



Student-Focused Service | Community Engagement | Authentic Dialogue | Thoughtful Risk-Taking | Culture of Continuous Improvement

College of Arts and Sciences

Strategic Plan 2017

Drafted April 7, 2017

Mission

We educate students in the foundational disciplines of the liberal arts to prepare an engaged citizenry and workforce.

Vision

The College of Arts and Sciences will be regionally recognized for its high quality programs that provide graduates with a meaningful understanding of their lives, environment, and diverse cultures.

Introduction

The College of Arts and Sciences is the heart of all high-quality public universities—and for good reason. Our disciplines are not only at the core of many professions and scholarly endeavors, but they also support the fabric, the health and well-being of society itself. The competencies we foster in the liberal arts and sciences include critical/evidence-based thinking, writing, oral communication, creativity, empathy, and cultural and global awareness. These essential competencies are vital to higher learning and also key components to transformational public education—to job satisfaction, job performance, responsible citizenship, and personal growth and contentment.

Because we understand the significance of what we do, the members of the College of Arts and Sciences take strategic and tactical planning very seriously. We work hard to maintain and support excellence, and to cultivate it so that improvements can be readily seen and measured. The goals and strategies listed in this document are indicative of our constant pursuit of such improvements as well as our dedication to the College of Arts and Sciences, Academic Affairs, and Shawnee State University as a whole.

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Strategic Planning Participants

We gratefully acknowledge the time, expertise, and insight of these participants:

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Academic Affairs Strategic Goals

This page shows how the college's goals align with Academic Affairs' strategic goals.

Division Goals

1. Our academic programs and curricula are designed and delivered to meet the needs of today's college student.
2. Academic Affairs has a culture of student-centered advising.
3. Decision-making and communication within Academic Affairs are timely, inclusive, and transparent.
4. Academic Affairs is distinguished by its core of outstanding faculty and its excellent professional training and development opportunities.

Division/College Goals	Division/College Measures of Success	Alignment with University Strategic Goals			
		1	2	3	4
1. Our academic programs and curricula are designed and delivered to meet the needs of today's college student.	<ul style="list-style-type: none"> • Program Review (question 5, outcomes) • Graduate Survey (Employment, Admission to Graduate School, Professional School, or Military) • Graduation Rates • Time-to-Degree 	•		•	
2. Academic Affairs has a culture of student-centered advising.	<ul style="list-style-type: none"> • Faculty Advising Survey & Professional Advisor Evaluation • Refer-a-Student Data • National Survey of Student Engagement (NSSE) Advising Module 	•	•	•	•

Division/College Goals	Division/College Measures of Success	Alignment with University Strategic Goals				
		1	2	3	4	
3. Decision-making and communication within Academic Affairs are timely, inclusive, and transparent.	<ul style="list-style-type: none"> Published calendar of Academic Affairs (AA) committee meetings Published AA committee minutes Attendance at AA informational events (e.g. Faculty Professional Day) 			•	•	
4. Academic Affairs is distinguished by its core of outstanding faculty and its excellent professional training and development opportunities.	<ul style="list-style-type: none"> Faculty Professional Activities External recognition (Publications, Presentations) Participation in Workshops/Events offered by the Teaching and Learning Center (TLC) 	•		•	•	

Goal 1: Our academic programs and curricula are designed and delivered to meet the needs of today's college student.

1. Strategy a. Action Steps	Target Date	Owner	Resources	Status
1. Refine programs	continuous	Department Chairs (DC) and faculty	Faculty	
a. Act on information gathered during program reviews and other assessments	continuous	DC	Faculty	
2. Devise course rotation system for each program	Fall 2017	DC	Faculty	
3. Offer more robust summer course offerings	SM 2017	Dean and DC	Faculty	
a. Develop online/hybrid offerings	SM 2017	DC	Faculty	
4. Increase and promote internship opportunities	continuous	Dean and DC	Faculty, Student Career Development	
5. Develop system(s) to engage alums	continuous	Dean and DC	Faculty, Alumni Association; EMSA, Development Office	
a. Develop opportunity to interact with faculty during Homecoming	Fall 2018	Dean and DC	Student Life; Alumni Association	
b. Develop surveys, electronic suggestion boxes, etc. to gather info	SP 2018	DC	Faculty, ITS	
c. Invite alums back to campus to participate in various departmental activities/events	Fall 2018	DC	Faculty, Alumni Association	
6. Define, support, and communicate the significance of the liberal arts	continuous	Dean and DC	Admissions, Communication Office, Advisors, SSC, CPS	

Goal 2: The College of Arts and Sciences has a culture of student-centered advising.				
1. Strategy a. Action Steps	Target Date	Owner	Resources	Status
1. Regularly update and refine checklists, plans for majors	every summer	Department Chairs (DC)	Faculty	
2. Regularly update and refine course rotations	every summer	DC	Faculty	
3. Hold yearly training workshops for faculty advisors	Fall 2018	DC	Faculty, TLC, CAS Advisors	
4. Develop advising materials/practices in collaboration with CAS Advisor	Summer 2018	DC and CAS Advisor	Faculty, Admin Assistants	
a. Create department manuals	Summer 2018	DC	CAS Advisors, Faculty	
b. Add advising tab to websites	Summer 2018	DC	Communication Office	
c. Develop systems to reach out to advisees	Summer 2018	DC	Faculty, ITS, Admin Assistants	
5. Modify hiring practices to emphasize advising as an expectation of faculty	Fall 2017	Dean and DC	Faculty and Human Resources	
a. Develop "boilerplate" sentence to include in ads for new hires	Fall 2017	Dean	Provost, Human Resources	
b. Include a training session on advising in orientation for new faculty	Fall 2018	Dean and DC	Dean, DC, TLC	
6. Place advising as a regular agenda item on department and college meetings to reinforce its importance	Fall 2017	Dean and DC	Admin Assistants	
a. CAS Advisor(s) present info regarding advising-themed issues to department each term after Midterm Grade Reporting	every fall and spring	CAS Advisor(s)	Registrar	

Goal 3: Decision-making and communication within the College of Arts and Sciences are timely, inclusive, and transparent.

1. Strategy a. Action Steps	Target Date	Owner	Resources	Status
1. Hold regularly scheduled Dean and Chairs meetings	continuous	Dean	Chairs, Admin Assistants	
2. Hold regularly scheduled Department meetings	continuous	Department Chairs (DC)	Admin Assistance, Faculty	
3. Hold regularly scheduled college meetings	every fall	Dean	Admin Assistants, Faculty	
4. Explore new ways of communicating using technology (i.e. shared documents, one drive, shared point, etc.)	continuous	Dean and DC	ITS, TLC	
5. Develop a CAS newsletter	Spring 2018	Dean	Student Employees, Admin Assistants, Interns	
6. Develop a process and repository where department bylaws, program reviews, memberships on committees, and minutes of all meetings are accessible to faculty, staff, and administrators	Fall 2018	DC	ITS, Faculty	
7. Regularly update departmental websites	every summer	DC	Communication Office	

Goal 4: The College of Arts and Sciences is distinguished by its core of outstanding faculty and its excellent professional training and development opportunities.

1. Strategy	Target Date	Owner	Resources	Status
a. Action Steps				
1. Increase development opportunities for faculty	continuous	Dean and Department Chairs (DC)	Faculty, TLC, Provost	
a. Increase funding sources for faculty scholarship activities	2018	Dean	Provost	
b. Explore opportunities to revise distribution of faculty enrichment funds	Spring 2018	Dean and DC	Faculty, Faculty Senate/Research and Scholarly Affairs	
c. Resurrect Learning Communities	Fall 2018	Dean and DC	TLC, Faculty	
d. Promote attendance at TLC events	Fall 2017	Dean and DC	TLC, Faculty	
2. Publicize faculty achievements and successes	continuous	Dean and DC	Communication Office, Faculty	
a. Share summary of departmental updates from Chairs and Dean's meeting with Office of Communication	Fall 2017	continuous	Communication Office	
b. Add "news" bar on CAS Dean's website	Fall 2017	Dean	Communication Office	
3. Recruit and establish a core of qualified adjuncts	continuous	Dean and DC	HR, Faculty	
a. Develop process for collecting info on adjunct faculty credentials	SM 2017	Dean and DC	Admin Assistants	
b. Expand placement of job postings	SM 2017	Dean	HR	
c. Collaborate with Teacher Ed to develop new M.Ed in Curriculum and Instruction degrees	SP 2018	Dean and DC	Faculty, Teacher Ed faculty	

Goal 4: The College of Arts and Sciences is distinguished by its core of outstanding faculty and its excellent professional training and development opportunities.

1. Strategy	Target Date	Owner	Resources	Status
a. Action Steps				
d. Devise system for regular observation of adjuncts	2018	DC	Faculty	
e. Advertise benefits of adjunct work (tuition waiver, etc.)	Summer 2017	DC	HR, Dean, Faculty	
4. Engage adjunct faculty more in the department/college/university	2018	DC	Faculty	
a. Identify more useable adjunct office spaces	Fall 2017	Dean	Provost	
b. Update/create distribution lists of all adjuncts within departments	Fall 2017	DC	Admin Assistants, ITS	
5. Increase interdepartmental collaborations	2018	DC	Faculty	
a. Explore developing CAS Fall Research Day	Fall 2018	Dean and DC	Faculty, Alumni, Academic Events	
b. Develop interdisciplinary classes and programs	continuous	DC	Faculty	

Measures of Success

An important element of any strategic plan is a description of success in quantitative ways. This table summarizes the critical measures of success for this organization. Targets describe what level of a particular success measure is to be achieved.

Note that measures for the mission and vision may consist of key measures for the goals.

Mission	Measures of Success	Targets (if applicable)
We educate students in the foundational disciplines of the liberal arts to prepare an engaged citizenry and workforce.	<ul style="list-style-type: none"> Graduate employment Graduate/Professional School Admission Community Engagement 	<ul style="list-style-type: none"> Establish Baseline in 2017 Set target annually
Vision		
The College of Arts and Sciences will be regionally recognized for its high quality programs that provide graduates with a meaningful understanding of their lives, environment, and diverse cultures.	<ul style="list-style-type: none"> Alumni feedback Increase in enrollment in CAS majors and minors Surveys in FYE and ACT reports 	<ul style="list-style-type: none"> Establish Baseline in 2017 Set target annually
Division/College Goals	Measures of Success	Targets (if applicable)
1. Our academic programs and curricula are designed and delivered to meet the needs of today's college student.	<ul style="list-style-type: none"> Graduate employment 	<ul style="list-style-type: none"> Establish baseline 2017 Set target annually
	<ul style="list-style-type: none"> Graduate/Professional School Admission 	<ul style="list-style-type: none"> Establish baseline 2017 Set target annually
	<ul style="list-style-type: none"> Time-to-Degree 	<ul style="list-style-type: none"> Establish baseline 2017 Set target annually
2. The CAS has a culture of student-centered advising.	<ul style="list-style-type: none"> Retention 	<ul style="list-style-type: none"> Establish baseline 2017 Set target annually

	<ul style="list-style-type: none"> Faculty Advising Survey, Professional Advising Evaluation 	<ul style="list-style-type: none"> Establish baseline 2017 Set target annually
3. Decision-making and communication within the CAS are timely, inclusive, and transparent.	<ul style="list-style-type: none"> Attendance at AA informational events 	<ul style="list-style-type: none"> Establish baseline 2017 Set target annually
	<ul style="list-style-type: none"> Currency of published AA committee events 	<ul style="list-style-type: none"> Establish baseline 2017 Set target annually
4. The CAS is distinguished by its core of outstanding faculty and its excellent professional training and development opportunities.	<ul style="list-style-type: none"> Faculty Conference Attendance 	<ul style="list-style-type: none"> Establish baseline 2017 Set target annually
	<ul style="list-style-type: none"> External Recognition of Faculty 	<ul style="list-style-type: none"> Establish baseline 2017 Set target annually
	<ul style="list-style-type: none"> Participation in Workshops/Events offered by the Teaching and Learning Center (TLC) 	<ul style="list-style-type: none"> Establish baseline 2017 Set target annually