Fairhaven College of Interdisciplinary Studies
2017-2023 Strategic Plan, Approved 4/22/15

Fairhaven College Mission

Fairhaven College of Interdisciplinary Studies cultivates student responsibility for designing and assessing learning through interdisciplinary inquiry, creativity, and scholarship. With an emphasis on justice, social and environmental responsibility, and cultural diversity, we challenge ourselves through active, innovative, and experiential learning to examine our choices, roles, and purposes in the world.

Our collaborative learning community is defined by five attributes:
(1) Interdisciplinary inquiry, creativity, and scholarship
(2) Student-designed studies and evaluation of learning
(3) Examination of power and privilege in a diverse society
(4) Development of leadership and social responsibility
(5) Active, innovative, and experiential learning through small seminars and independent study

Strategic Plan Introduction

Fairhaven College occupies a very significant niche in U.S. public higher education. As a college providing a highly personalized, responsive education to students wanting to design an interdisciplinary education in an academic culture of student engagement, supported by deep reflection on the learning process, and profoundly authentic evaluation of student accomplishment, it represents many of the best practices that have motivated progressive higher education movements for the last 50 years. It does so while also providing students a highly structured graduation process supported by intensive advising. Fairhaven students learn how to put their knowledge into a variety of social and ethical contexts ranging from local to global in scale, and are encouraged to find themselves as agents of positive social and environmental change. With Fairhaven College providing the framework, the thematic approach and an empowering academic culture, the students complete the content of their educations with courses they select from departments across Western Washington University.
The intention of the Fairhaven College 2017-2023 Plan is to **maintain and enhance the College’s position as a provider of a distinctive interdisciplinary liberal arts education as a part of a larger comprehensive public university** while:

- Improving efforts to recruit and support more diverse students and faculty, including expanded scholarships for first generation students and curricular innovation
- Improving faculty productivity and satisfaction through better professional development, documentation of less visible components of faculty work, and better balancing of responsibilities across the faculty at Fairhaven
- Through incentives and professional support, enabling more faculty intellectual effort to be devoted to academic research and writing
- Improving the quality and quantity of space available for teaching and faculty offices
- Re-engaging Fairhaven College as part of an active living-learning community centered in the Fairhaven Residential Complex. Individual buildings will house students engaged in thematic first-year curricula, developed at Fairhaven College and other collaborating academic departments.
- Fostering more effective engagement with communities beyond Fairhaven

**Fairhaven College Strategic Plan, Objectives for 2017-2023**

**Improving efforts to recruit and support diverse students, faculty and staff**

- Create a culture built upon critical consciousness with active efforts at allyship across multiple dimensions of power and privilege
  - Continue to refine introductory coursework in social power relations and broaden the overall level of literacy across the faculty, staff and students of the College
  - Active and public leadership by individuals and Fairhaven College to those events which clearly demonstrate the dynamics of racism and other forms of oppression
- Reinforce commitment to social justice through clear signals in the curriculum
  - Title more courses with clear, explicit, anti-racist, anti-colonialist, pro-queer language
  - Provide all faculty with a pedagogical toolbox for realizing this in the classroom
  - Have as desired qualification for all new faculty hires being conversant and experienced in these areas of discourse
- Reduce the financial burden of attendance for low-income students
  - Prioritize fundraising for the Fairhaven College Opportunity Fund
    - Build endowment to $1,000,000 by 2023, with ultimate goal of $3,000,000
    - Funds scholarships for low-income, first-generation students.
      - Some funds directed toward incenting first-generation students to live on-campus (see discussion of living-learning community, below)
• Recruit and retain faculty of color
  o Seek bridge funding from Provosts Office for Opportunity Hire
  o Work with other departments to develop better orientation and networking opportunities for faculty of color
  o Support tenure and promotion for faculty critically engaging with communities of color
• Enhance the recruiting process for Fairhaven College to meet our goal to enroll a diverse student body.
  o While Fairhaven College students represent a greater diversity than the University-at-large, the racial diversity at Fairhaven College has remained roughly constant, while the population of graduating seniors in the state and the rest of Western are both becoming less white.
  o Through targeted recruitment, we seek to reverse this trend and to demonstrate that Fairhaven is a leader in serving a diverse student body, with that diversity recognized in multiple dimensions of race, socioeconomic status, gender identity, sexual orientation, religious beliefs, and abilities.

Maintaining and Enhancing the Fairhaven College Curriculum and Graduation Process
• Enhance student role in governance of Fairhaven College
  o Fairhaven College’s curriculum was created in 1967 as a collaborative effort between Fairhaven faculty and students. While there is still a strong process of student involvement in committees, student involvement in faculty decision-making at the highest levels has been limited to a passive, advisory one.
    • To achieve this improvement, we will explore the role that representative and/or participatory student involvement can play in our faculty/staff meetings.
• Continue to improve areas of study that are most supportive of the Fairhaven College Mission
  o This can be done by through additional faculty oversight of curriculum, focused assessment projects, improved recruiting, and training and evaluation of limited-term instructors
  o These objectives apply to:
    • Law, Diversity and Justice Program
    • American Cultural Studies Program
    • Clinical Psychology including mind-body and contemplative science
    • Socially Engaged Arts
    • Dynamics of power and privilege in the dimensions of race, gender and sexual orientation, social and political vision for a changed society, social transformation, organizing and advocate, political imagination.
• Food Systems
• Environmental Sustainability
• Social Entrepreneurship, business planning for non-profits, grant writing, non-profit organizing
• Writing and Literature
• Global Issues – World Issues Forum, Global Citizenship, Adventure Learning Grant

• Expand offerings in Education and Social Justice in collaboration with Woodring College
  o Increase course offerings in the ESJ minor, opening it to more students at Fairhaven and in other departments
  o By fall 2018, establish a new faculty position in ESJ
  o Obtain operating funds of $6,000 per year for programmatic expenses
• In collaboration with other departments, establish a new program and/or degree area in Sustainable Food Systems
  o By fall 2019, establish a new faculty position in Sustainable Food Systems
• In collaboration with other departments, establish a new program and/or degree area in Film Studies
  o By fall 2019, establish a new faculty position in Film Studies

Improvements to faculty workload, well-being and effectiveness
• Support additional opportunities for co-teaching and collaboration on teaching
  o Make co-teaching a more integral component of linked courses in a thematic approach to curriculum
  o Recreate the Fairhaven Distinguished Visiting Faculty position to bring colleagues from other departments
  o Support incoming and outgoing exchanges with CIEL colleges, both short-term and quarter length
• Create additional positive incentives for faculty research and scholarship
  o Raise external funds to support Fairhaven College summer research awards, and additional professional development
  o Acknowledge group independent study on research projects with an appropriate reduction in course teaching load

Re-engaging Fairhaven College as part of an active living-learning community centered in the Fairhaven Residential Complex
Expand the Fairhaven Living-learning community (planned pilot for fall 2016) to involve other departments with additional themes in concert with other departments for future implementation
  - May or may not have FH component, depending on capacity and demand
  - Work with other departments to choose themes that may serve as inspiration for possible reorganization of university GURs
    - Global cultural literacy
    - Social Innovation and Entrepreneurship
    - Socially engaged arts
    - Salish Sea Studies
    - Leadership studies

Fostering more effective engagement with communities beyond Fairhaven
  - Facilitate additional field and travel experiences for FH students
    - Create linked courses that allow for more field experiences with less conflicts with other student academic responsibilities
    - Work to streamline field trip logistics
    - Explore domestic exchanges for students beyond CIEL
  - Carefully plan and carry out formal agreements with other community and educational partners
    - Northwest Indian College
    - Community 2 Community
    - Opportunity Council

Improving the quality and quantity of spaces available for teaching and faculty offices
  - Seek additional administrative staff support to manage the Outback Farm
    - 0.5 FTE staff position would serve as the primary Outback liaison for classes and community partners, focus on maintaining and improving the facility, ensure that equipment and supplies are available for Outback programming, and support long-term documentation and planning for the Outback
      - This would provide additional continuity that the current student coordinator model lacks
      - The AS student coordinator position could continue to support programming with and for students.
      - Expanded support for the Outback will be essential for further growth in programs, such as the proposed Living-learning Community theme in sustainable and just food production.
  - Find improved space for studio arts
- Could be elsewhere on campus or in multipurpose facility with possibility for community interactions (e.g. the Armory).
- Current studio could be returned to original configuration as two seminar classrooms.
- Continued renovations of classroom spaces
  - Replacement of furniture as it wears out
  - Repair of walls, paint, carpet
- Improve energy efficiency of Fairhaven Academic Building
  - Replacement, energy efficient windows
  - Add some new windows for improved daylighting
  - Improved insulation
  - More efficient (and less annoying) lighting
  - Replacement of noisy, old AC unit for auditorium