

College of Arts and Sciences

STRATEGIC PLAN

2024-2029



COLLEGE OF
ARTS AND SCIENCES
Illinois State University

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Dear CAS Faculty, Staff, Students,
and Alumni:

I am excited to share the newly approved College of Arts and Sciences' 2024-2029 strategic plan. This new plan highlights our strong advocacy of a liberal arts mission as well as the values that correspond to it. I appreciate how thoughtful and engaged faculty, staff and students have been in shaping the

goals and objectives laid out in this document. I am indebted to all college committees, councils, and individuals who have provided feedback on previous versions.

As is illustrated in this plan, the college must necessarily have multiple goals and objectives because, as Illinois State University's intellectual and cultural center, we not only champion students' success and support the teaching and research missions of the University but also bolster the liberal arts foundation of our institution. Readers will see specific goals about upholding our liberal arts mission, supporting opportunities for learning and high-impact educational practices, advancing research and knowledge creation, and building and maintaining strong, inclusive communities. These four goals parallel each other in importance, and they are also naturally interconnected. Objectives under each goal allow us to suggest broad focal areas for organizing action. We purposely forgo including action items to correspond with objectives, because we aim to develop action items annually with the advisement of the College Council and other college level stakeholders. In this way, the strategic plan will represent a "living" document, subject to change each academic year, so that we can make sure that action items stay relevant for our ever-changing, higher education environment and global society.

This strategic plan will focus our priorities and initiatives for the next five years, and I look forward to seeing what we can do with this plan as our guide.

In collaboration,

A handwritten signature in red ink that reads "Heather E. Dillaway". The signature is fluid and cursive.

Heather E. Dillaway, Ph.D.
Dean, College of Arts and Sciences



THE PLANNING PROCESS

This new strategic plan has been years in the making. Preliminary work began in spring 2022 as former Interim Dean Diane Zosky collected initial feedback from college-level committees and councils. Dean Heather Dillaway joined the College of Arts and Sciences (CAS) in summer 2022. After taking a semester to get to know the college, Dillaway engaged the College Council to establish a process for developing the new strategic plan. The College Council structured the Strategic Planning Steering Committee with the aim of representing all constituencies in CAS. After the selection of its members—a process that included the election of tenure track faculty, non-tenure track faculty, administrative/professional, and civil service representatives—the committee commenced its work in spring 2023. That work included the solicitation of feedback on the college's strengths and weaknesses as well as opportunities and challenges facing it during focused discussions with the Student Advisory Council, CAS advisors, chairs/directors, lead staff, and the College Council. Feedback was similarly solicited during open forums with administrative/professional staff, civil service staff, instructional assistant

professors, and tenure track faculty. In addition, the committee sought input about strategic initiatives via a survey devised in consultation with Planning, Research, and Policy Analysis and distributed to all faculty and staff in the college. After analyzing feedback from CAS's constituencies while hewing closely to Excellence by Design: 2024-2029, the committee drafted the core of a new strategic plan that included a revised mission and vision statement, values, four major goals, and multiple objectives for each goal. The full-length draft of the strategic plan was then reviewed and discussed in meetings of the College Council and chairs and directors. The committee met to fine-tune the draft in August 2024 and then solicited additional feedback from faculty, staff, students, and alumni in September/October 2024. On November 1, 2024, the committee met to discuss that feedback and approved the strategic plan in its final form. The College Council reviewed and approved the Steering Committee's final draft on November 15, 2024. As a last step, Provost Ani Yazedjian reviewed and confirmed her support of this plan on November 18, 2024.

COLLEGE OF ARTS AND SCIENCES STRATEGIC PLANNING COMMITTEE MEMBERSHIP

Frank Beck, Social Sciences Faculty Representative, Sociology and Anthropology

Joan Brehm, Social Sciences Chair Representative, Sociology and Anthropology

Susan Chen, Social Sciences Faculty Representative, Economics

Anthony Crubaugh, Associate Dean

Jocelyn Cruz, Student Representative, Languages, Literatures, and Cultures

Jan Dahl, Math/Sciences Faculty Representative, Biological Sciences

Heather Dillaway, Dean

Deborah Fox, Assistant Dean

Kelly Harman, CS Staff Representative, Psychology

Alycia Hund, Social Sciences Faculty Representative, Psychology

Lana Kühle, College Council Representative, Philosophy

Juliet Lynd, Humanities Chair Representative, Languages, Literatures, and Cultures

Eric Peterson, Math/Sciences Chair Representative, Geography, Geology, and the Environment

Michael Regilio, A/P Staff Representative, CAS-IT

Rocío Rivadeneyra, Associate Dean

RJ Rowley, Math/Sciences Faculty Representative, Geography, Geology, and the Environment

Papa Sissokho, Math/Sciences Faculty Representative, Mathematics

Pete Smudde, Humanities Faculty Representative, Communication

Laura Vogel, Associate Dean

Joyce Walker, Humanities Faculty Representative, English

Jennifer Woodruff, NTT Faculty Representative, Sociology and Anthropology



Mission Statement

As the University's largest and most intellectually diverse college, we serve as Illinois State University's academic and cultural core, impacting all students. Our commitment to teaching and learning, research, scholarly and creative activity, and service transforms thinking and knowledge. Our liberal arts foundation develops lifelong learners from diverse backgrounds who have the tools to meet the challenges of an increasingly complex, diverse, and changing global society.

Vision Statement

The College of Arts and Sciences will lead Illinois State as a nationally recognized model for public education that prepares engaged citizens and creates knowledge and understanding for an ever-changing future.

Values

The College of Arts and Sciences stands for the values of a comprehensive liberal arts education, including critical inquiry, disciplined thinking, scientific investigation, broadened horizons, intercultural knowledge and understanding, collaborative effort, and personal and social responsibility. The College of Arts and Sciences also supports and upholds Illinois State University's values as stated in the University's new strategic plan, Excellence by Design: 2024-2029: 1) excellence in teaching, learning, and scholarship; 2) individualized attention; 3) equity, diversity, access, and belonging; 4) collaboration; 5) community and civic engagement; 6) respect; and 7) integrity.

Goals

I. Champion a liberal arts mission as the foundation for student success, lifelong learning, civic and global engagement, and a commitment to public wellbeing.

Objectives

1. Continue to provide the core competencies for learning, innovation, and application across the University.
2. Prepare students for their careers as well as a lifetime of intellectual growth, personal fulfillment, and meaningful contribution to their communities and the world.
3. Promote innovative disciplinary and interdisciplinary scholarship, learning, and practice to address emerging challenges and opportunities.
4. Articulate and advocate for a vision of, and broaden community engagement with, the liberal arts and sciences.

II. Advance opportunities for learning and transforming worldviews inside and outside of academic coursework.

Objectives

1. Support the learning and practice of critical thinking skills, deep analysis, information fluency, communication, and understanding of modes of inquiry.
2. Provide support and resources for student success through innovative and high-impact teaching practices, mentoring, and professional development.
3. Help learners develop an understanding of the world through different lenses and fields of application and, in turn, assist in their navigation of the challenges and opportunities of an ever-changing world.

III. Support and advance innovation, knowledge, and creativity consistent with institutional excellence.

Objectives

1. Increase the visibility of the college's disciplines, on campus and within the community, by recognizing and rewarding research, scholarship, and creative efforts.
2. Foster interactions to encourage discovery, cultivate expertise, and inspire scholarly collaborations within and across disciplines.
3. Advance curricular opportunities to engage students in future-focused thinking, knowledge creation, and artistic expression.

IV. Strive to build and promote strong, supportive communities and foster equity, diversity, access, and belonging.

Objectives

1. Cultivate an environment where faculty, staff, students, and alumni have opportunities to be included, supported, and connected.
2. Provide active communication opportunities for multicultural and cross-functional collaboration and learning for all (i.e., across job classifications, college units, disciplines, programs, students, and stakeholders).
3. Reinforce student, faculty, and staff success by encouraging compassionate support for their personal and professional well-being.



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**ILLINOIS STATE
UNIVERSITY**
Illinois' first public university