Vision
We envision the College of Social and Behavioral Sciences making a vital contribution to the University of Northern Iowa through the collective efforts of a community of learners, composed of scholars, teachers, students, and supporting staff members. CSBS is inclusive of diverse ideas and identities; socially responsible by addressing local, state, national, and international issues; committed to both the core disciplines in the college and interdisciplinary perspectives; and creative by exploring new fields and methods of inquiry. Active learning, high expectations, relevance, and innovation characterize the college as experienced by its members and as viewed from outside.

Mission
The mission of the College of Social and Behavioral Sciences is to increase understanding of people in individual, social, cultural, and historical contexts and to share this knowledge among faculty, students, and the larger community.

Strategic Area 1: Teaching

**Goal 1A:** Support rigorous and innovative teaching and an active learning environment in which students can excel both within and outside the classroom.

**Objective 1A1:** Create support mechanisms for faculty who wish to include novel, innovative, or experimental teaching in their classes.

**Goal 1B:** Prepare CSBS graduates to be lifelong learners within a pluralistic, global society.

**Objective 1B1:** Maintain a strong CSBS presence in the Liberal Arts Core.

*Action Step 1B1a:* CSBS faculty and administrators will monitor efforts in 2012-13 to revise the LAC, to ensure continued rigor and adequate attention to the Social Science (Category V) component of the Core. CSBS will put forward a plan for revision of CAT V based upon the Category V Review Committee recommendations.

**Objective 1B2:** Support departments developing and implementing benchmarks in departmental Student Outcomes Assessments that assess the capacities of students to excel in a pluralistic, global society.
**Action Step 1B2a:** The Dean’s Office will organize a workshop on the different methods of outcomes assessment used by CSBS departments, so as to share information and ideas.

**Objective 1B4:** Increase the participation of students in opportunities that expose them to a pluralistic society, including international opportunities.

**Objective 1B5:** Expand engagement with CSBS Alumni in order to provide opportunities for lifelong learning.

**Action Step 1B5a:** Every department will invite at least one alumnus to a class or other group meeting during the year.

**Goal 1C:** Foster a rewarding teaching environment for instructors that enhance their career objectives.

**Objective 1C1:** Enhance opportunities for faculty development in the area of teaching by supporting attendance and development of appropriate conferences and workshops.

**Action Step 1C1a:** The Dean’s Office and departments will develop criteria for the process of providing support for faculty to attend workshops and conferences on teaching, as funding is available.

**Goal 1D:** Actively contribute to the university's teacher education mission through strong college programs.

**Objective 1D1:** Maintain a strong CSBS presence in the administration and oversight of teacher education at UNI.

**Goal 1E:** Maintain and strengthen CSBS graduate programs.

**Objective 1E1:** Highlight active CSBS participation in university decision-making on graduate education at UNI.

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**Strategic Area 2: Research, Scholarship & Creative Activity**

**Goal 2A:** Foster and support high quality faculty scholarship and creative activity.

**Objective 2A1:** Coordinate activities between the college, the departments, and the Office of Sponsored Programs to support scholarly and creative activities.
Objective 2A2: Increase the level of recognition of high quality scholarship and creativity.

*Action Step 2A2a: The College will continue recognition of faculty scholarly accomplishments through activities such as the Kudos Newsletter and faculty recognition luncheons.*

Goal 2B: Promote collaborative and interdisciplinary research within and across colleges, departments, programs and centers.

Objective 2B1: Combine research resources across disciplines, departments, and programs in order to expand research opportunities.

*Action Step 2B1b: The College will hold at least one workshop per year to bring together faculty from various disciplines on a topic of interest to them that crosses disciplinary boundaries.*

Objective 2B4: Promote greater opportunities for student research in collaboration with SBS faculty.

*Action Step 2B4a: The College will carry out an inventory of existing opportunities for student research by the end of fall 2012.*

Goal 2C: Support and reward an expanded notion of scholarship that includes active pursuit and receipt of external funding opportunities and applied research that supports state and community needs.

Objective 2C1: Maintain strong coordination between the Dean’s Office, the departments, and centers with the Office of Sponsored Programs in order to identify and actively promote external and internal funding sources.

Objective 2C2: Provide consistent and adequate salary support for faculty off-campus opportunities and for matching grant opportunities.

**Strategic Area 3: Resources**

Goal 3A: Develop and expand a network of relationships external to the university that creates opportunities to obtain additional resources.

Objective 3A1: Foster and expand relationships with CSBS alumni

Goal 3B: Support CSBS faculty in the pursuit of external grant funding.
Objective 3B1: Develop an effective mentoring system for faculty interested in pursuing external funding.

Action Step 3B1a: Create a web link on the CSBS home page to faculty grant profiles and histories.

Goal 3C: Develop a marketing strategy in order to ensure that CSBS success stories are well promoted on campus, in the community, and across the state of Iowa.

Objective 3C1: Develop a strong relationship between the CSBS Dean’s Office and UNI Marketing and Public Relations.

Action Step 3C1a: Arrange an annual meeting between the Dean of CSBS and the UMPR VP, in order to inform the office of the CSBS marketing priorities and strategic goals.

Action Step 3C1b: Commit college staff resources to ensuring coverage of select key stories for the year, with staff commitment to follow-up with local news, UNI Marketing and Public Relations, and related faculty and staff.

Action Step 3C1c: Select annual key messages to promote each academic year linked to strategic planning and external funding goals.

Goal 3D: Support CSBS faculty in professional development activities that encourage the development of leadership skills and support life-long learning.

Objective 3D1: Provide opportunities for faculty to enhance their leadership and administrative skills.

Goal 3E: Support the University Strategic Plan goal to “engage faculty, staff and students in sustainability and energy conservation initiatives to ensure the efficient and effective uses of facilities and other resources,” as applicable at the college level.

Objective 3E1: Ensure that CSBS engages in sustainable practices and energy conservation in all its activities.

Strategic Area 4 Community Engagement

Goal 4A: Be a primary resource for in addressing challenges facing the state of Iowa.

Objective 4A1: Build and enhance our visibility and linkages in the surrounding community.
Objective 4B1: Engage with state and local governments, community organizations, schools and other interested parties to identify faculty and staff who can offer solutions to problems.

Goal 4B: Build on and enhance our visibility and linkages in the surrounding community.

Objective 4B1 To identify community needs and support efforts to establish and enhance contacts with community leaders.

Goal 4C: Foster a culture of engagement among faculty and students in which community engagement is viewed as an integral part of our educational activities.

Objective 4C1: Facilitate student interaction with communities through service learning.

Objective 4C2: Facilitate student engagement with the community through student research projects oriented towards applying course knowledge to solving problems.

Objective 4C3: To facilitate and support faculty interaction with communities through service activities.

Strategic Area 5: Diversity

Goal 5A: Build an inclusive and accessible learning community that supports all students, faculty, and staff and welcomes differences such as disabilities, skills, race, ethnicity, culture, sexual orientation, gender identity, and religion.

Objective 5A1: Strengthen strategies for recruiting and retaining diverse faculty members.

Action Step 5A1a: Departments will identify and actively network with professional organizations that offer opportunities to recruit diverse groups for faculty positions prior to submitting an RTF and report these activities to the Dean’s Office prior to a search.

Objective 5A2: Strengthen strategies for recruiting and retaining a diverse student body.

Objective 5A3: Support faculty research and teaching activities related to diversity.
**Objective 5A4:** Recognize and reward faculty participation in projects, conferences, and community service that enhance recruitment of diverse faculty and students.

**Goal 5B:** Strengthen academic curricula to reflect recognition of issues race, class, gender, sexual orientation, disability studies, and citizenship into their courses, as appropriate to course content.

**Objective 5B1:** Support departments in developing and implementing curricula, course descriptions, and teaching strategies that prepare students with necessary knowledge and skills to understand and to participate in a diverse society and world.

**Goal 5C:** Demonstrate a College climate that recognizes and respects differences in experiences and beliefs of individuals and groups.

**Objective 5C1:** Actively encourage administrators, faculty, and staff to engage in ongoing explorations of their world and personal views, in order to more effectively interact with diverse populations.