Southern Illinois University Edwardsville
College of Arts and Sciences
Strategic Plan
2020-2025

1. Improve Recruitment and Retention of Diverse Faculty, Staff, and Students to Enhance an Inclusive Environment

This goal collectively emphasizes the principal role of people underlying the purpose and success of CAS, and intrinsic interrelationships among them. Faculty are the core of the University and are critical to meeting our mission to provide a quality education. Thus, CAS needs to provide support to faculty to facilitate their work as teacher-scholars, and in their service obligations, which are integral to shared governance. Staff provide essential support to the functioning of the College in all facets, in direct and indirect support of our academic mission. CAS needs to provide support and facilitate student recruitment and retention in general and at program levels, as ultimately students earn degrees from programs, not only the College.

Action item	*Diversity and Inclusion Committee*
The CAS Dean's Office will work with CAS Congress to develop a plan to create a CAS Diversity and Inclusion Committee, which will address issues relating to recruitment and retention.	

Benchmarks	
Fall 2020 – Spring 2021	CAS Congress works with Dean's Office to formulate a process for creating the committee and defining committee structure and responsibilities.
Fall 2021 – Spring 2022	Committee is formed. Committee reviews information and develops recommendations according to its charge.
Fall 2022 – Spring 2025	CAS Dean's Office and Departments take actions in response to committee's recommendations. Assessment is on-going.
Spring 2025	The proportions of faculty, staff, and students from minority and underrepresented populations across the College are greater in Spring 2025 than in Spring 2018.

Action item	*Student recruitment and retention*
The Dean's office, in collaboration with Departments, other College committees and units, and other university units will gather (a) information on departments' current student recruitment and retention efforts and (b) suggestions for additional resources and support for these efforts. This information will be disseminated back to departments and used to direct college-level activities and resource allocation.	

Benchmarks	
Fall 2020 – Spring 2021	Data on recruitment and retention activities are collected via a survey and/or other mechanisms.
Spring 2021	Profiles of department-level recruitment and retention activities are developed, with special attention to underrepresented and minority students.
Spring 2021 – Fall 2021	CAS Dean's Office develops and provides a 'clearinghouse' for sharing recruitment and retention activities between programs.
Fall 2021	Report is produced and shared with department chairs and faculty.
Fall 2021 - Spring 2023	Departments evaluate their own recruitment and retention practices, make adjustments as determined appropriate, and identify activities that focus on underrepresented and minority students. CAS Dean's Office acts on suggestions for college-level activities and support.
Fall 2023 – Spring 2024	Data on recruitment and retention activities are collected via a survey or other mechanism. CAS Dean's Office revises and updates the 'clearinghouse.'
Fall 2024 – Spring 2025	Adjustments are evaluated with respect to enrollment, retention, and graduation data. Results inform future steps. Assessment is on-going.
Spring 2025	Across the College, department recruitment, retention, and graduation rates are higher in Spring 2025 compared to Spring 2018.

Action item	*Academic Advising improvements*

| **CAS Advising will be restructured and communication between Departments/Programs and CAS Advising will be improved to address obstacles to accurate advising and student progress toward graduation.** ||

Benchmarks	
Fall 2018	Assignments of CAS Advisors will be adjusted to better distribute caseloads. Departments/programs identify a point-of-contact person (Chair, Program Director, or other) to liaise with Academic Advising, meeting with their lead advisor once per semester to discuss curricular modifications, scheduling issues, and other student issues.
Fall 2018 – Spring 2025	Departments/programs and CAS Advising have point-of-contact meetings once a semester. CAS Dean's Office solicits input on process and considers adjustments as needed.
Fall 2018 – Spring 2025	CAS Dean's Office and CAS Advising develop an assessment mechanism for evaluating advising services to students. Trial of assessment tool(s), data collection, and revision of mechanism occurs.
Spring 2025	Assessment data show improvements in student and faculty experience with advising. Structure of advising is reassessed and modified as appropriate. Assessment tool(s) are updated as appropriate.

Action item	*Faculty recruitment and mentorship*

| **The CAS Dean's office will collect information on current faculty mentorship practices and disseminate guidelines and resources and use this information to shape college-level activities and resource allocation.** ||

Benchmarks	
Fall 2020	CAS Dean's Office collects data on faculty recruitment and mentorship activities via a survey and/or other mechanisms and develops profiles of department-level mentorship activities, with special attention to underrepresented and minority faculty. CAS Dean's Office provides additional resources for position advertisements in strategic professional organizations in certain circumstances.

	Information will be solicited from the Faculty Development Center (FDC) on CAS faculty use of services.
Summer 2021	CAS Dean's Office produces and distributes a report on its findings to department chairs. Resources related to mentoring are developed, collated and distributed via a shared platform. CAS develops college-level additional resources or opportunities to support new faculty. Collection of information on faculty use of FDC services and providing feedback to FDC will be on-going.
Fall 2021 - Spring 2023	Departments evaluate their own mentorship practices, make adjustments as they determine appropriate, and identify activities that focus on underrepresented and minority faculty. CAS Dean's Office takes action on suggestions for college-level activities and support.
Fall 2023 – Spring 2024	Data on faculty mentorship activities are collected via a survey or other mechanism. CAS Dean's Office disseminates updated information to Chairs, and revises and updates mentorship resources.
Fall 2024 – Spring 2025	Adjustments are evaluated with respect to retention data. Results inform future steps. Assessment is on-going.
Spring 2025	Applicant pools for faculty positions are larger and more diverse than those of 2018 and before. Across the College, department faculty retention rates over five year period are higher in Spring 2025 compared to Spring 2018.

2. Nurture Quality Academic Programs

CAS is committed to strengthening and promoting the liberal and fine arts and the sciences and encouraging cross-discipline collaborations. Supporting innovative, quality teaching and pursuit of scholarship (teacher-scholar model) are integral to providing the best educational opportunities to students.

Action item	*Curricular innovation*
CAS will support implementation of new programs, courses and instructional ideas, and assessment mechanisms, including those targeted at collaborative and interdisciplinary efforts, and opportunities for underserved student populations.	
Benchmarks	
Fall 2019 - Spring 2019	CAS Dean's Office allocates one category of the Targeted Funding Initiative (TFI) internal grant program* to support the development of experimental, innovative, and multidisciplinary teaching, courses, and programs.
Fall 2020	Reports from recipients of curricular innovation TFI grants are reviewed by CAS Dean's office. Potential modifications of the category are assessed. CAS Dean's Office works with CAS Congress and Department Chairs on a process for encouraging innovative approaches to course design and pedagogy, with special consideration of the effects of SETs and faculty reviews and potential incentives.
Fall 2021	CAS Dean's Office engages past curricular innovation TFI winners to share their experiences and innovations.
Fall 2021 – Spring 2025	Ongoing implementation and assessment of the results and effectiveness of curricular innovation TFI grants and ongoing sharing from the Dean's office of those results occurs.
Spring 2025	Novel teaching activities, curricula, assessment mechanisms, and/or programs are in practice across CAS. Faculty evaluation criteria and/or reward structures are modified to provide stronger valuation of innovative and experimental efforts in teaching.

*Resources to support TFI and other CAS initiatives and discretionary spending are contingent on the budget model and actual resources directed to the College (as through Winter Session).

Action item	*Facilitate academic opportunities for underserved populations*
CAS will support efforts to make educational opportunities more available to underserved student populations.	
Benchmarks	
Fall 2020 – Spring 2021	CAS Dean's Office develops a process for assisting interested programs with development of alternative degree-completion options and integration of assessment mechanisms (e.g., Prior Learning Assessment) as part of degree requirements. CAS Dean's Office works with Bachelor of Liberal Studies (BLS) Program Director and Advisory Committee on program changes to make the degree option more feasible for students.
Spring 2021 (and on-going)	Models for alternative degree-completion options and use of alternative assessment mechanisms and curricular form templates shared with interested departments. Program modification requests submitted for BLS. Program modification requests submitted, as necessary, for programs interested in incorporating alternative degree-completion options and assessment mechanisms.
Fall 2022	Program changes for BLS and other interested programs are approved.
Fall 2022 - Spring 2025	Implement alternative degree-completion options and assessment mechanisms and revised BLS degree requirements.
Spring 2025	There is additional student enrollment, and/or increased enrollment of students from novel or underserved populations in the BLS program and other programs participating with alternative degree-completion options and assessments relative to Spring 2018. In addition, quicker completion of degrees by enrolled students is observed. Assessment of programs is on-going to evaluate effects of curriculum changes and alternative assessments.

3. Promote Research and Creative Activities

Active engagement with scholarship improves educational opportunities for students and contributes to communities locally and globally. CAS will further facilitate faculty scholarship activities with the goals of (a) increasing productivity and dissemination of scholarship in professional, scholarly, and public venues, and (b) increasing activity with external funding.

Action item	*Provide additional support and recognition for scholarly and creative activities*
CAS will develop a plan to provide additional support and recognition for scholarship, including course release support for faculty scholarship activities.	
Benchmarks	
Fall 2020 – Spring 2021	CAS Dean's Office develops guidelines to facilitate decisions about scholarship-related course releases within discipline areas of the College, with consideration of the diverse characteristics of CAS units.* CAS Dean's Office works with CAS Congress and Department Chairs to develop and propose additional college-level initiatives recognizing faculty scholarship, including the dissemination of that scholarship in non-traditional venues and engaging students in active areas of research.
Fall 2021 – Spring 2025	Implement guidelines and additional support and recognition processes and activities. Assessment is on-going.
Spring 2025	An increase in the number of scholarly products and external grant submissions, awards, and contracts is observed as compared to FY 19.

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4. **Develop and Promote Communication and Community Engagement**

Collaborative relationships and projects with community partners, including industry and local governmental and non-governmental organizations are crucial to the interpersonal and financial success of our graduates. As such, CAS should work to further develop community outreach programs with the goal of informing the community about CAS's achievements and strengths, marketing individual departments, programs, and faculty to potential students and collaborators, and enhancing students' opportunities once they graduate from CAS.

Action item	*CAS's social media presence*
The College will create and maintain a more integrated and comprehensive social media and communications plan within the College.	
Benchmarks	
Fall 2019 – Spring 2020	CAS Dean's Office evaluates "points-of-contact" and communications flow within the College, as well as to Marketing and Communications and public venues, and implements restructuring where needed.
Fall 2019 – Spring 2020	CAS Dean's Office establishes the position of Communications Specialist for the College. This position develops social media accounts across platforms, oversees website design and updates, and coordinates activities with the goal of promoting and extending awareness of the College, its mission, and 'brand.'
Fall 2020 – Spring 2025	Data on use and outcomes of social media and other communication and marketing activities will be monitored, evaluated, and revised as needed.

Action item	*Internships, career development, and scholarships*
CAS will produce further student internship and career development opportunities. CAS will also work to enhance scholarship and contract collaborations for faculty and staff.	
Benchmarks	
Fall 2020 – Spring 2021	CAS Dean's Office collaborates with the Career Development Center on mechanisms to provide better support to departments, collaborates with departments and research centers on making effective use of CDC and other campus resources.

Fall 2021 – Spring 2022	Data on career development activities are collected from departments via surveys or other mechanisms.
Spring 2022	A profile of department-level career development activities is created.
Spring 2021 – Fall 2021	CAS Dean's Office develops and provides a 'clearinghouse' for sharing career development strategies between programs. Digital resources for faculty, staff, and students made available on a shared platform.
Fall 2021 - Spring 2025	Departments evaluate their own career development activities and make adjustments as determined appropriate. CAS Dean's Office acts on suggestions for college-level activities and support.

5. Support Sustainability through Programs and Resource Stewardship

Sustainability has environmental, social, and economic components, all of which are important to support the mission of CAS and the University and to maintain a robust and growing College. CAS will further incorporate sustainability in the development and management of College resources and its programs.

Action item	*Service efficiencies*
Review University and College Operating Papers and other policies and procedures to identify opportunities to streamline service for faculty and staff.	
Benchmarks	
Spring 2019 – Spring 2020	CAS Dean's Office evaluates faculty and staff service responsibilities to identify imbalances and potential ways to improve and/or streamline service and consider opportunities for efficiencies.
Spring 2019 – Spring 2025	CAS Dean's Office works with CAS Congress and Departments on modifications to workflow and administrative activities within CAS.
Fall 2020 – Spring 2021	CAS Dean's Office works with CAS faculty and staff and other levels of administration to identify ways that University-level policies could be modified to improve the effectiveness and efficiency of CAS faculty's University-level service.
Spring 2021—Spring 2025	CAS Dean's Office advocates on behalf of CAS faculty and staff for those improvements to University-level policies and procedures identified as benefitting CAS faculty's University-level service.
Spring 2025	Measurable efficiencies are created in service activities and administrative processes relative to FY 18.

Action item	Support and Maintain Existing Facilities and Equipment

Develop mechanisms to support existing facilities and equipment for CAS programs, with emphasis on safety, maintenance, and repair.

Benchmarks	
Spring 2019 - Fall 2020	CAS Dean's Office evaluates the College budget and identifies options to assist with resources for facilities and equipment, in particular 'medium-life' equipment and commodities not supported via other mechanisms, such as course specific fees.
Spring 2019 – Spring 2025	CAS Dean's Office implements a process for identifying facilities and equipment needs and allocating funds to programs. Funds are distributed via an on-going process as supported by the budget.

Action item	Analytical tools to facilitate initiatives

Develop and improve on processes for collecting and analyzing data, including on issues related to College goals, such as curriculum and scheduling, recruitment, and retention and graduation rates.

Benchmarks	
Fall 2020 – Spring 2021	CAS Dean's Office works with Departments and other units on campus to identify key questions or objectives relating to programs, research centers, and the College as a whole. An inventory is conducted of existing sources and types of data available on campus.
Fall 2021 – Spring 2022	Develop additional mechanisms for data collection and analysis as determined is necessary. Streamline and/or standardize procedures for getting appropriate data (from existing or new sources).
Fall 2022 – Spring 2025	Utilize analytical tools, and develop and implement recommendations based on data. Process is on-going.

Action item	*Sustainability in the CAS programs and curricula*
Support sustainability-related initiatives by CAS programs.	
Benchmarks	
Fall 2019 – Spring 2025	Prioritize sustainability-related project proposals in the Targeted Funding Initiative.*
Fall 2020 – Spring 2021	Investigate options with constituencies (e.g., Registrar's Office, Faculty Senate, Sustainability Advisory Group, departments) to identify and designate curricular pathways emphasizing sustainability.
Fall 2020	Reports from recipients of the first sustainability-related TFI grants are reviewed by CAS Dean's office. Potential modifications of a sustainability focus for TFI are assessed.
Fall 2021	CAS Dean's Office engages past sustainability-related project TFI awardees to share their experiences and innovations.
Spring 2021 – Spring 2025	Assessment of sustainability-related TFI projects continues. Additional sustainability-related academic options are available and/or more visible to students.

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Action item	*Fundraising priorities*
Focus fundraising efforts and increase external sources of support for key CAS initiatives.	
Benchmarks	
Fall 2020 – Spring 2025	Secure funding for state-of-the art extension of the Greenhouse facility.
Fall 2020 – Spring 2025	Secure additional funding to establish scholarships. Secure funds for students to engage in international curricular opportunities.
Fall 2020 – Spring 2025	Determine ways to increase support of research centers (e.g. Interdisciplinary Research and Informatics Scholarship (IRIS), Laboratory for Applied Spatial Analysis (LASA), Center for Predictive Analytics (C-PAN)).

Action item	*Changes due to the CBA*
The College will attempt to facilitate a smooth transition to conditions relating to faculty employment that emerge from the Faculty Association's Collective Bargaining Agreement (CBA).	

Benchmarks	
Fall 2019 – Spring 2021	CAS Dean's Office works with CAS Congress and departments on revision of college and department level operating papers and other policies and procedures as needed.
Fall 2019 and on-going	CAS Dean's Office works with CAS Congress to ensure accurate, timely, and helpful dissemination of information relating to the CBA to Department Chairs and other administrative personnel.