

**The Wildcat Journey: Driving Student Success for a Rapidly Changing World**



**College of Humanities**  
— Pillar 1 —

Student Body

Engagement

Persistence & Completion

Student-Centered Teaching & Learning

Post-Graduate Outcomes

**College Strategic Goals**

<b>1</b>	By teaching a set of competencies required in virtually all professions and industries, the College of Humanities is at the center of the 4IR story, providing students with humanistic skills in critical thinking, communication (written, oral, digital), creativity, adaptability, intercultural competence, and interdisciplinary/multicultural/multilingual collaboration. By combining training in high demand fields with skills development in the creative, analytical, global, and intercultural intelligences necessary to thrive in today's rapidly changing world, COH will cultivate critical, innovative, and multifaceted professionals focused on measurably improving the human condition. Our graduates will thrive as global innovators and problem-solvers in an exceptionally wide range of professions.	✓	✓	✓	✓	✓
<b>2</b>	COH will deepen interdisciplinary partnerships with all Colleges on campus, as well as partnerships with Arizona Arts, Arizona Humanities, community organizations, the military, government agencies, and corporations to increase engagement with students across the campus. In addition to the work done in our academic units, we will also promote engaged learning practices through the College's research and service centers and programs such as the Poetry Center, Center for Buddhist Studies, Center for Digital Humanities, Center for English as a Second Language, National Center for Interpretation, Writing Skills Improvement Program, and the Title VI-funded Center for Educational Resources in Culture, Language, and Literacy (CERCLL). These interdisciplinary and community partnerships will prepare graduates for an increasingly globalized and interconnected world in which disciplinary boundaries must be crossed in order to address the grand challenges of a 4IR world.	✓	✓		✓	✓
<b>3</b>	COH will be an enthusiastic partner helping to lead the General Education curriculum redesign, which continues the College's longstanding role in the vanguard of General Education development, as well as defines COH itself as a steadfast leader in the creation of the UA's most foundational curricular obligation to UA students, one that helps define students' capacities to develop the skills they need to be engaged and career-ready contributors to the world.			✓	✓	✓
<b>4</b>	COH will enhance the student experience by providing engaging, student-centered education—including language and intercultural competence learning experiences both in and beyond class, as well as high-quality and affordable study abroad programs—so that students learn sooner rather than later (or not at all) how language study and humanistic inquiry connect to their majors, future professions, and communities.		✓		✓	✓

5	COH will enhance the undergraduate student experience and increase career readiness by expanding existing COH internship programs for UA students, supplementing them for our majors with capstone projects and reflections. COH will also expand its online and in-person individual and small group tutoring options, especially for writing skills, and explore the possibility of implementing a professional development event each spring for graduating seniors to help them articulate their job skills and give them access to COH resources such as alumni mentors and Writing Skills Improvement Program services. These latter enhancements will draw on the expert staff of the College's Writing Skills Improvement Program, which offers such services as résumé, c.v., and cover letter improvement, and training in basic and advanced interview skills.		✓		✓	✓
6	COH will recruit high-potential undergraduates by (1) engaging with globally-minded middle- and high-school students studying world languages, literatures, and cultures; (2) hosting campus visits and events; (3) promoting dual enrollment arrangements for high school students; (4) working closely with middle- and high-school teachers (including those who are also UA graduate students) to support their classes and internship programs; and (5) expanding our marketing and communication strategies to showcase the career goals and achievements of COH students and alumni, thus clearly articulating humanities education and career success.	✓	✓			
7	COH will increase access to a UA education for online, transfer, and returning students by enhancing our community college partnerships and pathway programs, and by providing innovative interdisciplinary and career-focused opportunities for all students.	✓		✓	✓	✓
8	COH will support the University's efforts to attract international students and increase access to UA education for international students by: (1) expanding our offerings of cutting-edge, compelling, and effective ESL and General Education courses around the world and in diverse modalities, including programming at high-schools abroad, at microcampuses, and on UA's main campus; (2) continuing to offer the Graduate University Track ESL Pathway Program to pave the way for graduate students from all over the world to do graduate study at UA, as well as further developing online graduate preparation options; and (3) developing intercultural competence training for UA faculty and graduate students, especially those who teach at our global locations. For matriculated students, we will continue to offer, market, and expand our diverse programming (e.g., Intensive English, University Track, and Part-Time) to serve as language proficiency interventions for undergraduate and graduate students, including improved alignment with data from UA Analytics.	✓		✓	✓	
9	COH will enhance students' sense of belonging through innovations in advising and student programming, as well as by the addition of learning communities and other opportunities that help students understand their own stories and the stories of others in their broad historical and cultural contexts.	✓	✓	✓	✓	
10	COH will ensure the smooth incorporation of the Bachelor of General Studies program into the College and will enhance the BGS student experience by developing a community of General Studies faculty, advisors, and students.			✓	✓	
11	COH will, through its National Center for Interpretation, support UA's effort to increase access to health services for international students by providing interpreting services and ensuring accurate translations of essential forms such as intake and discharge forms, post-op care instructions, and materials designed to improving access to mental and general health services.			✓		

<b>12</b>	COH will promote student retention and success and increase the number of engaged alumni by: (1) expanding existing support networks among students, and between students and faculty in our degree programs; (2) creating new networks among our newest majors and minors (Applied Humanities, Critical Languages, General Studies, Korean, Religious Studies for Health Professions, etc.) through meaningful events and communication; (3) increasing the number of alumni success stories profiled on COH websites as models for current and future students; and (4) expanding our strong alumni network who serve as advocates for the humanities and the mission of the University by hosting alumni events on campus and at key locations nationally and internationally.		✓	✓		
<b>13</b>	COH will continue to support and strengthen quality teaching that is engaging and responsive to discoveries about ways to enhance the student experience.	✓	✓		✓	



8	COH will become a nexus for connectional humanities, that is, the pursuit of unique and innovative relationships between the business world and its many industries with humanities research and teaching. We will build on the advances we've made in recent years with our alumni charrettes to make these connections, as well as solidify our emerging partnership with several top American corporations.	✓				✓	✓	✓
9	COH will expand its outreach to and partnerships with local, national, and international corporate entities that can enhance the preparedness of our students for the 21st century knowledge-driven economy. It will do this by: (1) regularizing its sponsorship-seeking efforts; (2) expanding its internship programs; and (3) pursuing donor development strategies that attend particularly to mission-relevant corporate partners.				✓			



**Pillar 3**

**The Arizona Advantage: Advancing our Land Grant Mission to Drive Social, Cultural, and Economic Impact**

 <b>College of Humanities</b> — Pillar 3 —		Communities	Destination Arizona	Arts & Culture	Innovation & Partnerships
<b>College Strategic Goals</b>					
<b>1</b>	As the College with the most diverse faculty and the most diverse student body on campus, COH is ideally positioned to advance the University's commitment as a land-grant, nationally designated Hispanic Serving Institution, to serve the people of our state. The College's dedication to Hispanic advancement in our region is longstanding, and includes a preeminent program for heritage speakers of Spanish, which is among the largest in the nation; it proudly and energetically undertakes extensive outreach initiatives within the Latinx community; and it contributes significantly to research and teaching related to global Hispanic communities and cultures. All of these efforts figure prominently in the expansion and success of the University's HSI commitment. COH also houses experts in Native American studies, including faculty expertise in Native American religious traditions. The College's language training (including Critical and Strategic Languages) and Writing Skills Improvement Program also help significantly strengthen the UA's student retention and graduation rates.	✓	✓		
<b>2</b>	COH has a robust history of engaging in meaningful, transformative partnerships with diverse communities throughout the city, region, nation, and world. The College will drive such partnerships—and pursue new ones where strategic—paying particular attention to how they further diversity, inclusion and equity initiatives, and to how they will help change the types of social, cultural and economic impacts felt by the communities they are meant to serve. Our primary mechanism for effecting these impacts will be our deep involvement in numerous grassroots arts, culture, history, community, literary, and service organizations, as well as educational and business institutions at all levels.			✓	
<b>3</b>	COH will integrate and celebrate cultural diversity through learning, teaching, outreach, and research experiences by: (1) leveraging students' cultural diversity to promote and support inclusive classrooms and programs; (2) advancing global cultural and professional literacies; (3) sharing the College's programs more widely so as to grow audiences that meaningfully connect both to the UA and to the way in which languages, arts, literatures, and cultures shape peoples' lives; (4) expanding our engagement with the University, Tucson, and Southern Arizona communities through our signature outreach events: the Tucson Humanities Festival every October, Black History Month every February, and the annual Humanities Tech lecture series every summer. By combining faculty presentations with acclaimed guests (e.g., Pussy Riot, Colson Whitehead, and Sandra Cisneros), COH will catalyze new conversations about important ideas, artistic achievements, and the human experience, past, present and future.			✓	

4	COH will expand its capacity to facilitate cultural competency among students, staff, faculty, and community members. It will accomplish this goal by: (1) housing experts in diversity, inclusion, and equity as well as in intercultural competence; (2) offering a range of internships that engage students with diverse communities in Tucson and beyond; (3) providing curricula that reflect on the significance and necessity of engaging the world's innumerable perspectives and voices using intercultural competence, familiarity with a wide range of global literatures, translation studies, and multilingualism; (4) preparing students for the complexity of participating in a global society by helping them gain familiarity with and confidence about navigating cultural differences that include everything from language, commerce, and food to fashion, medicine, and art; and (5) empowering the COH Diversity and Inclusion Committee and its Chair to track the the College's diversity-related resources, commitments, projects, hires, and other such information, and subsequently make data-driven recommendations to the COH leadership.	✓		✓	
5	COH will continue to embody and vigorously support Arizona's Land Grant Mission and HSI Status. It will do so by: (1) housing experts in border studies whose knowledge domains range across a variety of times, places, and socio-cultural contexts. The College will advance toward this goal by: (1) offering curricula and research expertise in array of cultural, literary, and area studies; (2) actively advancing inclusive cultural programs on the UA campus and beyond.			✓	
6	COH will relently pursue a top national ranking as an innovative, globally-oriented, and transdisciplinary research, teaching and service unit. Its primary strategy in this pursuit will be to combine theoretical, applied, and experiential learning that is always linked to assessments of local and global needs in the community and the workforce.				✓
7	COH will expand its efforts to collaborate in transdisciplinary contexts by working to foster additional partnerships with the health sciences, business and management studies, scientific and technological research initiatives, and space exploration projects in order to help ground the UA's emerging emphasis on 4IR issues (which always already integrate the human and the computational).				✓
8	COH will support the professional learning of K-16 second language educators through intensive and sustained opportunities for engagement and collaboration such as workshops, institutes, webinars, and professional learning online networks. COH academic units and CERCLL conduct and disseminate research on innovative pedagogies for second language teaching that integrate multiple literacies, including digital literacy and science literacy. This work enhances best practices in the fields of teaching and learning of second languages and cultures and the development of curricular models and materials that reflect these approaches				✓

**UA Global: International: The UA Will Set the Standard for a Global University in the Digital Age**

 <b>College of Humanities</b> — Pillar 4 —		Global Impact	Global Education	Global Engagement
<b>College Strategic Goals</b>				
<b>1</b>	COH will expand its campus leadership in intercultural competence training for faculty, staff and students. To this end, the College will explore the possibility of cross-campus intercultural competence training that could be made available to all employees and students.		✓	✓
<b>2</b>	COH will build on existing international partnerships (e.g., Yingling Temple in China; Swinburne University in Australia; Universidad Adolfo Ibáñez in Chile; Universidade Federal de Santa Catarina in Brazil) to further increase funding for global development projects.	✓	✓	
<b>3</b>	COH will expand its campus leadership in strengthening and promoting multilingualism and multiliteracies to meet the needs of global collaborations and employment.			✓
<b>4</b>	COH will build on the strengths of our existing study abroad programs and expand access and opportunities for global cultural engagement beyond the UA campus. Moreover, we will seek additional external funding to support students who are underrepresented in study abroad programs.	✓	✓	✓
<b>5</b>	COH will expand its support of the recruitment of highly qualified and diverse international faculty and students who bring unique global perspectives to the UA campus, and will also aim to ensure the effective integration of international students and faculty into the campus community.		✓	✓
<b>6</b>	COH will build on its research and curriculum-design expertise to prepare students and other campus professionals to succeed in the 4IR by providing them with knowledge of global cultures, languages, literatures, arts, and other skills necessary to engage with transnational global cultures.			✓
<b>7</b>	COH will expand its presence as a hub for language study, including translation and interpretation services and studies, for UA and the broader community.	✓	✓	✓
<b>8</b>	COH will develop its coordination with UA's microcampus initiatives through joint curricula, programming, and testing.		✓	

**Institutional Excellence:  
Ensuring UA lives its values and innovative culture for a  
high performing enterprise**



**College of Humanities**  
— Pillar 5 —

Values-Driven University	Service Excellence	Streamlining Solutions	Leading Sustainability
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College Strategic Goals					
<b>1</b>	COH will elevate UA’s mission to live its core values by nurturing in students the values of: (1) diversity, inclusion, and equity; (2) global and intellectual exploration; (3) compassion and empathy; and (4) adaptability. Students will encounter opportunities to experience these values through coursework and activities that move them beyond their cultural and linguistic comfort zones, help them study and understand cultures other than their own both here at UA and through study abroad, and strengthen their determination to humanize the world through a commitment to social justice. Our Wildcats’ experience in COH will increase students’ global awareness and improve their ability to articulate how UA’s core values have prepared them for our rapidly changing world.	✓			
<b>2</b>	COH will expand the robust, rigorous, and meaningful preparation of international students at UA by supporting their access to and success with the College’s many resources, including: (1) CESL’s Intensive English and University Track Programs and the CESL English Proficiency Test; (2) the numerous recruitment and support initiatives (e.g., travel and research grants) for international students in all of the College’s graduate programs; and (3) highly engaged hands-on teaching and training experiences that prepare international students for the job market upon graduation.	✓	✓	✓	
<b>3</b>	COH will continue to actively research and implement procedures to regularly improve service to students, staff, faculty, and other partners across the institution, as well as to external partners. It will do this by energetically partnering with teams across campus to identify efficiencies and pilot new processes to ensure that the needs of all stakeholders are being considered and met.	✓	✓	✓	
<b>4</b>	COH will become a laboratory for research-driven, collaborative, and public-facing projects built to explore and enhance life in the community and beyond.	✓	✓	✓	
<b>5</b>	COH will increase its focus on public and private opportunities that straddle rather than fall between disciplinary territories.	✓			
<b>6</b>	COH will partner with Facilities and other campus-wide initiatives—including taking advantages of grant opportunities—to make the University carbon neutral as soon as possible. COH will promote measures (e.g., energy saving practices, recycling, etc.) throughout its units to help advance this goal campus-wide.			✓	✓

7	<p>COH will continue to set a campus example of a great work climate, building on the College's success as documented by our high retention and low turnover rates, and positive climate survey results (such as COACHE) that are notably more positive than national peers. We will achieve this goal by: (1) ensuring that the College's personnel recruitment values are outlined at every stage of the hiring process to ensure that we employ only highly motivated and capable individuals who embody the core values of the College and UA; (2) ensuring that the expectations of the College's various leaders (Deans, Department Heads, Directors, etc.) are clearly and consistently communicated, as are the College's commitments to teamwork, personal accountability, and the support of each person's contribution to a work environment that is innovative, collaborative, responsive, and high-performing; (3) enabling ready access to professional development for all employees by investing in, promoting, supporting continuing education, and other activities that sharpen knowledge, and (4) celebrating employees' strengths and achievements by nominating them for internal and external awards and recognizing them publicly at regular opportunities throughout the year as well as carrying out any other possible mechanism for improving employee satisfaction and morale.</p>				
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