The implementation committee sees the College’s strategic plan as a dynamic entity. Although the guiding principles of the plan represent priorities and goals of the College, the ways to achieve these goals must retain the flexibility to adapt to the changing work environment.

Thus, we first recommend that the Dean appoint a Strategic Plan Oversight Committee (SPOC) as a standing committee to maintain broad-based oversight and to advise the Dean throughout the process of implementation.

We recommend that the SPOC comprise 10-12 diverse members including an undergraduate student, a graduate student, staff, and faculty across a range of disciplines and interdisciplinary intersections.

To develop objectives, the implementation committee restated the areas encompassed by four goals developed by the previous Planning Committee, while retaining their central themes. This allowed the committee to view these themes from a different perspective. The four themes were:

• Climate, diversity, and inclusion
• Research and scholarship
• Teaching
• Broader impacts and visibility

Within each, we provide specific objectives that support the theme. A full list of strategies and metrics for each theme can be found within the full report. The order of items does not indicate relative priority.

I. Climate, Diversity, and Inclusion

Recommended Objectives:

**Recruitment.** Promote diversity in CLAS through recruitment strategies that attract a more diverse pool of qualified applicants.

**Fundraising.** Work together with the Foundation to secure funding for faculty positions and graduate student fellowships and scholarships to best recruit the most competitive faculty and student candidates, with emphases on research areas represented in the cross-cutting themes of social justice, inequalities, global systems, and world cultures.

**Retention.** Develop specific policies and procedures for improving retention of all faculty and staff.

**Mentorship.** Develop and provide four new training and mentorship programs based on classification: tenure-track faculty, non-tenure-track faculty and APIRs, staff, graduate students.
Amplify Voices. Seek out new ways to give all constituents of the College a greater degree of control over the conditions of their work or education.

II. Research and Scholarship

Recommended Objectives:

Synergistic Activities. Fund symposia, seminar series, or workshops to bring together CLAS scholars to foster the development of areas of theoretical convergence among disciplines and to address common research issues, societal challenges, and pressing global problems.

Research Support. Provide resources to faculty to spur innovative thinking that engages with cross-college themes.

Cluster Hires. Pursue targeted hiring clusters to increase the College’s interdisciplinary capacity, while also maintaining our strength in high-level basic research. (Also see Recruitment Initiatives above.)

Research Assessment. Create a faculty committee with representation across disciplines and campuses of the College to evaluate how the college assesses research productivity and quality.

Grant Support and Infrastructure. Organize a task force of faculty members to evaluate which departments are less well served by the current grant-related support structure, to see how it could be improved. Improve support for faculty in grant and fellowship applications and publication activity through mentorship, sponsorship, and training, especially in fields where there are underexplored external funding opportunities.

III. Teaching

Recommended Objectives:

Course Development. Develop new interdisciplinary general education courses addressing cross-college themes. Support faculty and graduate students in transitioning existing course offerings to incorporate evidence-based teaching methods, experiential learning, and online learning.

Student Support. Create multifaceted opportunities for students and reduce barriers to participation in undergraduate research, internships, study abroad, and service learning.

Space Assessment. Work with University entities to provide physical space (classrooms, laboratories, studios) and technology to implement active learning, peer engagement, and high impact student faculty interactions.

IV. Broader Impacts and Visibility

Recommended Objectives:
**Expand and Incentivize Engagement.** Expand the College’s contributions to the Connecticut community, make its contributions (including research and service) more visible, and reward the expansion of community engagement and volunteer service.

**Engage Government and Nonprofits.** Engage with state and local agencies and nonprofit organizations to promote meaningful evidence-based policy and enhance opportunities for funded research. Recognize the crucial role that regional campuses can play in such engagement.

**Leverage Alumni Networks.** Develop and strengthen CLAS alumni networks and engage alumni and corporate and state leaders as donors, mentors, teachers, and advisors for CLAS programs.