

2019-2024 Strategic Plan

Department of Geography, Geology, and the Environment

Illinois State University

Adopted March 18, 2019

PREFACE

The Department of Geography, Geology, and the Environment is among the most diverse in the University in terms of faculty interests and expertise. Teaching and research in Human Geography explores spatial dimensions of human behavior and activity. Its sub-disciplines include urban, political, and regional geography. Geology, Physical Geography, and Environmental Systems involve the scientific investigation of the physical spheres of our environment including the nature of the Earth's interior, the lithosphere, hydrosphere, biosphere, and atmosphere, as well as forces that influence the development, distribution, and organization of such features. The interactions between these natural systems and human societies are explored through the lens of Environmental Geography and Sustainability Studies. The methodologies and state-of-the-art technologies that allow us to investigate the construction of multidimensional representations of the Earth and study the various natural and human systems (as well as the interaction between them) include archival research, ethnography, cartography, satellite imagery interpretation, Global Positioning Systems, and Geographic Information Systems (GIS) and Science.

Geography, Geology, and the Environment is comprised of 15 tenured or tenure-track faculty members and four support staff that support the teaching and research missions in the aforementioned scientific and social scientific areas. The cornerstones of the Department are our traditional B.S./B.A. programs in geography, geology, and environmental systems; geography and geology each with a teacher education sequence. Our educational philosophy is firmly rooted in the liberal arts tradition. The common goal of each of these programs is to graduate broadly trained students who are equally prepared to pursue an advanced degree or to obtain suitable employment as professionals within or outside of the discipline. The Department also houses the interdisciplinary Environmental Studies program.

The graduate degree program offered by the Department is an M.S. program in Hydrogeology. This program is highly specialized; it involves assessing and solving socially relevant, scientifically important problems through applied and theoretical research in the broad field of groundwater science.

The Department is an essential contributor to the General Education curriculum, has played an important role in the development of the program, and will continue to do so as the program evolves and matures.

The following pages outline the five major Goals supported by numerous Priorities and Action items that together depict our mission, vision, and values, and constitute the *2019-2024 Strategic Plan*.

MISSION STATEMENT: The mission of the Department is to promote intellectual understanding of the earth as humanity's home. Awareness of Earth systems, human interactions, and connections between the two, are essential to a sustainable future.

VALUES STATEMENT: We strive to foster an inclusive community of exceptional teacher-scholars who provide students with one of the nation's premiere public educational experiences. We accomplish this through a commitment to learning and scholarship, diversity and inclusion, respect, collaboration, individualized attention, civic engagement, and integrity.

GOAL 1: Strengthen and enhance the quality, capability, and commitment of our faculty

Priority 1: Maintain a high-quality, broadly trained, and diverse faculty.

(ECE I, II; CAS Strategic Foci 1 & 3)

Action: Seek return of all vacated tenure-line faculty positions. Adequate tenure-line faculty staffing is essential for us to advance our mission.

Action: Attempt to fill the vacant positions with broadly trained individuals who are able to contribute to several aspects of our programs.

Action: Hiring priorities will be evaluated annually in light of new hires, or faculty departures, student demand, and faculty expertise.

Action: Maintain a faculty with international expertise and interests.

Action: Actively recruit faculty candidates from underrepresented groups.

Action: Continue to seek competitive salaries for incoming and continuing faculty.

Action: Continue to seek appropriate startup packages for incoming faculty.

Action: Develop and grow endowed faculty positions.

Priority 2: Set appropriate and unambiguous scholarly productivity standards. Enable faculty to meet these goals.

(ECE I, II; CAS Strategic Foci 1, 3)

Action: Encourage all faculty members to maintain an active scholarly agenda, averaging at least one peer-reviewed publication per year. Most of these publications should be senior-authored and in leading journals or other appropriate outlets.

Action: Encourage faculty travel for professional development including national and international conference and workshop participation.

Action: Support and encourage faculty to pursue research endeavors that will help enhance the Department's international reputation.

Action: Recognize and respect fundamental differences in publication rates and publication venues, and the role of collaborative research for the various specialties represented by our faculty.

Action: Encourage faculty to apply for external and internal grants to support research and other professional activities. Set a Departmental goal of >\$300,000 in external support annually.

Action: Encourage faculty to pursue scholarly grants from prestigious sources like NSF to enhance the reputation of our faculty and Department, and generate indirect costs.

Action: Encourage the development of internal and external partnerships with programs and centers that support research.

Action: Encourage faculty to take on leadership positions on editorial boards and in national and international professional societies.

Action: Encourage faculty to engage in community-based research activities

Priority 3: Ensure that all tenure-line faculty members have equitable and appropriate teaching loads that are in balance with scholarly and service expectations.

(ECE I, II; CAS Strategic Focus 1)

Action: Maintain appropriate balance between teaching and other commitments. The mode is four courses per year. A one-course reassignment per semester is given to active scholars. Large lectures are double-counted. Instruction of associated labs, grant buyouts, graduate student advisement, academic advisement, administrative appointments, or other situations may also warrant a further reduction in teaching load.

Action: Encourage faculty to develop advanced courses in their areas of expertise and interest to help enhance their scholarship. Modify the curriculum to accommodate these new courses.

Action: Tenure-line faculty members, as staffing levels permit, will teach a combination of general education and advanced courses regularly.

Action: Encourage faculty to participate in CTLT events.

Action: Nominate tenure-line faculty for teaching awards as appropriate.

Priority 4: Enhance research and teaching support for faculty.

(ECE I, II, III; CAS Strategic Foci 1, 2, and 3)

Action: The Department will support research sabbaticals for faculty when possible.

Action: Provide travel and registration funds for faculty to attend professional meetings and workshop for the purposes of professional development

Action: Encourage faculty to develop collaborative research relationships with scholars and researchers in other Departments, universities, and agencies.

Action: Where appropriate, encourage faculty to sit on graduate committees in other Departments and at other universities.

Action: Nominate faculty for research awards.

Action: Reallocate, enhance and renovate existing spaces for classrooms, research/teaching laboratories, and offices, and ensure spaces are accessible.

Action: Acquire and maintain new infrastructure and instrumentation for research and teaching, including hiring appropriate support staff.

Action: Maintain existing research laboratories.

Action: Continue to develop and maintain computer infrastructure for research and teaching.

Action: Looking long term, begin the process of planning for a new facility. The research and instructional facilities at Felmley Hall are insufficient for all our programs.

Priority 5: Maintain Department climate that values collegiality, diversity, and shared governance.

(ECE III, IV, Strategic Focus 4)

Action: Reevaluate and revise by-laws regularly.

Action: Encourage faculty members to serve on a University or College Committees.

Action: Faculty will participate in governance at the Department level.

Action: Maintain a brown bag series for faculty that highlights faculty teaching and research.

Action: Encourage all faculty members to regularly attend and participate in the GGEO colloquium and endowed lectures.

Action: Encourage faculty members to participate regularly in Department-sponsored events.

Action: Encourage all faculty members to participate in all aspects of the program, including mentoring student research, participating in student extracurricular activities

Action: Maintain a “common” time when all faculty can gather for informal discussion.

Action: Seek a second Civil Service permanent support staff position for the Departmental Office.

GOAL 2: Strengthen and enhance the quality, capability, and commitment of our staff

Priority 1: Maintain and support a high-quality, broadly trained, staff.

(ECE I, II, IV; CAS Strategic Foci 1, 2, and 3)

Action: Fill any vacant positions with appropriately trained individuals who are able to contribute to several aspects of our programs as needs evolve.

Action: Seek a second Civil Service permanent support staff position for the Departmental Office.

Action: Encourage and support participation in professional development opportunities and training internal and external to the University.

Action: Continue to seek competitive salaries and appropriate contracts for our staff.

Action: Ensure that staff have adequate resources to perform their functions.

Action: Nominate staff members for appropriate awards.

*Priority 2: Maintain Department climate that values collegiality and shared governance.
(ECE III, IV, Strategic Focus 4)*

Action: Encourage and recognize staff member service on University and College Committees.

Action: Encourage staff to participate in governance at the Department level, as appropriate.

Action: Encourage staff to participate regularly in Department-sponsored events.

Action: Welcome staff members to participate in student extracurricular activities

GOAL 3: Strengthen and enhance undergraduate programs and offerings

*Priority 1: Attract capable and motivated students to our programs.
(ECE I, II, III, IV; CAS Strategic Foci 1, 3, 4)*

Action: Increase the visibility of our programs in Illinois and beyond. Work to establish Illinois State University as the premier choice institution for the study of geography, geology, and environmental sciences in Illinois.

Action: Continue to earn recognition of student, faculty, and programmatic excellence from external organizations.

Action: Continue to earn recognition of student and programmatic excellence within ISU.

Action: Periodically review our program curricular and co-curricular offerings to ensure that they continue to reflect student and market demands and foster student success.

Action: Continue to provide supportive learning environmental and individualized student attention in all programs.

Action: Continue to ensure healthy enrollments in our undergraduate major programs, geography, geology, and environmental systems science and sustainability. Serve optimally 300 undergraduate majors annually. This includes about 75 in geology, 25 in ESSE, 70 in geography, 30 in Geography Teacher Education, and 100 in ESSS.

Action: Continue to work to diversify and internationalize our student body by encouraging practices that will aid in the recruitment and retention of students from all backgrounds.

Action: Continue to develop new scholarships and other sources of financial support for new and existing students to make our programs affordable and accessible.

Action: Have 50 students complete their degree requirements annually.

Action: Encourage faculty members to supervise in-course honors projects.

*Priority 2: Fully implement our recruitment and retention priorities.
(ECE I, II; CAS Strategic Focus 1)*

Action: Continue to ensure that curricular offerings enable students to finish their degrees in a timely manner, 4 years for incoming freshmen and 2 years for transfer students.

Action: Continue to update and upgrade our teaching and research spaces.

Action: Work closely with the Admissions Office and University Academic Advisement to ensure that incoming freshmen and transfer students are aware of the opportunity to major in our

programs. Advisors need to be made aware of our new major in Environmental Systems Science and Sustainability.

Action: Continue to develop student recruitment and retention plans, new scholarship programs (for new and existing students) to keep enrollments in our major programs healthy.

Action: Help attract freshmen students by creating partnerships with high school teachers. In geography this may include visiting AP Human Geography and AP Environmental Sciences classrooms on a regular basis.

Action: Increase the number of 2+2 partnerships with suitable junior colleges, like the relationship we have with Lincoln Land College in geography.

Action: Work with our student clubs to enhance our ability to recruit at University and other events. In geography, create a Geography Ambassador program where our current students promote our programs. Encourage our clubs to meet with corresponding clubs from nearby junior colleges.

Action: Send promotional materials to high schools and community colleges that offer our program courses and create partnerships with those schools in promoting geography, geology, and the environmental science majors.

Action: Encourage tenure-line faculty members to participate in the general education program through teaching for the purposes of student recruitment. Develop mechanisms to actively recruit from General Education courses: 102, 135, 138, 142, 202, and 207.

Action: Maintain recruiting activities – student lunches, open houses, visits to geography, geology, and environmental classes, etc. Create and maintain a calendar of these events that is accessible to everyone.

Action: Build student-to-student mentoring programs to enhance student retention.

Action: Support the creation and offering of co-curricular activities tailored to foster the development of inclusive and welcoming student communities.

Action: Maintain active student club organizations for our major programs that will be welcoming to incoming students. Encourage and support club activities that will help build healthy student communities.

Action: Maintain spaces in our Department where students may gather between and after classes for meetings, study groups, and other activities.

Priority 3: Enhance curricular and co-curricular activities.

(ECE I, II, IV; CAS Strategic Foci 1, 3)

Action: Increase the percentage of students who are enrolled in the Honors Program.

Action: Foster an environment where all faculty members take an active role in mentoring of students.

Action: Maintain an appropriate diversity of elective courses.

Action: Continue to support our field course in Geology and our internship program for Geography and the environmental major program as high quality capstone experiences.

Action: Develop internship partnerships with industry and government agencies for Geology students.

Action: Provide opportunities for student interaction with alumni and employers to enhance professional development.

Action: Continue to offer field experiences to students in all programs.

Action: Continue to develop study abroad and international programs.

Action: Continue to increase the percentage of students engaged in faculty-led research..

Action: Work to support and increase student participation in professional society meetings.

Action: Work with the Career Center to continue to offer outstanding career development opportunities for our students.

Action: Increase the number of students participating in the ISU Research Symposia.

Action: Encourage students to apply for internal and external scholarships and awards.

Action: Encourage a greater percentage of majors to take advantage of our colloquium series.

Action: Continue to develop and support our academic advisement model wherein all faculty members help mentor advanced students. Continue to develop and modify the advising concentrations.

Action: Increase the opportunity for field studies by developing additional regional and area studies courses, and adding field trips to existing courses.

Action: Encourage our Geography and ESSS students to consider graduate degrees.

Action: Maintain significant percentage (>40%) of our recent Geology graduates to pursue graduate degrees.

Action: Maintain the high percentage (>80%) of all our majors whose first career step is strongly related to their degree.

Action: Track and maintain a student retention rate higher than (>80%).

Action: Track and maintain a student graduation rate higher than (>80%).

Action: Encourage a greater number of students to utilize Illinois Geographic Alliance (IGA) resources and participate in IGA workshops, conferences, and programs.

Action: Support and encourage faculty to explore partnerships with local and regional organizations to supplement and further enhance their curricular, co-curricular, and research activities, for the purposes of civic engagement and service learning.

Priority 4: Support the growth of our new undergraduate degree program in Environmental Systems Science and Sustainability (ESSS).

(ECE I, II; CAS Strategic Focus 1)

Action: Successfully implement the new major program in Environmental Systems and Sustainability. Have 25 students complete their degree requirements annually.

Action: Actively recruit freshmen and transfer students into the program as outlined in related actions in Priority 1.

Action: As dictated by demand, seek new tenure-line faculty positions with primary responsibilities to support instruction, and research activities, in the Program. Seek faculty recruitment opportunities with other programs through the College's joint-hire faculty recruitment program. The most immediate area of need is in environmental sustainability and protection.

Action: Until further faculty hires are made, serve 25 new students each year with a program cap at 100 by 2023.

Action: Work with participating programs/Departments to ensure adequate and appropriate course offerings including elective classes to ensure adequate time to degree completion rates. Work with the College to secure adequate funding for additional course/laboratory sections of high-demand major courses.

Action: Develop program Advisory Committee comprised of faculty partners from across the University to help guide further programmatic development and assessment activities.

Action: Continue to explore ways to engage new and existing faculty from outside of the Department in the program through appropriate cross-disciplinary teaching, research, and outreach activities.

Action: Explore the potential for team-teaching in appropriate program courses and seek sustainable funding models for this activity.

Action: Develop new academic scholarships for the purposes of student recruitment and retention.

Action: Work to build student community culture that is welcoming, accessible, and inclusive to all majoring in our Department. Work to rebrand the Geography and Geology Clubs to be appealing to our ESSS majors.

Action: Work to establish a field camp and research experience in geography and ESSS using a mobile laboratory.

Action: Develop relationships with environmental agencies and companies who are interested in accepting ESSS interns.

Action: Continue to build library holdings related to the mission of the program.

Action: Successfully complete the IBHE progress report that will be submitted to the Office of the Provost in October 2022.

GOAL 4: Strengthen and enhance graduate programs and offerings

Priority 1: Attract and retain high quality graduate faculty, and staff. (ECE I, II; CAS Strategic Foci 1 & 3)

Action: As much as possible, the Department will work to provide opportunities for all and especially new faculty to engage in the graduate program, through course offerings, graduate committee membership, and student mentorship.

Action: Encourage all Department faculty to obtain graduate faculty status.

Action: As scheduling permits, allow a teaching reassignment equivalent to one course section per year for a faculty member who serves as thesis committee chair for three or more graduate students.

Action: Retain support staff members including Facilities and Outreach Coordinators, to maintain Department research facilities such as Department laboratories, specialized scientific instruments, field stations, and computing facilities, and aid in promotion of the program and student recruitment.

Action: Seek permanent funds to maintain the coordinator position for the Laboratory for Environmental Analyses.

Action: Build and maintain interactions with other units in the university and with other academic, governmental and private institutions and agencies in the state and beyond

Action: Grant Adjunct Faculty status to outside scientists who interact with the program on a substantial basis.

Action: Secure permanent funds to provide an annual stipend for the graduate coordinator, when a teaching reassignment is not possible.

Priority 2: Attract and retain high achieving and diverse graduate student body in Hydrogeology. (ECE I, II; CAS Strategic Foci 1 and 3)

Action: Seek to admit students with prior research experience, competitive GRE scores, and GPAs, and general academic preparation.

Action: Work with and accommodate students with a Bachelor degree in disciplines other than Geology.

Action: Maintain an enrollment of at least 16 students annually in Hydrogeology.

Action: Graduate an average of 6-8 students annually in Hydrogeology.

Action: Increase base budgeted T.A. stipends to be competitive with comparative Universities to attract excellent students and allow them to concentrate on their studies. Reinstate permanent funds for 1.25 FTE graduate assistants.

Action: Graduate faculty will seek external funding with monies for graduate R.A. positions. Have at least five externally supported graduate students per year.

Action: Continue to seek alternative sources of summer funding for graduate students.

Action: Continue partnerships with INTO to help enhance diversity and work to ensure international student success

Action: Strive to maintain a student body composition reflective of disciplinary norms including gender and ethnic diversity.

Action: While continuing to serve students of Illinois, maintain a healthy recruitment of students nationally and internationally.

Action: Secure and maintain modern computational, laboratory, and field equipment necessary for graduate student education and research.

Action: Maintain an up to date online presence for recruitment and outreach purposes.

Action: Continue to explore opportunities for recruitment at professional venues such as GSA, AGU, Illinois Groundwater Association, and field camp to ensure healthy pools of applicants each year.

Action: Encourage student participation in professional internships whenever appropriate; increase the diversity of internship possibilities.

Action: Encourage eligible incoming and current students to apply for ISU scholarships and fellowships.

Action: Establish an endowment designed to provide graduate students with scholarships and research support.

Priority 3: Enhance the reputation of our graduate program on and off campus.

(ECE I, II, III, IV; CAS Strategic Foci 1, 3, and 4)

Action: Increase collaboration with other Departments such as Biology, Chemistry, Agriculture, and Health Sciences.

Action: Maintain current and build new partnerships with business, government, not-for-profits, and industry.

Action: Invite external scientists to participate in programmatic activities, such as serving as colloquium speakers, committee members, and field-trip leaders.

Action: Encourage student engagement in the peer-reviewed process.

Action: Increase the number of students applying for external research grants.

Action: Increase the number of students who present the results of their research at professional meetings.

Action: Nominate graduate students for research and teaching awards.

Action: Continue to prepare students for employment; help students seek appropriate professional opportunities after graduation.

Action: Continue to encourage students to apply to PhD programs as appropriate.

Action: Highlight student research and achievements on the program webpage.

Priority 4: Explore the development of a graduate program in Geography

(ECE I, II; CAS Strategic Focus 1)

Action: Investigate the demand for a graduate program in Geography.

Action: Investigate the potential job market for graduates.

Action: Explore potential support for a graduate program in Geography (e.g., teaching assistantships, faculty lines) at the College and University levels.

GOAL 5: Continue to build, grow, and support research infrastructure within the Department

Priority 1: Maintain and expand GEOMAP's presence as a leader in applied geospatial analysis and mapping among public universities in the state of Illinois.

(ECE I, II, IV; CAS Strategic Foci 1, 2, and 4)

Action: Serve as the intellectual home of GIScience on the ISU campus.

Action: Supplement projects, research, and collaborative endeavors with grants and contract monies from commercial, federal, state, and other agencies. As appropriate, develop relationships and partnerships with federal, state, and local agencies to provide mutual benefits.

Action: Continue to develop a high-level research support group in GIScience, Remote Sensing, Cartography, and Global Position System (GPS) technologies for faculty, students, and staff in the Department of Geography, Geology, and the Environment.

Action: Continue to serve as a source of expertise for the university in the areas of GIScience, Remote Sensing, Cartography, and Global Positioning System (GPS) and to develop collaborative research ventures with other Departments and University units.

Action: Continue to collaborate with non-academic and administrative units in the University, as well as area governments, nonprofits, and businesses and collaborate on various initiatives related to geospatial technologies.

Action: Provide advice and leadership to other University academic units on matters related to GIS implementation and curriculum development.

Action: Continue to lead and promote initiatives of the ISU GIS Council across campus.

Action: Provide leadership for state, county, and local GIS organizations.

Action: Increase the awareness of Geography and Geospatial Sciences on campus and in the community. (Promote the discipline of Geography and Geospatial Sciences on campus and in the community.)

Action: Increase fundraising efforts.

Action: Maintain administrative support for the GIS Technician position through base-budgeted funding.

Action: Maintain the existing GEOMAP computer lab space as a fully functional, up-to-date research facility.

Action: Secure stable, annual funding for an ESRI campus site license.

Action: Develop an outreach plan that includes website development and management.

Priority 2: Maintain and expand LEA's presence in water and environmental analyses.

(ECE I-IV; CAS Strategic Foci 1, 2, 3, and 4)

Action: Serve as the leading water and environmental analysis laboratory on the ISU campus.

Action: Supplement projects, research, and collaborative endeavors with grants and contract monies from commercial, federal, state, and other agencies. As appropriate, develop relationships and partnerships with federal, state, and local agencies to provide mutual benefits.

Action: Continue to develop a high-level research support and partnership groups in water, environmental, and agricultural analyses for faculty, students, and staff.

Action: Continue to develop effective price structure for analytical services and cost-sharing approaches that allow researchers to allocate funds in their budgets towards analyses and allow other researchers to utilize our facility.

Action: Promote the discipline of Geology, Hydrogeology, and Environmental Sciences on campus and in the community.

Action: Develop a fundraising plan.

Action: Develop an outreach plan that includes website development and management.

Action: Maintain support for the Laboratory Manager position through external funding.

Action: Maintain the existing laboratory space and infrastructure as a fully functional, up-to-date research, teaching, and service facility.

Action: Continue to explore new service and research opportunities and obtain adequate new analytical infrastructure to support these activities.

Priority 3: Modify and expand research infrastructure to elevate the research, teaching, and outreach capabilities and profile of the Department.

(ECE I, II; CAS Strategic Foci 1, 2, and 3)

Action: Maintain our existing research and graduate office facilities including GEOMAP, LEA, the sediment core laboratory (FHS 400), sample preparation spaces (FHS001 and FSA 420, FSA 434), petrology laboratory (FSA 427) student computing facilities (FHS 202, 205, 214, FSA 429) and student office (FHS 112, 210, and 401).

Action: Continue to apply for funds to help maintain equipment and infrastructure and to help support access to research instruments for non-funded research projects.

Action: Continue to foster collaborative relationships with other Departments and institutions that enhance research capabilities of faculty members.

Action: Continue to maintain, upgrade, update, and renovate various Departmental teaching and research facilities. Priorities include renovation of FSA 420, FSA 444, FSA 434, and the FHS 401.

Action: Continue to reevaluate existing Departmental spaces to accommodate growing faculty.

Action: Obtain and maintain specialized research equipment and infrastructure for research and teaching. Priorities include a Scanning Electron Microscope (SEM) and dedicated space.

Action: Maintain suitable spaces for storage.

GOAL 6: Enhance the Department's role in advancing the broader ISU mission.

Priority 1: Maintain our commitment to the General Education program.

(ECE I; CAS Strategic Focus 1)

Action: Schedule a variety of General Education courses that meet student demand.

Action: Routinely offer Honors sections for General Education courses

Action: Encourage faculty members to supervise in-course honors projects.

Action: Develop new General Education courses that enhance and promote our undergraduate programs.

Priority 2: Expand our efforts in outreach, continuing education, and service learning.

(ECE I-IV; CAS Strategic Focus 1, 4)

Action: Encourage faculty to offer service-learning opportunities in their courses as appropriate.

Action: Continue to offer summer workshops for K-12 teachers.

Action: Develop summer courses for K-12 teachers.

Action: Expand our continuing education efforts with government agencies and industry.

Action: Enhance and increase the usage of our Learning Resource Center located in FHS203.

Action: Continue to host and support the Illinois Geographic Alliance (IGA).

Action: Encourage and support faculty members to become engaged in local and regional boards/associations.

*Priority 3: Expand our commitment to international scholarly and educational initiatives.
(ECE I, III, IV; CAS Strategic Foci 1, 3, and 4)*

Action: Encourage faculty to participate and take leadership roles in various regional/global research groups and academic programs.

Action: Encourage and support faculty to develop and sustain international research collaborations.

Action: Encourage and support faculty to develop study abroad courses.

Action: Increase our student participation in study abroad programs.

Action: Continue to work with INTO ISU and other international student exchange programs to internationalize our student body.

*Priority 4: Expand our interaction with alumni, donors, and friends of the Department.
(ECE IV; CAS Strategic Focus 4).*

Action: Continuously reevaluate our development initiatives.

Action: Maintain positive relationships with alumni, donors, and friends by providing regular updates about the Department.

Action: Continue to enhance our social media presence.

Action: Publish at least one Departmental newsletter each year.

Action: Provide opportunities for students to connect with alumni by hosting alumni on campus to speak about their career pathways.

*Priority 5: Nurture diversity and inclusion.
(ECE III; CAS Strategic Focus 4).*

Action: Appreciate and embrace the breadth and variety of academic approaches within the Department.

Action: Continue to develop a welcoming atmosphere to a diverse student body.

Action: Work to ensure accessibility of our courses, programs, and experiences to all students.

Action: Work to provide faculty and staff with professional development opportunities to raise awareness of biases.

Action: Continue to recruit and retain a diverse faculty/staff and student body.

Action: Periodically assess the climate of the Department with respect to diversity and inclusivity.