

ILLINOIS STATE UNIVERSITY



COLLEGE OF ARTS AND SCIENCES

Strategic Plan 2010-2015
October 29, 2010

INTRODUCTION: BUILDING ON STRENGTH IN A CHALLENGING TIME

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, multi-purpose 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 for fulfilling 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 twice been updated, most recently in 2008. 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 2005-2010*, which developed a distinctive identity for the College and shaped many achievements in the last five years. A few highlights among them are:

- Six interdisciplinary Programs of Excellence were established, and each has garnered significant external funding to support its research and outreach activities
- Start-up funding for scientists was increased 100%, and start-up funding was made available to new faculty in humanities and social science disciplines
- Over 40 new international collaborations or exchanges have been initiated
- Technology support was re-organized into an integrated unit, CAS-IT, with a dedicated budget and enhanced levels of service
- Significant enhancements were made to network access in high-need areas and in server facilities and functionalities
- A weekly electronic newsletter, *CASNews*, provides information on College events and achievements of faculty, staff, and students to over 3,000 subscribers
- The College developed four highly engaged advisory boards: The Community Advisory Board, the Chicago Advisory Board, the Attorneys Advisory Board, and the Emeritus Faculty Advisory Board; many departments and Schools have developed their own Advisory Boards as well
- Alumni Day and Homecoming activities have increased, and an Executive-in-Residence program has been established featuring a successful alum who visits campus to give a talk and meet with students
- The Latin American and Latino/a Studies program was re-organized and revitalized, experiencing a 47% growth in minors from 2009 to 2010
- The Center for Renewable Energy, a collaboration with the College of Applied Sciences and Technology, has emerged as a leading educational, research, and policy-shaping body

The new *CAS Strategic Plan 2010-2015* was developed in the midst of uncertain economic times, and some initiatives may be delayed until the funds needed to realize our goals are available. Nonetheless, the *Plan* attests to the vibrancy 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 2005-2010* while responding to contemporary concerns and anticipating future opportunities. It re-aligns the College's vision with that articulated in *Educating Illinois 2008-2014* 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 2008-2014*, 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. 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 released for review and comment by the entire College community. It was formally approved on October 29, 2010.

The Strategic Planning Steering Committee

Jay Ansher, A/P Staff Representative, Physics
Dagmar Budikova, Sciences Faculty Representative, Geography-Geology
Melissa Busher, Social Sciences Student Representative, Sociology-Anthropology
Salvatore J. Catanzaro, Executive Associate Dean (Committee Chair)
Emma DeWalt, Sciences Student Representative, Chemistry
Elizabeth Hatmaker, Non-Tenure Track Faculty Representative, English
Daniel Holland, Sciences Faculty Representative, Physics
Christopher Horvath, Humanities Faculty Representative, Philosophy
Heather Jordon, Administrative Fellow, Mathematics
David Malone, Sciences Chair Representative, Geography-Geology
Rob McDade, Community Board Representative
Kevin McKenzie, Humanities Student Representative, English
Dale Perona, Chicago Advisory Board Representative
Gordon Redding, Emeritus Faculty Representative, Psychology
James Reid, Humanities Faculty Representative, Languages, Literatures, and Cultures
Ali Riaz, Social Sciences Chair Representative, Politics and Government
Diane Smith, CS Staff Representative, English
James Swindler, Humanities Chair Representative, Philosophy
Maura Toro-Morn, Social Sciences Faculty Representative, Sociology-Anthropology
Kathryn Wehrmann, Social Sciences Faculty Representative, School of Social Work

MISSION STATEMENT

The mission of the College of Arts and Sciences (CAS) is to ignite intellectual curiosity and promote reflection on human experience and the natural world. By discovering and disseminating knowledge, we serve society and prepare students for fulfilling lives and productive careers as life-long learners, engaged citizens, and leaders in the 21st century.

VISION STATEMENT

To provide the premier undergraduate educational experience in the humanities and the social, natural, and mathematical sciences in Illinois;

To provide excellent selected graduate programs in the humanities and the social, natural, and mathematical sciences;

To produce scholarly and creative achievements that make the greatest possible contributions to our disciplines and to the public good; and

To increasingly enrich an intellectual community, built with the collaboration of faculty, students, and staff, that supports students' development as engaged citizens.

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, public opportunity, civic engagement, and diversity**. 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 and in the development of curricular programs;
- *dissemination and application* of new knowledge in publication, teaching, and service activities;
- *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 research;
- *proactive and responsive advisement* and other academic services; and
- *co-curricular programs* that enhance the breadth and depth of intellectual and social life.

Public opportunity and civic engagement are responsibilities of a state university. This includes:

- *continuing collaborative relationships* with 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.

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;
- *global and international dimensions* to learning, research, and creative activity; and
- *openness* to and civil discussion of diverse views.

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 systems and infrastructure supporting academic excellence.

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

Strategic Focus 4: Share and promote our academic excellence.

**Strategic Focus 1:
Facilitate academic excellence**

Goal 1.1 *Develop and maintain rigorous academic curricula.*

- Action 1.1.1 Identify opportunities to pursue disciplinary and interdisciplinary curricular innovation in emerging areas where faculty strengths align with student and societal needs.
- Action 1.1.2 Review and update planning processes to ensure the optimal delivery of majors, minors, and general education courses.
- Action 1.1.3 Support departments in the development and delivery of rigorous and innovative courses and programs.
- Action 1.1.4 Support growth of student involvement in and enhancement of international curricular programs, such as the student exchange and study abroad programs.

Goal 1.2 *Enhance opportunities for co-curricular learning activities.*

- Action 1.2.1 Encourage faculty development of and participation in co-curricular activities.
- Action 1.2.2 Support growth of student involvement in and enhancement of regional and national co-curricular programs.
- Action 1.2.3 Support growth of student involvement in and enhancement of international co-curricular initiatives.
- Action 1.2.4 Provide support for departmental and inter-departmental colloquia that encourage student participation.
- Action 1.2.5 Increase support for academically-oriented student organizations.

Goal 1.3 *Enhance support for faculty research and creative activity.*

- Action 1.3.1 Enhance funding for faculty travel to conduct and present research and creative works.
- Action 1.3.2 Provide faculty and departments with enhanced materials to facilitate the pursuit and implementation of external grants and fellowships.
- Action 1.3.3 Collaborate with Research and Sponsored Programs to increase scientific research computing support and consulting services to faculty, staff, and students.
- Action 1.3.4 Foster and support development of collaborative research teams.
- Action 1.3.5 Increase support for journals edited by our faculty.
- Action 1.3.6 Ensure equity, transparency, and accountability in Department/School policies on teaching, research, and administrative assignments aligned with faculty professional development needs and productivity levels.

Goal 1.4 *Enhance and encourage support for student research and creative activity.*

- Action 1.4.1 Enhance funding for student travel to conduct and present research and creative works.
- Action 1.4.2 Foster and support the development of collaborative student research

- teams within and outside the College and University.
- Action 1.4.3 Enhance funding for student research initiatives during the academic year and in the summer.
 - Action 1.4.4 Enhance support for faculty supervision of student research.
 - Action 1.4.5 Seek ways to increase support for graduate teaching and research assistantships.

Goal 1.5 *Enhance support for faculty and staff professional development.*

- Action 1.5.1 Increase collaboration with the Provost's Office, CTLT, and other Colleges to enhance professional development programs for pre-tenure faculty.
- Action 1.5.2 Increase collaboration with the Provost's Office, CTLT, and other Colleges to enhance professional development programs for mid-career and late-career faculty.
- Action 1.5.3 Increase collaboration with the Provost's Office, CTLT, and other Colleges to enhance professional development programs for Chairs.
- Action 1.5.4 Increase collaboration with the Provost's Office, CTLT, and other Colleges to enhance professional development programs for NTT faculty.
- Action 1.5.5 Increase support of professional development of university staff and academic professionals in areas such as education, technology, and university governance.

Strategic Focus 1: Selected Accountability Measures

- Number of new courses, concentrations, sequences, minors, and major programs approved through the curricular process at the undergraduate and graduate levels
- Number of revised courses, concentrations, sequences, minors, and major programs approved through the curricular process at the undergraduate and graduate levels
- Percent of courses meeting or exceeding College minimum for level (i.e., 100, 200, etc.)
- Funding provided to support co-curricular programs
- Number of new international collaborations, exchanges, study abroad programs
- Number of students participating in study abroad
- Number of new co-curricular activities
- Number of colloquia/outside speakers open to students
- Funding for faculty professional travel
- Number of external grant and fellowship applications submitted
- Dollar amount of external grant and fellowship applications submitted
- Number of external grant and fellowship applications awarded
- Dollar amount of external grant and fellowship applications awarded
- Establish, review, and update as needed a web-based “one-stop shop” for faculty seeking sources of grant funding or assistance with the application process
- Develop, review, and update as needed Department/School policy statements on equitable and transparent faculty assignments and accountability for teaching, research, and administrative activities
- Hold at least one College event per year (e.g., brownbags) designed to foster connections among potential research collaborators
- Percent increase in journal editor support (annual increments of 10% to 15% as funding allows)
- Funds distributed to support student research-related travel
- Number of students supported for research-related travel
- Other funding for student-faculty research
- Amount of GA funding across the College
- Percent increases in GA funding across the College
- Number of faculty professional development activities hosted or co-hosted by the College (including Faculty Professional Development Series and Newly Tenured Faculty Forum)
- Number of faculty attending professional development activities hosted or co-hosted by the College
- Number of faculty involved in College-facilitated writing groups
- Number of staff professional development activities hosted or co-hosted by the College
- Number of staff attending professional development activities hosted or co-hosted by the College

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

- Goal 2.1 *Ensure administrative facilitation of academic excellence.*
- Action 2.1.1 Streamline annual budget and planning processes.
 - Action 2.1.2 Strengthen and modernize inventory redistribution systems.
 - Action 2.1.3 In collaboration with the Office of the Chief Technology Officer, improve wireless infrastructure across the College.
 - Action 2.1.4 Enhance college-wide administrative support for faculty research, including facilitation of collaboration efforts.
 - Action 2.1.5 Create a Technology Executive Committee of professionals employed in the College to recommend technology policies and ensure efficient deployment of staff and allocation of resources.
- Goal 2.2. *Continue to develop and maintain technology infrastructure and professional staff to support scholarship, creative activity, and student learning.*
- Action 2.2.1 Seek funding for a systematic program of desktop and laboratory computer recapitalization.
 - Action 2.2.2 Create stable, clear, and unambiguous faculty and staff computer recapitalization process.
 - Action 2.2.3 Support development of support staff members dealing with technology.
 - Action 2.2.4 Seek funding to help departments support software and hardware maintenance agreements.
- Goal 2.3. *Enhance physical infrastructure to support sustainable growth of academic activities and programs.*
- Action 2.3.1 Conduct systematic periodic reviews of new buildings and facilities enhancements needed for long-term program growth.
 - Action 2.3.2 During the implementation of the new University Master Plan, collaborate with CAS Departments and Facilities Management to ensure appropriate allocation of new/remodeled infrastructure that reflects current and long-term needs.
 - Action 2.3.3 Work with the Office of Development and College donors to seek external funds for new buildings that meet gold or platinum sustainability standards as well as serve the College's research and instructional needs.
 - Action 2.3.4 Work with Departments to ensure most ideal use of space.
- Goal 2.4. *Make physical infrastructure and administrative practices sustainable.*
- Action 2.4.1 Develop web-based forms for submission of internal grant and sabbatical applications, productivity reports, and tenure and promotion applications.
 - Action 2.4.2 Increase percentage of course syllabi that are entirely electronic.
 - Action 2.4.3 Identify opportunities to work with Facilities Management to enable local adjustments to heating/cooling and lighting where needed.

Strategic Focus 2: Selected Accountability Measures

- Review and update budget process as necessary
- Number of wireless access points in College areas
- Number of meetings of the Technology Executive Committee
- Develop, review, and update a College computer recapitalization plan
- Develop, review, and update as needed a technology and equipment needs assessment for each Department and School
- Develop, review, and update as needed a facilities needs assessment for each Department and School
- Number of faculty and staff desktop computers recapitalized
- Number of support staff supporting technology
- Dollars spent for professional development of support staff dealing with technology
- Number of Academic Facilities Project requests submitted
- Number of Academic Facilities Project requests funded
- Develop, review, and update web-based forms for College business
- Number of web-based forms in use
- Number and percent of courses with electronic syllabi
- Number of locations with local control over heating/cooling and lighting

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

Goal 3.1 *Increase funding from external research grants and contracts.*

- Action 3.1.1 Work with Research and Sponsored Programs to help provide mentoring for faculty developing grant proposals.
- Action 3.1.2 Consider the re-establishment of a College Research Office.
- Action 3.1.3 Enhance use of College-wide systems to disseminate information about research opportunities.
- Action 3.1.4 Identify and disseminate external funding opportunities tailored to the ISU mission and suited to the talents of our faculty and students.
- Action 3.1.5 Facilitate the development of cross-College collaborations.
- Action 3.1.6 Track funding success rates for various agencies and make that information available to faculty.

Goal 3.2 *Increase funding from contracts for course delivery, custom programs, and other educational activities.*

- Action 3.2.1 Facilitate the development of contracts to deliver customized courses and programs.
- Action 3.2.2 Work with the Provost's Office and the Vice President of Finance and Planning to develop models to support enhanced course offerings both in Summer Session and during the regular academic year.
- Action 3.2.3 Help publicize enhanced course offerings to faculty and students when any new funding models are implemented.
- Action 3.2.4 Help identify external constituencies for offering customized courses and programs.
- Action 3.2.5 Encourage the continued development of international programs, both on campus and abroad.

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

- Action 3.3.1 Facilitate development of faculty-led service units that provide mission-consistent, fee-based services.
- Action 3.3.2 Help identify opportunities for faculty to provide consulting services based on their professional expertise.

Goal 3.4 *Increase contributions from alumni, friends, and benefactors.*

- Action 3.4.1 Increase opportunities for alumni, friends, and benefactors to interact directly with students and faculty.
- Action 3.4.2 Continue strengthening ties with alumni, particularly at the departmental level.
- Action 3.4.3 Continue bringing distinguished alumni to campus.
- Action 3.4.4 Develop alumni affinity groups within the College.
- Action 3.4.5 Strengthen Corporate and Foundation fundraising efforts.

Strategic Focus 3: Selected Accountability Measures

- Number of external grant and fellowship applications submitted
- Dollar amount of external grant and fellowship applications submitted
- Number of external grant and fellowship applications awarded
- Dollar amount of external grant and fellowship applications awarded
- Number of contract courses delivered
- Number of new international collaborations, exchanges, study abroad programs
- Number of faculty listed in Experts Clearinghouse on College website
- Number of fee-for-service units
- Annual contribution to College Excellence Fund
- Annual contribution to Department Excellence Funds
- Number of new endowments
- Alumni giving rate
- Number of corporate/foundation gifts or grants
- Dollar amount of corporate/foundation gifts or grants
- Number of alumni participating in Alumni Day activities
- Number of College and Department/School Hall of Fame inductees

**Strategic Focus 4:
Share and promote our academic excellence**

Goal 4.1. *Increase mission-consistent outreach and partnerships with our on-campus and community constituencies.*

- Action 4.1.1 Increase the number and variety of service-learning opportunities for students.
- Action 4.1.2. Create a service-learning taskforce or other means of identifying service-learning expertise and resources within the College to enhance visibility of service-learning opportunities.
- Action 4.1.3 Create a discussion forum on service-learning to include both campus and community stakeholders.
- Action 4.1.4 Develop partnerships with CTLT as necessary to connect faculty interested in service-learning with the resources they need.
- Action 4.1.5 Develop web-based resources for faculty interested in developing service learning and other outreach opportunities, such as community-based research.
- Action 4.1.6 Develop a mentorship program to assist faculty interested in outreach.

Goal 4.2. *Promote the local, state, national, and international visibility of the College's programs, student successes, and faculty and staff achievement.*

- Action 4.2.1 Continue development and distribution of communications to the College community and its stakeholders
- Action 4.2.2 Develop mechanisms for connecting community organizations to faculty and staff with the research and consulting expertise they need.
- Action 4.2.3 Encourage and facilitate departmental reporting of significant achievements by creating a well-publicized, easily accessible, and streamlined process for doing so.
- Action 4.2.4 Enhance use of blogging, podcasting, and social networking technologies to keep internal and external stakeholders informed and connected with College programs and achievements.
- Action 4.2.5 Use new media and social networking technologies as appropriate to publicize College accomplishments.

Strategic Focus 4: Selected Accountability Measures

- Number of service learning opportunities
- Number of individuals subscribed to service-learning listserv
- Establish, review, and update webpage summarizing service-learning activities
- Number of service-learning mentors available in College
- Number of faculty and staff leading service-learning projects
- Number of faculty and staff providing academic/creative expertise in the community (e.g., community-based research, consulting, curating museum exhibits)
- Number of public lectures/community presentations on academic topics by faculty, staff, and students
- Number of issues of *CASNews*
- Number of articles in *CASNews*
- Number of unique visits to College website
- Establish a social networking presence for the College, and track success as appropriate (e.g., number of “friends” or “followers”)