

CAS-IT Operational Plan 2018-2021

This plan has been crafted in response to the release of the CAS Strategic Plan 2016-2021, released in April of 2017. The CAS Strategic Plan can be found at <https://cas.illinoisstate.edu/about/plan/> and is also included as an addendum to this document for reference and archival purposes.

CAS-IT consists of eight professional full-time, five and a half full time equivalent student, and varying intern staff that provide desktop support, computer lab support, server administration, application development, training, and website support. We are dispersed and embedded among the faculty and staff we support.

CAS-IT provides technological services to CAS faculty, staff, and Administrative units. Outside of these established services, CAS-IT customers are encouraged to describe their needs or suggest services for consideration. Among these services are end-point support. As of July 2017 CAS-IT supports and actively manages approximately 4,000 computers and an unknown number of other devices. CAS-IT staff also support dozens of server-based and web-based applications.

CAS-IT is heavily involved in campus-wide committees and working groups as technical representatives of the CAS faculty and staff. The CAS-IT Director serves on the CAS Technology Advisory Committee as a Dean's Representative. The CAS Technology Advisory Committee is charged with:

- Advising to and/or representing the general faculty and staff population regarding IT projects, operations, policy, and procedures
- Presenting industry and/or curriculum technology trends and needs from representative areas to IT

CAS-IT staff heavily rely on the input of this group to focus our efforts. Other CAS-IT staff attend meetings regarding topics pertaining to their role in CAS-IT.

Mission

The mission of CAS-IT is to provide value in the form of IT services to the College of Arts & Sciences and its units so that we are enabled to achieve our overall objectives and goals. (Adopted from the ITIL V3 definition of Service Management and Value)

Vision

- To provide the technological services needed, that are not offered or offered at a level of service beneath our needs by other Illinois State units, for faculty to teach, conduct research, or otherwise provide service to the University;
- CAS-IT is seen as a strategic partner with the College of Arts & Sciences and the units within it;
- CAS-IT is seen as a trusted go-to resource for technology planning and support;
- To be a representative voice of CAS faculty and driving factor in technology services across the University;
- To understand the current state of technology in higher education and to look forward to future capabilities;
- To support, through technology, an increasingly enriched intellectual community, built with the collaboration of faculty, students, and staff that supports students' development as engaged citizens.

Values

The CAS Technology Advisory Committee suggested refreshing CAS-IT's stated values. The previous values were established in early 2010. At the time, Ann Beck was CAS-IT director and Jim Payne was the Dean of CAS. Many things have changed since then, including the dependence that most have on technology. With much deliberation, the following list was created in 2017. All members of the committee, including the CAS-IT Director, Mike Regilio, had opportunity to contribute.

As the Director, I see this as a clear view of how faculty and staff expect CAS-IT to operate.

Furthermore, I see these values as a way to guide our own decisions and as a reciprocal expectation of how faculty and staff will work with us.

- People by listening to, respecting the expertise of, and showing empathy to everyone we encounter on a professional and personal level;
- Compliance with all Federal, State, or University laws, policies, or procedures;
- Security, in compliance with University policy, of the services and data we steward;
- Accountability in our work;
- Input through Department, Faculty, Staff, and Student guidance and feedback through representative committees or advisory groups;
- Fiscal responsibility and strategic spending;
- Continual improvement of operational excellence through the on-going development of CAS-IT staff and the College of Arts & Sciences as a whole;
- Collaboration with Department, Faculty, Staff to meet College or Unit strategic goals;
- Stability and security in service through use of best practices, competent personnel, and proactive efforts like regular maintenance and software updates;
- Adaptability in preparation of or response to strategically changing needs of the College of Arts & Sciences and the units within:
 - Integrating students into daily operations and fostering their development;
 - Transparency of policies, procedures, and process by leveraging open communication and thoughtful business processes;
 - Innovation by encouraging creative and critical thinking in the development of technology services and solutions;
 - ITIL framework ideologies, especially a service mentality: We strive to provide excellent service by being consistent, reliable, and accessible;
 - A lean and well-supported service catalog.

Operational Plan

Considering the prior statements, CAS-IT staff and close CAS-IT associates worked together to plan for the contributions we will make.

CAS-IT staff are David Crutchley, Tim Helmuth, Bob LeGrand, Jason McCrone, Mike Regilio, Chad Scheiman, and Eric Schuler. At the time we had one position vacated by Chris Higgins. CAS-IT associates that contributed include Ross Bogue and Travis Meadors. The contributions we identified are described here.

Supporting the Mission of CAS

CAS-IT will focus on

- Continuing to integrate students into our daily operations. They are vital to our operations as they provide economic human capital while gaining valuable real-world experience during their student career (Aligns with Illinois State University Strategic Plan items II.C.2 and IV.D.2). We have

dedicated approximately \$60,000 of our own budget towards this in FY18. CAS has dedicated \$10,000 from tech tuition funds and \$8,500 from other funds towards this.

- Expanding our recruiting efforts toward staff with culturally, linguistically, and geographically diverse backgrounds in efforts to represent our customers and meet the challenges of a global society.
 - We also interpret these diverse backgrounds and challenges of a global society to include people with disabilities. Initially we'll focus on people with visual, hearing, auditory, and cognitive disabilities (Aligns with Illinois State University Strategic Plan item III.C.3).

Supporting the Vision of CAS

CAS-IT will focus on

- Expanding our efforts to foster inclusive communities including electronic communications, software, and other technology to provide all students with one of the nation's premiere public educational experiences (Aligns with Illinois State University Strategic Plan item III.C.3).

Supporting the Strategic Foci of CAS

CAS-IT recognizes the following goals, actions, and accountability measures as ones in which we can contribute. We welcome conversations about how we can additionally contribute.

Strategic focus 1: Selected Accountability Measures

- Number of 8-year program reviews rated as being in good standing.
 - This accountability measure can be entered and tracked with Digital Measures Activity Insight (DMAI).
 - The DMAI report "Department Productivity Report" was designed with School of Communication Director, Steve Hunt, to address collecting information for Program reviews.
 - Additional fields can be added to DMAI screens to track good standing.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.
 - Aligns with Illinois State University Strategic Plan item I.D.3.
- Number of successful accreditation reports.
 - This accountability measure can be entered and tracked with Digital Measures Activity Insight (DMAI).
 - The DMAI report "Department Productivity Report" was designed with School of Communication Director, Steve Hunt, to address collecting information for Program reviews.
 - Additional fields can be added to DMAI screens to track success.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.
 - Aligns with Illinois State University Strategic Plan item I.D.3.
- Number of faculty presentations and publications including counts of student and international co-authors.
 - The DMAI report "Scholarship and Creative Report" already exists to track this information.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.
 - Number of CAS-supported speakers, co-curricular events, and professional development workshops
 - DMAI already tracks this information but a report to specifically count these may need to be created.
 - Aligns with Illinois State University Strategic Plan item I.D.3.

Strategic Focus 2

- Action 2.1.2: Facilitate improved communication with Research and Sponsored Programs to support faculty grant seeking and the role of CAS-IT in grant proposal development.
 - CAS-IT will make ourselves available to give feedback on grant proposals as to technology requirements needed, costs, staffing, etc.
 - CAS-IT will collect past known-use cases that identify needs to support grants.
 - CAS-IT staff can be available for work needed to achieve this action item.
 - Aligns with Illinois State University Strategic Plan item II.B and II.C.
- Action 2.1.3: Facilitate communication among units (departments/schools/programs), university level organizations and associations that support diversity and equity, and university level technology offices through the Technology Executive Committee of professionals employed in the College.
 - CAS-IT will continue to support various synchronous and asynchronous technologies to facilitate communication. Those include department websites, CAS URG Submission system, CAS Budget Request system, Digital Measures Activity Insight, CAS Internship Posting System, CAS Collaboration System, and CAS Syllabus Archive System.
 - CAS-IT will continue to assist with FormStack and Qualtrics.
 - The Director of CAS-IT serves as a Dean's Representative on the CAS Technology Advisory Committee.
- Action 2.2.1: Support the professional development of CAS-IT members engaged with technology.
 - CAS-IT staff will develop professional development plans and achievement reports.
 - Aligns with Illinois State University Strategic Plan item I.B.2.
- Action 2.2.2: Maintain web-based forms for submission of internal grant and sabbatical applications, productivity reports, and tenure and promotion applications.
 - CAS-IT will continue to develop, host, and maintain many web-based forms and form creation tools towards these purposes. Those include the CAS URG Submission system, the CAS Budget Request system, Digital Measures Activity Insight, CAS Internship Posting System, CAS Collaboration System, CAS Syllabus Archive System, and assists with FormStack and Qualtrics.
 - Aligns with Illinois State University Strategic Plan item II.C.3.
- Action 2.2.3: Increase percentage of course materials that are accessible electronically and in other appropriate media.
 - CAS-IT will continue to support the CAS Syllabus Archive System including working towards the ability to house future course syllabi.
 - CAS-IT will continue to contribute in the development and support of the About.IllinoisState.edu website content management system as an easy tool available for faculty use.
 - Aligns with Illinois State University Strategic Plan item II.C.3.
- Action 2.3.1: Conduct systematic periodic reviews of buildings and facilities needed for long-term program growth based on the University Master Plan.
 - CAS-IT will continue to install a utility called Lab Stats (acquired by Administrative Technologies) on computer lab computers that can track computer and software usage which can contribute to this review.
 - CAS-IT staff will seek re-training in LabStats.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.
 - Aligns with Illinois State University Strategic Plan items I.D.3.

- Action 2.3.3: Increase the number of faculty who participate in Emergency Preparedness, Department ERP, Rape Aggression Defense classes, cultural responsiveness, equity, and disability-access training offered by the university and make training more consistent across units.
 - Although not faculty, some CAS-IT staff have participated in Emergency Preparedness training and disability-access training in the form of website, software, and other technology accessibility.
 - CAS-IT will continue to maintain a document for new faculty that suggests other resources. That document can be found at <https://cas.illinoisstate.edu/about/casit/> and is also included in the onboarding email new faculty receive.
 - CAS-IT will continue to promote and train faculty and staff for the correct implementation of web content that assists with disability accessibility.
 - Aligns with Illinois State University Strategic Plan items I.B.2 and III.A.
- Strategic Focus 2: Selected Accountability Measures
 - Number of meetings and minutes of Technology Executive Committee.
 - The Director of CAS-IT will continue to assist the committee in the creation of meeting agendas, note taking, archiving of minutes, and generally serving as the channel between the committee and other IT units.
 - Mike Regilio has served as the trainer for the About.IllinoisState.edu website system for the past three years. CAS-IT student front-end web designers also assist in maintaining these sites, and occasionally assist training faculty and staff. Mike Regilio will report the number of CAS faculty that attend this training as it includes information about website Accessibility.
 - CAS-IT will report the number of faculty and staff we train to maintain the content of their department or unit websites hosted by CAS-IT as this training includes information about website Accessibility.

Strategic Focus 3

- Action 3.1.3: Investigate feasibility of adding personnel for proposal writing and budget preparation (Unit must return buyout funds if an external grant is not submitted).
 - CAS-IT staff will give feedback to these people so they can understand the issues we see with technology purchasing and support of grants.
- Action 3.3.1: Help identify opportunities for faculty and staff to provide consulting services based on their professional expertise by updating the expertise list.
 - CAS-IT will continue to offer the CAS Collaboration System which already intends to serve this purpose.
 - CAS-IT can work with those responsible for this to determine specific needs and how the Collaboration System might grow to meet those needs.
 - Aligns with Illinois State University Strategic Plan items IV.A.2.
- Action 3.3.2: Facilitate interdisciplinary and intercollegiate connections for research projects.
 - CAS-IT will continue to offer the CAS Collaboration System which already intends to serve this purpose.
 - CAS-IT can work with those responsible for this to determine specific needs and how the Collaboration System might grow to meet those needs.
 - Aligns with Illinois State University Strategic Plan items IV.B.4 and I.D.2.
- Strategic Focus 3: Selected Accountability Measures
 - Number of external grants and awards.
 - CAS-IT will continue to support Digital Measures Activity Insight which already tracks and reports this metric.

- CAS-IT can work with those responsible for this to determine specific reporting needs.
 - Amount of start-up funds provided to new faculty.
 - CAS-IT will continue to support Digital Measures Activity Insight which can track and report this metric with a slight change to an existing screen.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.
 - Amount of funds generated from CAS faculty-driven services.
 - CAS-IT will continue to support Digital Measures Activity Insight which can track and report this metric with a slight change to an existing screen.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.
 - Number of creative collaborations within CAS units, as well as between CAS units and other University faculty.
 - CAS-IT will continue to support Digital Measures Activity Insight which already tracks and reports this metric.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.

Strategic Focus 4

- Action 4.1.1: Promote the importance of liberal arts and sciences skills, understanding diversity, equity, social justice, and critical thinking through contributions to General Education program.
 - CAS-IT will continue to support Digital Measures Activity Insight which has been designed to distribute the contributions of faculty to various other sources with little to no other effort on the faculty's behalf besides entering the record. For example, media relations uses the CAS Report from the CAS website to know what faculty have done in the last quarter, Christine Bruckner from Community Engagement and Service Learning can run a report she helped design which serves as a conversation starter between her and the faculty, feeds the CAS Collaboration System which allows for quick searching of faculty teaching and research interests, etc.
 - Aligns with Illinois State University Strategic Plan items II.C.3 and IV.B.3.
- Action 4.1.2: Share and promote how the individual units in CAS prepare students for future careers and graduate school.
 - CAS-IT will continue to support website copyediting, design, and development, which are very commonly used to tell such stories.
 - CAS-IT will continue to advise departments that their websites should be used to help achieve this.
 - CAS-IT will continue to support Digital Measures Activity Insight which has been designed to feed information entered by faculty to faculty profile pages on the department websites with little to no other effort on the faculty's behalf besides entering the record. These pages are important to the recruitment of graduate students.
 - Aligns with Illinois State University Strategic Plan items II.C.3 and IV.B.3.
- Action 4.1.3: Continue to build and enhance civic engagement opportunities for diverse students at the local, national, and international levels.
 - CAS-IT will continue to support website copyediting, design, and development, which are very commonly used to tell such stories.
 - CAS-IT will continue to advise departments that their websites should be used to help achieve this.
 - Aligns with Illinois State University Strategic Plan items II.C.3 and IV.B.3.

- Action 4.1.4: Highlight the course offerings and programming of Women and Gender Studies, African American Studies, Latin American and Latino Studies, Middle Eastern Studies, East Asian Studies, Native American Studies, and Ethnic Studies and their relevance in a globalized world.
 - CAS-IT will continue to support each of these websites departments with copyediting, design, and development.
 - Aligns with Illinois State University Strategic Plan items II.C.3 and IV.B.3.
- Action 4.2.1: Develop mechanisms for connecting community organizations to faculty and staff with the research and consulting expertise they need. Develop web-based resources with a list of specialist/speakers or experts so that internal and external sources can find these individuals.
 - CAS-IT will continue to offer the CAS Collaboration System which already intends to serve this purpose.
 - Aligns with Illinois State University Strategic Plan items II.C.3 and IV.B.3.
- Action 4.2.2: Promote and encourage faculty participation in Main Street College as a form of outreach to the community; share participation in CAS and University publications, local market publications and WGLT as a means of outreach to the off-campus community. Use Main Street College as a means to showcase the academic expertise.
 - Mike Regilio will work with Travis Meadors, and potentially others, from WGLT to give WGLT immediate access to a Digital Measures Activity Insight report that would give them an overview of what our faculty are doing, much like we have already done for Community Engagement and Service Learning.
 - CAS-IT will continue to provide input to, and support the progress of, adopting a new mass email tool which should be able to allow for easier subscriptions by topic by ISU and non-ISU addresses.
 - Aligns with Illinois State University Strategic Plan items II.C.3 and IV.B.3.
- Action 4.2.3: Use new media and social networking technologies as appropriate to publicize College accomplishments to showcase the contributions of faculty, staff, and students, particularly those from underrepresented groups, to keep internal and external stakeholders informed and connected with all of the College's programs and achievements. Continue to use CASNews, Redbird Scholar, Identity, College and Departmental newsletters, and University News Hub to promote the work of the College, and encourage the diffusion of CAS achievements to local and state media.
 - CAS-IT Training and Advanced Projects like to become a partner with those responsible for carrying this out. The skills we already keep in house, like photo and occasionally video editing, website design, technical writing, etc. can be of help.
 - CAS-IT would like to hire a GA for the purposes of Search Engine Optimization (SEO) which could have a big impact on social media posts and department website effectiveness.
 - Aligns with Illinois State University Strategic Plan items II.C.3.
- Action 4.2.4: Promote and encourage recruiting of culturally diverse populations in Illinois as well as internationally, and increase partnerships abroad so that students choose Illinois State as their place of studies.
 - CAS-IT will continue to advise departments that their websites should be used to help achieve this.
 - Aligns with Illinois State University Strategic Plan items II.C.3 and IV.B.3.
- Strategic Focus 4: Selected Accountability Measures
 - Number of all General Education courses and sections taught by faculty members from CAS, number of courses dedicated to US and international diversity and report assessment data from those General Education courses.

- Depending on what is needed for assessment data, CAS-IT will continue to support Digital Measures Activity Insight which is already tracking and reporting this metric.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.
- Report contributions to the ongoing work of the Career Task Force.
 - CAS-IT will continue to support Digital Measures Activity Insight which is already able to track this data.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.
- Number of opportunities for civic engagement and the acquisition of intercultural communicative competency.
 - CAS-IT will continue to support Digital Measures Activity Insight which is already able to track and report this metric.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.
- Number of presentations made to the general public by faculty members of CAS, including Main Street College presentations.
 - CAS-IT will continue to support Digital Measures Activity Insight which is already able to track and report this metric.
 - CAS-IT can work with those responsible for this to determine specific reporting needs.

ILLINOIS STATE UNIVERSITY



COLLEGE OF ARTS AND SCIENCES STRATEGIC PLAN 2016 – 2021

Illinois State University, the first public university in Illinois, has built on its historical legacy as one of the leading Normal Schools to establish a strong reputation for academic excellence in a broad array of academic disciplines. At the heart of this thriving, diverse University is the College of Arts and Sciences, which comprises students, faculty, and staff engaged in educational, research, and service activities in the core academic disciplines of the humanities, social sciences, natural sciences, and mathematics. The College exemplifies the University's multiple contemporary functions:

- with its strong commitment to the University's General Education program, the College affects the academic preparation of every undergraduate on campus;□
- with its outstanding secondary education programs, the College continues the University's tradition of excellence in teacher preparation;□
- with its strong disciplinary programs at undergraduate, master's, and doctoral levels, the College prepares students from diverse backgrounds to fulfil their lives and productive careers as global citizens;□
 - with its faculty deeply engaged in scholarly activity, the College advances knowledge; and□
 - with its service activities, the College fulfills its responsibility to contribute to the greater good.□

The University began a remarkable period of success with the development and release of *Educating Illinois 2000--2007*. Since that time, *Educating Illinois* has been updated three times, most recently in 2013. Each iteration was marked by thorough consultation with a broad cross-section of University stakeholders and specification of concrete measures to ensure accountability.

Similarly, this plan updates the *College's Strategic Plan for 2010--2015*, which developed a distinctive identity for the College and shaped many achievements in the last five years. A few highlights among them are:

- Several new undergraduate programs were implemented including Legal Studies, Neuroscience and Behavior, as well as interdisciplinary programs such as European Studies and Environmental Studies.□
- The College formalized Latin American and Latino/a Studies Program by acquiring a permanent curricular designation LAL and poised the unit to become a full-fledged academic program in the college.□
- The Women's and Gender Studies Program (WGS) implemented a Queer Studies concentration.□
- Teacher Education programs implemented the Teacher Performance Assessment (edTPA).□
- The College initiated the Main Street College series, a program of lectures by faculty designed to present the scholarship of faculty in the College to a wider community audience.□
- The Worldwide Campus Fund was established to provide study-abroad grants. This fund became endowed in 2017 due to the generosity of two donors and continues to receive cash gifts.□
- The College began to offer a new Mid-career Faculty Professional Development Series, comprising a set of four workshops/discussion groups offered over the course of the year (two per semester) on topics related to research, teaching, administration, and promotion to full professor□

The new *CAS Strategic Plan 2016--2021* was developed in the midst of uncertain economic times. Nonetheless, the *Plan* attests to the vibrancy, diversity, and inclusive excellence of our intellectual community and provides an appropriately challenging set of goals for the coming years. It builds on the successes of the *College of Arts and Sciences Strategic Plan 2010--2015* while responding to contemporary concerns and anticipating future opportunities. It re-aligns the College's vision with that articulated in *Educating Illinois 2013--2018* and charts a course for continuing academic excellence in the College. With careful fiscal planning and strategic prioritization of initiatives, we will work diligently to move forward and realize our vision as responsibly and expeditiously as possible.

The Planning Process

The Strategic Planning Steering Committee was formed to be representative of all constituencies in the College, with elected representatives from among Department Chairs, tenure-track faculty, students, non-tenure track faculty, Administrative/Professionals, and Civil Service staff. Volunteers from the Emeritus Faculty, Community, and Chicago Advisory Boards also served. The committee worked together to update the existing mission, vision, and values statements in light of *Educating Illinois 2013--2018*, the existing strengths of the

College, and the emerging opportunities suggested by local, national, and international trends. Each of these sections was carefully developed with opportunity for input from all constituencies through open forums. The newly defined areas of strategic focus and resulting goals grew out of these discussions. Concrete actions were developed, along with measurable outcomes, to ensure that we could document our progress on each goal.

The draft *Plan* was then presented for consideration to the Council of Chairs and the College Council, and was formally approved on April 12, 2017.

The Strategic Plan Steering Committee

Taylor Bauer, Humanities Student Representative, Communications
Ann Beck, Social Sciences Chair Representative, Communication Sciences & Disorders
Leslie Bertagnolli, Chicago Advisory Board Representative
Rachel Bowden, Sciences Faculty Representative, Biological Sciences
Tom Buller, Humanities Chair Representative, Philosophy
Cooper Cutting, Social Sciences Faculty Representative, Psychology
Katherine Ellison, Humanities Faculty Representative, English
John Freed, Emeritus Faculty Representative, History
Craig Gatto, Sciences Chair Representative, Biological Sciences
Larissa Kennedy, Non-Tenure Track Faculty Representative, History
Megan Koch, A/P Staff Representative, Communications
Nancy Lind, Social Sciences Faculty Representative, Politics and Government
Rob McDade, Community Board Representative
James Pancrazio, Humanities Faculty Representative, Languages, Literatures, and Cultures
Eric Peterson, Sciences Faculty Representative, Geography-Geology
Marla Reese-Weber, Associate Dean
Kevin Stanley, Sciences Student Representative, Biological Sciences
Christian Trujillo, Social Sciences Student Representative, Politics and Government
Laura Vogel, Administrative Fellow, Biological Sciences
Carrie Wieburg, CS Staff Representative, College Office

MISSION STATEMENT

To serve as the intellectual heart of the University through our commitment to the teacher-scholar model which imparts knowledge from a broad spectrum of the arts and sciences while preparing independent and resilient students from culturally, linguistically, and geographically diverse backgrounds to meet the challenges of a global society.

VISION STATEMENT

To foster an inclusive community of exceptional teacher-scholars who will provide students with one of the nation's premiere public educational experiences.

VALUES STATEMENT

(**Bold** = values stated in *Educating Illinois*)

Consistent with the University-wide strategic plan, *Educating Illinois*, CAS values the **pursuit of learning and scholarship, individualized attention, diversity, integrity, and civic** and community **engagement**. We recognize these values to be interconnected and mutually reinforcing.

The pursuit of learning and scholarship advances knowledge, invigorates our curricula, and contributes to society. This includes:

- *a strong liberal arts and sciences tradition* that expands learners' horizons and provides a basis for continual learning;
- *innovation* in the search for new knowledge from diverse thinkers and in the development of curricular programs;
- *dissemination and application* of new knowledge in publication, teaching, and service activities including civic engagement;
- *promotion of diversity* innovations and inclusive curricula throughout the College
- *on-campus partnerships* that enrich learning opportunities across disciplines and for the entire University;
- *integration* of theory and practice; and
- *academic freedom and responsibility* in creative expression and the uninhibited pursuit of truth and knowledge.

Individualized attention fosters students' development as life-long learners, critical thinkers, and engaged citizens who are knowledgeable in their fields. This includes:

- *faculty-student collaboration* in teaching, learning, and scholarship;
- *proactive and responsive advisement* and other academic services; and
- *co-curricular programs* that enhance the breadth and depth of intellectual and social life.

Diversity of ideas, backgrounds, and approaches to the pursuit of knowledge enriches and promotes the personal and intellectual development of all students, faculty, and staff. This includes:

- *embracing* the strengths of diversity, as arise from age, gender, ethnicity, physical ability, race, religious traditions, sexual orientation, and social class;
- *promoting* international dimensions to learning, research, and creative activity; and
 - *encouraging* openness to and civil discussion of diverse views.

Integrity in how we conduct college affairs and in our interactions with students, faculty, and staff.

This includes:

- *fostering an environment that promotes collegiality and mutual respect;*
- *participating in shared governance;*
- *accountability* to our stakeholders including fiscal responsibility and dissemination of accomplishments and contributions of students and faculty that enrich the reputation of the college.

Civic and community **engagement** are responsibilities of a state university. This includes:

- *continuing collaborative relationships* with culturally diverse communities, civic organizations, businesses, and their leaders that support and promote learning, research, service, culture, and quality of life on- and off-campus;
- *service-learning opportunities* that lend themselves to reflective intellectual and personal development of students while having a meaningful impact on local, regional, national, and international communities; and
- *celebrating and disseminating* the accomplishments and contributions of students and faculty that enrich community life.

AREAS OF STRATEGIC FOCUS

To fulfill our Mission, achieve our Vision, and enact our Values, we work toward goals in the following Areas of Strategic Focus:

Strategic Focus 1: Facilitate academic excellence.

Strategic Focus 2: Enhance the communication and infrastructure supporting academic excellence.

Strategic Focus 3: Diversify and enhance financial support for academic excellence.

Strategic Focus 4: Share and promote our accomplishments in inclusive academic excellence, diversity, and social engagement.

Strategic Focus 1: Facilitate academic excellence

Goal 1.1 Develop and maintain rigorous and inclusive academic curricula.

Action 1.1.1: Strengthen the College's commitment to, and administrative support of, continuous improvement of educational effectiveness for an increasingly diverse student body as reflected in student learning outcomes through effective integration of the assessment of student learning outcomes into the curricula and review process in all degree programs.

Action 1.1.2: Enhance and support rigorous and innovative undergraduate and graduate programs including potential program growth in areas where there is expertise and excellence, workforce needs, and societal demands with appropriate funding levels available.

Action 1.1.3: Work with OISP to support growth of faculty and student involvement in and enhancement of international curricular programs, such as the student exchange, study abroad programs, and research, teaching, and service partnerships with institutions in other countries and to devise opportunities for students who cannot leave the campus to gain a greater international perspective.

Action 1.1.4: Strengthen the College's commitment to fostering and maintaining safe and open environments for learning, growing, and living within a culturally diverse environment.

Goal 1.2 Enhance and encourage support for individualized mentorship of student research and creative activity.

Action 1.2.1: Increase opportunities for students to engage in high-quality, high-impact educational experiences within and outside the College and University, including enhanced funding for student travel, research and creative scholarship activities, and increased support for graduate teaching and research assistantships.

Action 1.2.2: Strengthen the College's commitment to civic and community engagement through increased curricular and co-curricular initiatives and activities that include civic and community engagement themes for faculty, staff, and students.

Action 1.2.3: Enhance opportunities for co-curricular learning activities through increased support for academically oriented student organizations, for departmental and inter- departmental colloquia that encourage student participation, and collaborations with OISP to support growth of student involvement in and enhancement of regional, national, and international co-curricular programs.

Action 1.2.4: Enhance support for the mentoring of "students like you and not like you" for leadership positions within the college

Goal 1.3 Enhance support for our balanced teacher-scholar faculty in their teaching, research, and creative activities.

Action 1.3.1: Use recruitment practices that emphasize candidate fit to the University's balanced teacher-scholar model, evaluation procedures that reinforce practices that emphasize the balanced teacher-scholar model, and provide professional development opportunities consistent with the model.

Action 1.3.2: Continue to collaborate with Research and Sponsored Programs to enhance materials that facilitate the pursuit and implementation of external grants and fellowships and to enhance funding for faculty travel to conduct and present research and creative works.

Action 1.3.3: Foster and support development of and administrative support for interdisciplinary teaching and scholarly collaborations.

Action 1.3.4: Use inclusive and equitable faculty hiring, promotion, and retention practices to promote a culturally responsive college.

Action 1.3.5 Implement and sustain College diversity initiatives through policies and practices, which adhere to best-practice standards and guidelines.

Strategic Focus 1: Selected Accountability Measures

- Number of 8-year program reviews rated as being in good standing
- Number of successful accreditation reports
- Number of program assessment plans and annual updates
- Number of faculty presentations and publications including counts of student and international co-authors
- Number of CAS-supported speakers, co-curricular events, and professional development workshops
- Increased numbers of faculty, students, and staff who are recruited, admitted, hired, and retained from underrepresented groups

Strategic Focus 2: Enhance the communication and infrastructure supporting academic excellence

Goal 2.1 Enhance communication and collaboration to support academic excellence.

Action 2.1.1: Enrich communication with Admissions, Honors, International Studies, Diversity Advocacy, Student Access and Accommodation Services, and Alumni Services to better serve current and future students.

Action 2.1.2: Facilitate improved communication with Research and Sponsored Programs to support faculty grant seeking and the role of CAS-IT in grant proposal development.

Action 2.1.3: Facilitate communication among units (departments/schools/programs), university- level organizations and associations that support diversity and equity, and university- level technology offices through the Technology Advisory Committee of professionals employed in the College.

Goal 2.2 Develop and maintain technology infrastructure to support academic excellence.

Action 2.2.1: Support the professional development of CAS-IT members engaged with technology.

Action 2.2.2: Maintain web-based forms for submission of internal grant and sabbatical applications, productivity reports, and tenure and promotion applications.

Action 2.2.3: Increase percentage of course materials that are accessible electronically and in other appropriate media.

Goal 2.3 Enhance physical infrastructure to support academic excellence.

Action 2.3.1: Conduct systematic periodic reviews of buildings and facilities needed for long-term program growth based on the University Master Plan.

Action 2.3.2: Work with units to create disciplinary or shared spaces accessible to students for collaboration and study, including spaces for students of color, LGBTQ students, religiously diverse students, and students requiring disability services.

Action 2.3.3: Increase the number of faculty who participate in Emergency Preparedness, Department ERP, Rape Aggression Defense classes, cultural responsiveness, and equity, and disability-access training offered by the university and make training more consistent across units.

Strategic Focus 2: Selected Accountability Measures

- Number of Honors students
- Number of meetings and minutes of Technology Advisory Committee
- Amount of tech tuition provided
- Number of computer recaps
- Amount of funds provided towards equipment/instruments
- Number of faculty and staff who participate in safety, cultural responsiveness, and disability- access training.

Strategic Focus 3: Diversify and enhance financial support for recruitment and retention of faculty, staff and students

Goal 3.1 Increase funding from external research grants and contracts.

Action 3.1.1: Work with Provost and Vice-President of Finance to get Research and Sponsored Program funding equivalent to that of CTLT.

Action 3.1.2: Work with Provost and Vice President of Finance to create spring and summer research institutes similar to CTLT's teaching institutes.

Action 3.1.3: Investigate feasibility of adding personnel for proposal writing and budget preparation (Unit must return buyout funds if an external grant is not submitted).

Goal 3.2 Maintain sufficient fiscal flexibility to respond to a rapidly changing environment.

Action 3.2.1: Work with HR to allow units to use grant buyout dollars to pay some faculty overload pay to teach an additional course, possibly increasing the diversity of courses to students.

Action 3.2.2: Engage in cooperative learning experiences with businesses.

Action 3.2.3: Research and implement best practices for inclusive hiring and mentoring of underrepresented groups

Goal 3.3 Increase opportunities for resource generation via mission-consistent services and consulting.

Action 3.3.1: Help identify opportunities for faculty and staff to provide consulting services based on their professional expertise by updating the expertise list.

Action 3.3.2: Facilitate interdisciplinary and inter-collegiate connections for research projects.

Action 3.3.3: Work with CTLT to implement faculty and graduate teaching assistant training in classroom strategies for conversations regarding diversity and inclusiveness

Goal 3.4 Increase resources for recruitment and retention of diverse faculty and staff

Action 3.4.1: Work with higher administrators and HR to secure additional dollars for course buyouts

Action 3.4.2: Promote use of resources for mentoring of underrepresented groups

Action 3.4.3: Provide recognition or awards to departments/faculty/staff who engage in diversity and inclusion training programs

Action 3.4.4: Give chairs/directors access to funds for advertising in media outlets that attract prospective faculty from underrepresented groups

Action 3.4.5: Work with RSP to increase external funding to support the research endeavors of faculty from underrepresented groups

Strategic Focus 3: Selected Accountability Measures

- Number of external grants and awards
- Amount of start-up funds provided to new faculty
- Amount of funds generated from CAS faculty driven services
- Number of creative collaborations within CAS units, as well as between CAS units and other University faculty
- Percentage of faculty, staff and students retained, paying attention to underrepresented groups

Strategic Focus 4: Share and promote our accomplishments in inclusive academic excellence, diversity, and social engagement

Goal 4.1 Increase mission-consistent outreach and partnerships with our on-campus constituencies, including students, staff and faculty in the formation of a diverse civil society.

Action 4.1.1: Promote the importance of liberal arts and sciences skills, understanding diversity, equity, social justice, and critical thinking through contributions to General Education program.

Action 4.1.2: Share and promote how the individual units in CAS prepare students for future careers and graduate school.

Action 4.1.3: Continue to build and enhance civic engagement opportunities for diverse students at the local, national and international levels.

Action 4.1.4: Highlight the course offerings and programming of Women and Gender Studies,
African American Studies, Latin American and Latino Studies, Middle Eastern Studies, East Asian Studies, Native American Studies, and Ethnic Studies and their relevance in a globalized world.

Action 4.1.5: Encourage enrollment in cross-disciplinary courses with core diversity content during Preview to incoming students.

Goal 4.2 Promote the local, state, national, and international visibility of the College's programs, student successes, and faculty and staff achievement with the off-campus constituencies.

Action 4.2.1: Develop mechanisms for connecting community organizations to faculty and staff with the research and consulting expertise they need. Develop web-based resources with a list of specialist/speakers or experts so that internal and external sources can find these individuals.

Action 4.2.2: Promote and encourage faculty participation in Main Street College as a form of outreach to the community; share participation in CAS and University publications, local market publications and WGLT as a means of outreach to the off-campus community. Use Main Street College as a means to showcase the academic expertise.

Action 4.2.3: Use new media and social networking technologies as appropriate to publicize College accomplishments to showcase the contributions of faculty, staff and students, particularly those from underrepresented groups, to keep internal and external stakeholders informed and connected with all of the

College's programs and achievements. Continue to use CASNews, Redbird Scholar, Identity, College and Departmental newsletters, and University News Hub to promote the work of the College, and encourage the diffusion of CAS achievements to local and state media.

Action 4.2.4: Promote and encourage recruiting of culturally diverse populations in Illinois as well as internationally, and increase partnerships abroad so that students choose Illinois State as their place of studies.

Action 4.2.5: Collaborate with the Division of Student Affairs to establish a multi-cultural center accessible to students, faculty, and staff.

Strategic Focus 4: Selected Accountability Measures

- Number of all General Education courses and sections taught by faculty members from CAS, number of courses dedicated to US and international diversity and report assessment data from those General Education courses.□
- Report contributions to the ongoing work of the Career Task Force.□
- Number of opportunities for civic engagement and the acquisition of intercultural communicative competency.□
- Number of issues of CASNews, press releases made through University News Hub, and features in other university publications.□
- Number of presentations made to the general public by faculty members of CAS, including Main Street College presentations.□
- Number of students completing coursework and declaring minors in US-diversity and Area Studies (AMALI).□