.

Context: To implement the first three goals of the strategic plan requires an organization adaptive to change and receptive to opportunity, and a community characterized by openness and trust. The college is committed to a diverse student body and work force, a supportive and respectful environment for employees, and an organizational structure that is responsive and accountable and fosters a climate of participatory decision making and mutual respect.

The objectives and strategies for goal 4 are not specific time-bound tasks but rather are principles for operations and behavior now and in the future.

**Objective A: Recruit and retain a diverse body of students, staff, and faculty to enrich the experience of the University of Idaho’s undergraduate and graduate students.**