



**TRANSFORMING  
THE MODERN LIBERAL  
ARTS COLLEGE:**

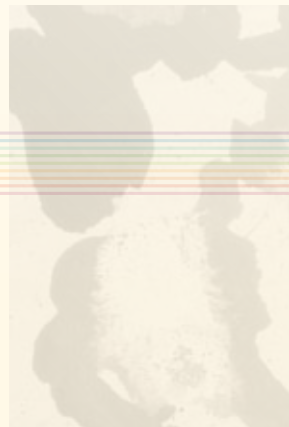
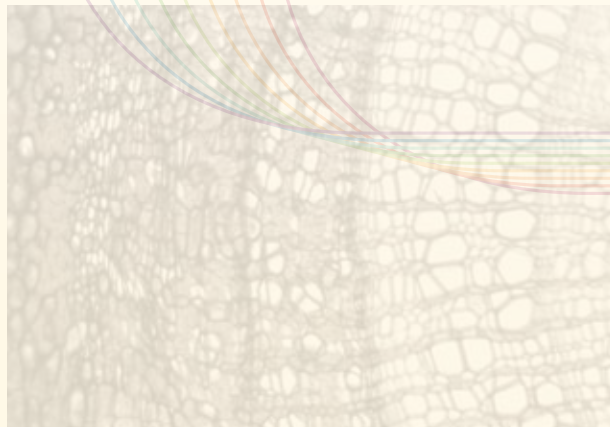
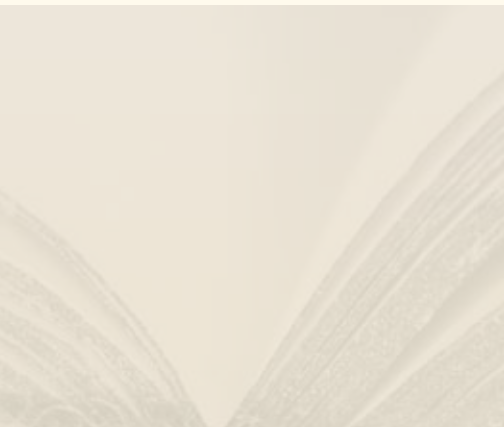
**STRATEGIC PLAN  
2012-2017**



DREXEL UNIVERSITY  
College of  
Arts and Sciences



**THE INTEGRATION OF  
ARTS AND SCIENCES  
IS A CONCEPT  
THAT GOES BEYOND  
LIBERAL ARTS COLLEGES;**





it forms the educational foundation necessary for the success of all students in a modern, comprehensive research university. With a general background in the sciences, students in the humanities and social sciences are able to appreciate the complexity of the world and contribute to the elucidation and resolution of societal issues, such as those affecting health and the environment. Similarly, students in the sciences grow as citizens and professionals as they gain a deeper knowledge of history, develop greater communication skills, cultivate an appreciation of the socio-political context of world issues, and understand the ethical demands of their professional lives. The synergistic integration of the arts and sciences fosters the development of key critical-thinking and problem-solving skills in all students, regardless of their primary disciplinary focus.

*Anthropology, Biology, Chemistry,*

*Communication, Criminal Justice, English,*

*Environmental Science, Environmental Studies,*

*History, International Area Studies,*

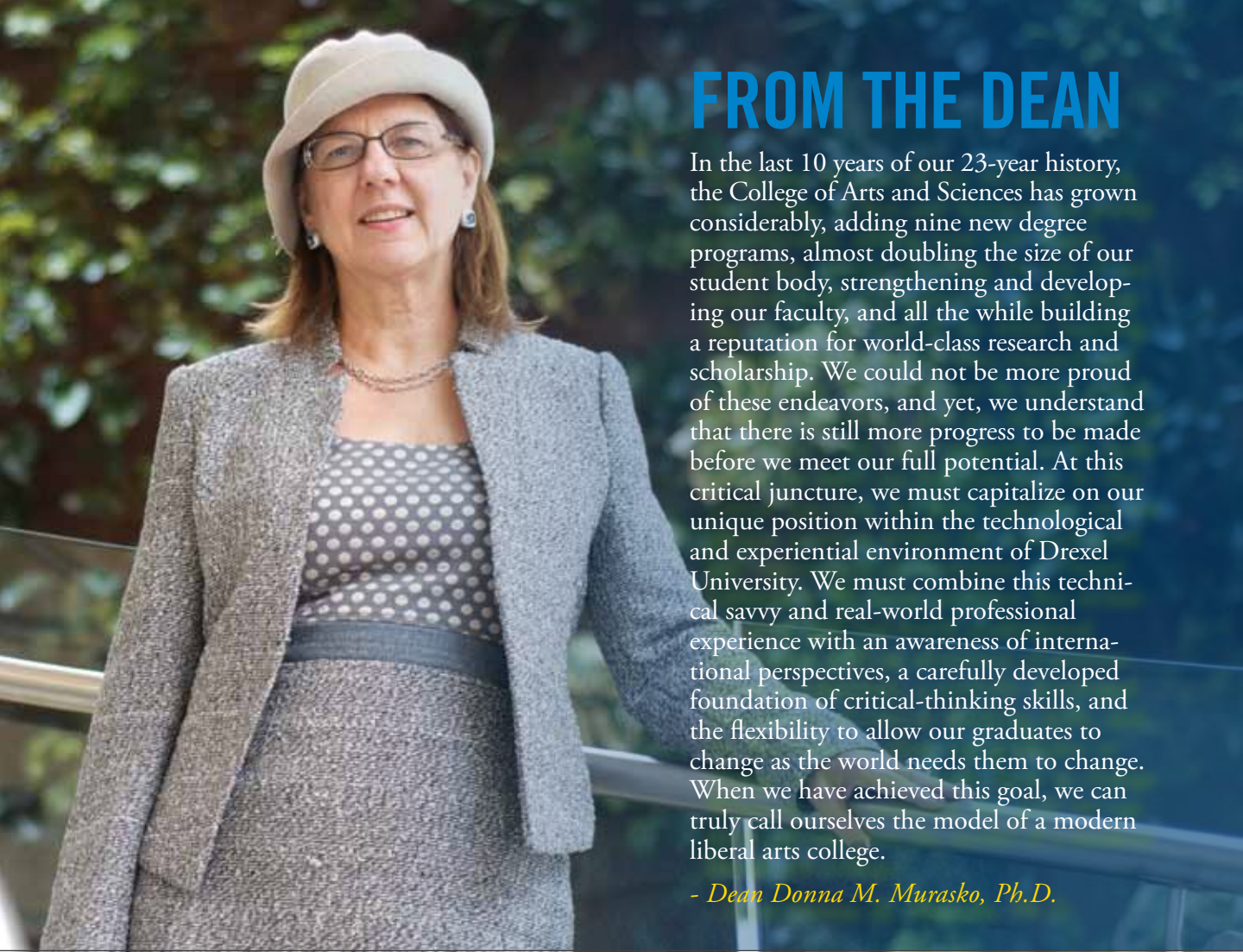
*Mathematics, Philosophy, Physics,*

*Political Science,*

*Psychology, Sociology*

A modern liberal arts college takes this valuable humanities-sciences integration further, incorporating into its core the application of knowledge through hands-on career experience and the flexibility needed to adapt to our ever-changing world.

Drexel University College of Arts and Sciences will refine its position as the model of a modern liberal arts college. Our graduates will possess the breadth of knowledge acquired through a liberal arts education and the depth of knowledge acquired through experiential learning. This vital balance of breadth and depth is a model for all Drexel units – but its foundation begins in the College of Arts and Sciences.



## FROM THE DEAN

In the last 10 years of our 23-year history, the College of Arts and Sciences has grown considerably, adding nine new degree programs, almost doubling the size of our student body, strengthening and developing our faculty, and all the while building a reputation for world-class research and scholarship. We could not be more proud of these endeavors, and yet, we understand that there is still more progress to be made before we meet our full potential. At this critical juncture, we must capitalize on our unique position within the technological and experiential environment of Drexel University. We must combine this technical savvy and real-world professional experience with an awareness of international perspectives, a carefully developed foundation of critical-thinking skills, and the flexibility to allow our graduates to change as the world needs them to change. When we have achieved this goal, we can truly call ourselves the model of a modern liberal arts college.

*- Dean Donna M. Murasko, Ph.D.*

## OUR MISSION

By pursuing excellence in teaching, research and scholarship, we educate our students to become ethical professionals and citizens with knowledge of, and appreciation for, the fundamental interactions between the humanities and the sciences in a fast-changing, challenging, and diverse world.

## OUR VISION

The College of Arts and Sciences incorporates experiential learning into the culture of a liberal arts education to produce ethical and intellectual graduates ready to make an immediate impact in their fields and beyond.

# STRATEGIC PRIORITIES

*These Strategic Priorities will guide the College  
over the next five years:*

## **PRIORITY 1:**

Refine the Organization of the College

## **PRIORITY 2:**

Invest in World-Class Research & Scholarship

## **PRIORITY 3:**

Strengthen Cooperative Education

## **PRIORITY 4:**

Energize the General Education Curriculum

## **PRIORITY 5:**

Infuse Global Perspectives



## **PRIORITY 1:** Refine the Organization of the College

The College of Arts and Sciences will assess and adapt its current organization to emphasize strong disciplinary expertise that supports successful interdisciplinary academic and scholarly activities. We will:

### **Goal 1.1: Assess the Needs of the University**

Assess the needs of the College and University communities in both teaching and research, taking into account the expertise of current faculty, the assets of the local environment, and the need for discipline-based skills in today's society. We will find the best structure to support disciplinary strengths that contribute to interdisciplinary growth in the context of Drexel's unique environment, assets, and mission.

### **Goal 1.2: Develop and Invest in Academic Units that Address Identified Needs**

Consider reorganization of units within the College, as determined by the careful analysis of needs. Units such as the Department of Culture and Communication, which houses programs as diverse as Anthropology, Criminal Justice and Modern Languages, may be restructured to better emphasize discipline-based activities.

## **PRIORITY 2:** Invest in World-Class Research & Scholarship

Building on the findings of Priority 1 and capitalizing on the College's impressive gains in research and scholarship over the past 10 years, we will:

### **Goal 2.1: Enhance Discipline-Based Expertise**

Recruit tenured and tenure-track faculty who will enhance the reputation of our research programs. Reward productive, research-active faculty. Expand Ph.D. programs in the humanities and social sciences. Increase the quality of current graduate students. Introduce formal mentoring programs for faculty, graduate students and postdoctoral trainees to foster research and cultivate leadership skills. Enhance intellectual inquiry by increasing department seminars and hosting conferences. Develop visiting-faculty programs to encourage collaboration and new thinking. Assess instrumentation and develop strategies for acquiring necessary equipment.

### **Goal 2.2: Develop Interdisciplinary Programs Built on Disciplinary Strengths**

Create faculty-driven, interdisciplinary "Centers of Excellence" that maximize practical engagement. In collaboration with the Office of Research, develop multidisciplinary teams of all sizes and scopes across departments and colleges to support interdisciplinary seminars and pilot research projects. Establish state-of-the-art, joint research facilities that integrate research programs, maximize resources, and aid in the recruitment of outstanding faculty, postdoctoral trainees, and graduate students.

### **Goal 2.3: Emphasize Vertical Integration of Research Activities**

Foster collaborative research teams comprising undergraduates, graduates, postdocs and faculty to maximize and sustain our investment in research. Students will gain role models for the different stages of their potential research careers. Postdocs and faculty will benefit from fresh ideas and perspectives offered by students. Each department and research group will develop activities and venues to facilitate this integration.

## **PRIORITY 3:** Strengthen Cooperative Education

To ensure that cooperative education remains a meaningful and integral part of our curriculum, that it expands in both quantity and flexibility, and that it continues to provide our students with a competitive advantage post-graduation, we will:

### **Goal 3.1: Create Stronger Ties Between Academic Programs and Co-op**

Enhance all academic programs to more strongly align with the co-op experience. Determine the discipline-specific and general education skills sought by co-op employers. Establish courses to address discipline-based and professional situations, expose students to the co-op experiences of fellow students, and develop leadership and entrepreneurial skills.

### **Goal 3.2: Develop a Wider Range of Opportunities**

Develop more high-quality, paid co-op experiences. Provide faculty in each major with course-release time to work with the Steinbright Career Development Center to develop and monitor new co-ops and experiential opportunities. Pursue philanthropy to support co-ops in not-for-profit organizations. Develop more university-based research co-ops.

### **Goal 3.3: Ensure Significant Experiential Opportunities For All Students**

Guarantee that all College of Arts and Sciences students graduate with significant real-life experience. Advertise available opportunities and increase the percentage of students who choose to do co-op. Develop a process to review and optimize other experiences that achieve this purpose.

### **Goal 3.4: Expand Graduate-Level Co-ops and Experiential Activities**

Integrate co-op and experiential activities into graduate programs to better prepare students for the range of careers available post-graduation.



# **PRIORITY 4:** Energize the General Education Curriculum

Modern foundational courses, known as “General Education” courses, must teach students to integrate disciplinary and interdisciplinary knowledge to make informed decisions. To foster this integrated learning, we will:

## **Goal 4.1: Create Courses Relevant to Educated Citizens**

Design courses in each discipline that provide non-majors with fundamental, discipline-specific concepts relevant to societal issues. Develop clusters of these courses that approach a single theme from different disciplinary perspectives, such as biology, psychology, mathematics and political science courses on the “Basics of Cancer.”

## **Goal 4.2: Redefine Student-Teacher Interactions Through Innovative Educational Strategies**

Diversify teaching modes: encourage faculty to utilize varied classroom formats that allow for greater flexibility; expand online teaching and incorporate developing technologies, such as geo-mapping and Twitter. Reward novel approaches to teaching through grants that support course development. Incorporate innovative teaching into performance evaluations.

## **Goal 4.3: Develop Strategies to More Effectively Recruit and Reward Teaching Faculty**

Evaluate the role of teaching faculty. Develop appropriate and definable goals to recognize and promote these individuals who are solely dedicated to the education of our students. Provide opportunities for continuing development.





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## **PRIORITY 5:** Infuse Global Perspectives

To develop the quantity and breadth of our international programs and better integrate international students into the culture of the College, we will:

### **Goal 5.1: Expand International Experiences**

Encourage more students to take advantage of study and co-op abroad programs by introducing opportunities early (e.g. by discussing in courses such as University 101 and by highlighting former study abroad students at recruitment events). Develop topic-focused courses that incorporate international faculty. Offer classes the opportunity to travel to another country together to expand on a topic. Establish scholarships that will allow a wider range of students to participate in international activities.

### **Goal 5.2: Incorporate International Students More Effectively**

Support faculty efforts to ensure that international students are fully incorporated into classes and other experiences. Develop curricular and co-curricular activities that encourage cross-cultural interactions.

### **Goal 5.3: Foster International Research Collaboration**

Work with the Office of International Studies to identify foreign universities that align with the College's research strengths and provide College faculty with an opportunity to meet potential collaborators. Provide financial support to faculty to facilitate the maintenance of international collaborations.

# DREXEL UNIVERSITY COLLEGE OF ARTS AND SCIENCES LEADERSHIP

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College of  
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