



 *College of Arts and Sciences* 

STRATEGIC PLAN

2005

http://www.siu.edu/CAS/forms/CAS_StrategicPlan_2005.pdf
Linked from the CAS main webpage

College of Arts and Sciences

STRATEGIC PLAN

Spring 2005

Introduction

The College of Arts and Sciences was formed in 1995 from four constituent schools, the School of Fine Arts and Communications, the School of Humanities, the School of Sciences and the School of Social Sciences. The faculty and staff of the young College developed an initial strategic plan in summer 2000. It has served the College well in the subsequent years. It also included the following statement in its “Introduction.”

The focus of the next five years (2000-01 through 2004-05) will be the evaluation of resources and aims, planning for optimum functioning and development, and testing and refining strategies for achieving our stated aims. The Strategic Plan which is presented here is not intended to be a static document; rather it presents a direction which is to be reviewed and refined periodically.

Since the Strategic Plan 2000 was shared with the faculty and staff, much work was accomplished to develop a single, cohesive academic unit and to set processes in motion that would accommodate the distribution of energy and resources over the five year period noted above.

The College has now reached the end of that five year period and, as the quotation notes, the Plan was “...not intended to be a static document...” It was appropriate then, that in December 2003, the Dean and the Dean’s Office Staff began conversations about developing a new Plan that would follow the first. Other events highlighted the need for creating a new strategic plan. First, Southern Illinois University Edwardsville had created a new Strategic Plan in 2003. New, or newly revised, guiding statements were created (A copy is included as Appendix 1). The Mission, Vision, Values, Goals and Statement on Diversity serve as the foundation for SIUE’s work, immediately and longer term. The College, like all SIUE academic units, supports that Plan with its initiatives. Second, environmental factors affecting the College operation had changed in the period since the College was formed and since the Strategic Plan 2000 was shared with faculty and staff. Dean Kent Neely spoke of those changed environmental conditions in his address to the College in August 2004. (A list of those conditions is included as Appendix 2.). Third, the College culture is one dependent upon shared governance and the approach to developing this plan was intended to both parallel the structure used in 2000 and to assure that faculty and staff had opportunities to be involved.

The Process

The first conversations about a new strategic plan were conducted in December 2003 by Dean Kent Neely, Associate Deans Carl Springer and Wendy Shaw, Director of Business Affairs James Schram and Director of Development Marilyn Marsho. Those conversations led to more extensive planning involving the Department Chairs and Program Directors, an ad hoc Strategic Planning Group, the CAS faculty and staff, and the Planning Committee. The ad hoc Strategic Planning group, as in the 2000 plan, included deans, chairs, faculty, and staff. Appendix 3 has a listing of individuals who comprised the ad hoc committee. A timeline was devised that provided discussion and response with each constituent group in the formation stage and in the drafting stage. (A detailed timeline is included as Appendix 4.) Further, a WebCT site was created to post readings, documents, and meeting minutes. This site allowed faculty and staff ready access to information used in the planning process. The site may be accessed (using Internet Explorer) at <http://webct.siu.edu/> Login using an SIUE e-mail identifier (e.g. jsmith) and SIUE e-mail password. Follow the 'College of Arts and Sciences Resources' link and then the 'Strategic Planning' icon on the main page.

Like the plan produced in 2000, this Strategic Plan is intended to have a life of five years, until 2010. It is important to note that it is a document meant to be flexible to unforeseen changes in environmental conditions. Review and revision will occur if conditions significantly change.

Annual evaluations of progress will be conducted in December of the following academic years by the Dean's Office and by the Department Chairs and Program Directors.

The Plan: Guiding Statements

The first accomplishment of the planning process was the writing of new, or newly revised, Guiding Statements. Those Statements follow.

COLLEGE OF ARTS AND SCIENCES GUIDING STATEMENTS

Mission

The central mission of the College of Arts and Sciences at Southern Illinois University Edwardsville is to transform thought. The College will provide excellent degree programs for its majors, minors, and post-graduate students and offer an outstanding liberal arts and sciences foundation for undergraduate students across the University. The College will promote scholarly and creative activities, public service, and cultural and arts programming, all of the highest quality.

Vision

The College of Arts and Sciences will be recognized nationally and internationally for the excellence of its programs, faculty and staff, and facilities. Its students will exemplify and demonstrate the characteristics and capabilities the College expects of its graduates. "The Desired Characteristics and Capabilities of Graduates" are listed below.

Desired Characteristics and Capabilities of Graduates

The College of Arts and Sciences of Southern Illinois University Edwardsville is committed to ensuring that its graduates acquire the skills and knowledge necessary to function as educated individuals, life-long learners, and responsible citizens. To these ends, the College fosters the development of the following characteristics and capabilities:

Communication: Organize and express ideas clearly and appropriately; master standard use of written and oral communication; appreciate alternative forms of expression, including art, dance, music and literature; distinguish between the medium and the message; listen, observe, interpret, and understand others.

Critical Thinking: Employ independent, objective, and rigorous reasoning; identify and integrate the elements of a task or problem; seek, organize, assimilate, synthesize, and use information; maintain a healthy skepticism; recognize the value of creativity, the limits of reason and the legitimacy of intuition.

Problem Framing and Solving: Appreciate the complexity of problems; go beyond conventional assumptions; understand parts of systems as well as the whole; recognize patterns and generalize; search and test solutions using analytical and intuitive skills; evaluate and monitor outcomes; work effectively and creatively in diverse groups.

Knowledge: Master basic facts, concepts, and literature of the arts and sciences; acquire knowledge of diverse ethical traditions and contemporary issues; develop competence in the use of technology, instrumentation, and research methods; develop expertise in a major; understand the evolution and trends of that major; acquire knowledge of career opportunities.

Integration and Application of Knowledge: Recognize and value the interconnectedness of knowledge; learn creatively from practice and experience; apply knowledge in innovative ways; appreciate, use, and promote multidisciplinary and culturally diverse perspectives; foster connections wherein knowledge serves as a bridge to new levels of understanding and insight.

Self Development: Assess personal strengths, weaknesses, and potential; develop individual goals and persevere to achieve them; build self confidence and motivation; identify and respect diverse backgrounds and viewpoints; deal effectively with change; recognize and tolerate ambiguity; develop a well-considered personal ethic that includes responsibility for actions; assume responsibility for decisions and their results.

Citizenship: Participate in the local, national, and global community; be sensitive to the welfare of others; appreciate democratic values; acquire a sense of personal and collective responsibility for the social and natural environment.

Life-long Learning: Maintain a sense of curiosity; appreciate and master the process of learning; recognize that learning is a means of fulfillment and success in one's personal and professional life.

Diversity Statement

By fostering an open, harmonious, and hospitable context for learning and work, the College of Arts and Sciences encourages all its faculty, staff and students to recognize the intrinsic value of every human being in an increasingly interconnected world. Each member of the College of Arts and Sciences is responsible for actively supporting this commitment.

Values

The values of the College of Arts and Sciences are in full accord with SIUE's common values: citizenship, excellence, integrity, openness, and wisdom.

The Plan: Goals, Action Items, and Initiatives

The CAS Strategic Plan serves to fulfill the SIUE Strategic Plan and particular goals relevant to the College. The following goals were developed by the Strategic Planning Group after reviewing work done by the College Chairs and Directors. The action items and initiatives were created by the group after examining previous work and the comments gained in open forums.

I. GOAL:

Support and strengthen instruction within the departments, programs and units of the college. [SIUE long-term goals: Engaged Students and Capable Graduates AND Innovative High Quality Programs].

ACTION ITEM:

A. Encourage review of existing majors and minors within each department and program

CAS INITIATIVE:

1. Consider the balance between undergraduate major, "service", and General Education courses as well as graduate courses
Who: Departments and Units; Associate Deans
When: Beginning with class scheduling for Fall 2006
Outcome measure: Departmental review and changes as needed
2. Examine departmental, program, and unit admission policies and standards in light of enrollment pressures and/or maintenance of academic standards
Who: Departments and Units; Associate Deans
When: Subsequent to scheduling for Fall 2006
Outcome measure: Departmental review and changes as needed
3. Examine existing graduate programs to maximize their enrollment and to ensure academic excellence
Who: Departments and Units; Associate Deans; in conjunction with Graduate Studies and Research
When: Following the Graduate Studies and Research report on recruitment and retention initiatives in progress
Outcome measure: Departmental review and changes as needed

B. Re-examine General Education with a view to strengthening the quality of CAS involvement

CAS INITIATIVE:

1. Address General Education offerings as they relate to other academic needs and the needs of majors
Who: Departments and Units; Associate Dean for Student Development and General Education (thereafter called Associate Dean for Student Development)
When: Beginning with class scheduling for Fall 2006
Outcome measure: Faculty action to change curricula or faculty affirmation of existing curricula
2. Actively participate in, and support, Baccalaureate Renewal through Innovative Design of General Education (BRIDGE)
Who: Departments and Units; CAS faculty; Associate Dean for Student Development
When: Coordinated with University initiatives in progress
Outcome measure: Degree of participation

3. Explore means to bolster skills such as writing, public speaking, critical thinking, quantitative literacy, and foreign language proficiency within General Education

Who: Departments and Units; CAS faculty; CAS Dean's Office

When: Coordinated with the BRIDGE work in I.B.2 above

Outcome measure: Faculty action to change curricula or faculty affirmation of existing curricula

C. Actively support development related to teaching and advising

CAS INITIATIVE:

1. Promote sharing of best practices, resources, and pedagogy related to teaching and advising

Who: Departments and Units; CAS Teaching Excellence Awards Committee; in conjunction with the Excellence in Learning and Teaching Initiative

When: In conjunction with teaching awards selection process, Spring 2006

Outcome measure: Level of participation in SIUE and CAS sponsored events

2. Foster means to enhance the use of appropriate technology in support of teaching and advising

Who: Departments and Units; CAS Teaching Excellence Awards Committee; in conjunction with Academic Computing and the Faculty Technology Center (FTC)

When: Ongoing

Outcome measure: Percent of instructional spaces equipped with appropriate technology, as assessed by Academic Computing and the FTC

D. Examine ways to promote and develop innovative program offerings

CAS INITIATIVE:

1. Seek to increase service learning, study abroad, and internship opportunities

Who: Departments and Units; Chairs and Directors; in conjunction with the Office of Study Abroad and the Kimmel Leadership Center, Volunteer Services

When: Ongoing

Outcome measure: Number of opportunities for service learning, study abroad, and internships

2. Seek to make more efficient and innovative use of the summer session (e.g. the feasibility of year-round academic programs where appropriate)

Who: Departments and Units; Dean; Associate Deans

When: Beginning Summer 2006

Outcome measure: Summer enrollment

E. Encourage review of existing assessment devices within each department and program
CAS INITIATIVE:

1. Continue the Benchmarks Project, seek appropriate assessment devices, and better use the information they provide
Who: Departments and Units; Dean
When: Beginning Fall 2005
Outcome measure: Annual report and annual review
2. Better integrate university assessment, such as Senior Assignment, with College assessment activities
Who: Departments and Units; Dean; Associate Deans
When: Beginning Fall 2005
Outcome measure: Departments and units report Senior Assignment outcomes in conjunction with CAS assessment

F. Continue development of Black Studies and Women's Studies
CAS INITIATIVE:

1. Development of leadership continuity
Who: Units; Associate Dean for Academic Programs and Faculty Development (thereafter called Associate Dean for Faculty Development); Dean
When: Beginning Fall 2005
Outcome measure: Creation of operating papers that outline selection procedure
2. Facilitate efforts with respect to curricular development
Who: Units; Associate Dean for Faculty Development; Dean
When: Subsequent to the selection of Director
Outcome measure: Review and revision of curricula
3. Seek additional budgetary resources
Who: Directors; Associate Dean for Faculty Development; Dean
When: Subsequent to the selection of Director
Outcome measure: Level of funding

II. GOAL:

Provide effective administrative and infrastructure support for the College's constituent departments, programs, units, and academic support services in a responsive manner. [SIUE long-term goal: Sound Physical and Financial Assets].

ACTION ITEM:

A. Pursue a space and facilities audit within the College of Arts and Sciences
CAS INITIATIVE:

1. Examine current scheduling practices to maximize the efficiency of available classrooms and faculty
Who: Departments and Units; Associate Deans; in conjunction with the Office of the Registrar
When: Starting with the development of the Fall 2006 schedules
Outcome measure: Number of unused classroom seats

2. Formulate plans to more effectively utilize storage and office space
Who: Departments and Units; CAS Business Manager; Dean
When: Beginning Fall 2005
Outcome measure: Development of up-to-date information on space use (e.g. building diagrams and associated data tables) and a use plan
3. Examine existing space with an eye toward "architectural psychology" that will benefit interaction among faculty, staff, and students (e.g. facilitate conversation and study)
Who: Ad Hoc committee
When: Upon completion of II.A.2 above
Outcome measure: Recommendations for appropriate spaces in classroom buildings, for example Peck Hall.

B. Seek improved facilities

CAS INITIATIVE:

1. Facilitate the maintenance and repair of the College's existing physical resources
Who: Departments and Units; CAS Business Manager; Dean
When: Upon completion of II.A.2 above
Outcome measure: A dynamic, prioritized, inventory of CAS maintenance and repair needs
2. Be proactive in developing plans that address the College's present and future capital needs, such as the Science Building, music performance space, the University Museum, and classroom, office, and other space as necessary
Who: Dean; Departments and Units; CAS Planning Committee
When: After response from SIUE and state agencies regarding pending capital projects
Outcome measure: A prioritized list of CAS capital needs along with strategies to pursue

C. Examine current administrative practices and procedures and seek means to improve effectiveness in responding to the needs of the College constituency

CAS INITIATIVE:

1. Continue, and seek to improve, open communication
Who: All members of the CAS community
When: Ongoing
Outcome measure: Attendance at CAS sponsored functions
2. Examine current CAS Operating Papers and review the role, function, and efficacy of the CAS standing committees
Who: CAS Operating Papers and Policy subcommittee; Associate Dean for Student Development
When: Beginning Fall 2005
Outcome measure: Recommendations for change as appropriate, based on review

3. Examine current departmental, program, and unit Operating Papers to ensure congruity with College and University Policy
Who: Departments and Units; Associate Dean for Faculty Development; CAS Operating Papers and Policy subcommittee
When: After completion of II.C.2 above
Outcome measure: Departmental and program operating papers reviewed and modified as appropriate
4. Continue, and seek to improve, compensation of faculty and staff in monetary and non-monetary ways, in accordance with University policy.
Who: Departments and Units, Dean
When: Ongoing
Outcome measure: Monitoring of College faculty and staff compensation and recognition practices, as appropriate and feasible.

III. GOAL:

Support and recognize the scholarship of our faculty, staff, and students. [SIUE long-term goals: Engaged Students and Capable Graduates AND Committed Faculty and Staff].

ACTION ITEM:

A. Seek to enhance funding in support of scholarship

CAS INITIATIVE:

1. Examine practices of funding the scholarship of faculty, staff, and students, and seek means to enhance and expand support of internal programs
Who: Departments and Units; CAS Dean's Office; in conjunction with Graduate Studies and Research
When: Following the announcement of internal grant awards in the 2005-2006 academic year
Outcome measure: Level of funding
2. Continue and expand the College role in seeking external funding in support of the scholarship of our faculty, staff, and students
Who: Departments and Units; Dean; Director of Development
When: After completion of III.A.1 above
Outcome measure: Level of funding

B. Recognize both traditional and non-traditional forms of scholarship

CAS INITIATIVE:

1. Examine departmental, program, unit, and college policies and practices with regard to scholarship, especially as they relate to merit, promotion, tenure, and evaluation processes

Who: Departments and Units; Dean; Associate Dean for Faculty Development; in conjunction with the Provost and Vice Chancellor for Academic Affairs

When: Following merit, tenure, and promotion recommendations in the 2005-2006 academic year

Outcome measure: Departmental and program operating papers reviewed and modified as appropriate

C. Support scholarship in non-monetary ways

CAS INITIATIVE:

1. Seek means to continue and enhance College practices in awarding release time to pursue scholarly and creative activity

Who: Departments and Units; Dean; Associate Dean for Faculty Development

When: Beginning with 2006-2007 budget planning

Outcome measure: Amount of release time granted

2. Seek ways to provide expert assistance in writing grants

Who: Departments and Units; Associate Dean for Faculty Development; in conjunction with Graduate Studies and Research

When: To be determined in coordination with the Graduate School

Outcome measure: Number of grants submitted

3. Seek to enhance cross-disciplinary collaboration in support of scholarly and creative activities

Who: Departments and Units; CAS Dean's Office; in conjunction with Graduate Studies and Research

When: Ongoing

Outcome measure: Evidence of new cross-disciplinary initiatives between faculty within the College of Arts and Sciences, and with Graduate Studies and Research

IV. GOAL:

Celebrate our successes and make our story known to others. [SIUE long-term goal: Excellent Reputation].

ACTION ITEM:

A. Investigate ways to increase recognition for faculty, staff, and student accomplishments

CAS INITIATIVE:

1. Create and enhance College of Arts and Sciences News Online
Who: Director of Development; CAS community
When: Beginning Fall 2005
Outcome measure: Regularity of publication and number of items included
2. Seek new ways to recognize student academic achievement, especially Honors Scholars
Who: Associate Dean for Student Development; Director of Development; Chairs and Directors
When: Beginning with Honors student recruitment, Spring 2006
Outcome measure: Number of recognition activities
3. Seek new ways to recognize teaching excellence within the College
Who: CAS Teaching Excellence Awards Committee
When: Beginning Fall 2005
Outcome measure: New recognition mechanisms initiated
4. Seek new ways to recognize advising excellence within the College
Who: Departments and Units; Director of Academic Counseling and Advising
When: Beginning Fall 2005
Outcome measure: New recognition mechanisms initiated

B. Provide opportunities for faculty, staff, and student interaction

CAS INITIATIVE:

1. Organize informal and formal events, such as the CAS Colloquium, that showcase and share faculty, staff, and student intellectual activity
Who: Departments and Units; CAS Dean's Office; CAS Colloquium Steering Committee
When: Beginning Fall 2005
Outcome measure: Number of events and level of participation
2. Encourage departments, programs, and units to seek opportunities for social and intellectual interaction
Who: Departments and Units
When: Ongoing
Outcome measure: Number of events

C. Improve communication with alumni and members of the community

CAS INITIATIVE:

1. Encourage and support departmental, program, and unit efforts to engage alumni
Who: Departments and Units; Dean; Associate Deans; Director of Development
When: Ongoing
Outcome measure: Number of departments with outreach efforts
2. Encourage and support departmental, program, and unit efforts to interact with members of the community to fulfill the College vision
Who: Departments and Units; Dean; Associate Deans; Director of Development
When: Ongoing
Outcome measure: Number of departments with community outreach programs

V. GOAL:

Foster and encourage a harmonious and collegial climate within the College of Arts and Sciences and the University. [SIUE long-term goal: Harmonious Campus Climate].

ACTION ITEM:

A. Review curricula to promote diversity awareness

CAS INITIATIVE:

1. Explore ways to enhance and/or broaden course offerings especially in interdisciplinary study
Who: Departments and Units; Associate Dean for Student Development; Director of Black Studies; Director of Women's Studies
When: Beginning Fall 2006
Outcome measure: Number and variety of interdisciplinary courses, for example IS courses
2. Review curricula in order to revise and to encourage course and program development as appropriate
Who: Departments and Units
When: Subsequent to the results of V.A.1 above
Outcome measure: New courses and programs as seem appropriate after review.

B. Encourage interaction among faculty, staff, and students in support of diversity

CAS INITIATIVE:

1. Promote, and participate in social activities at the departmental, program, unit, college, and university levels
Who: All members of the CAS community; in conjunction with the Assistant Provost for Cultural and Social Diversity
When: Ongoing
Outcome measure: Number of social activities

2. Promote the development of, and participation in, training designed to enhance awareness of diversity

Who: All members of the CAS community; Director of Black Studies; Director of Women's Studies; in conjunction with the Assistant Provost for Cultural and Social Diversity

When: Ongoing

Outcome measure: Number of training opportunities and participation

C. Proactively seek to build a diverse faculty, staff, and student body

CAS INITIATIVE:

1. Continue to actively recruit and retain women and people of color to faculty and staff positions

Who: All members of the CAS community; in conjunction with the Assistant Provost for Cultural and Social Diversity

When: Ongoing

Outcome measure: Number of hires who are members of protected classes

2. Seek ways to diversify the student population within all departments and programs in the College

Who: Departments and Units

When: Ongoing

Outcome measure: Number of students who belong to various groups

D. Continue to assist in the retention of at-risk students to ensure appropriate access for a diverse student body

CAS INITIATIVE:

1. Seek intra-academic support and involvement throughout the University for Special Services, the Math Resource Center, the Writing Center, the Speech Center, tutoring, supplemental instruction, developmental coursework, testing, advisement, and other academic support programs

Who: Director of Academic Counseling and Advising; Director of Instructional Services; Dean; Associate Dean for Student Development; in conjunction with the Provost and Vice Chancellor for Academic Affairs

When: Ongoing

Outcome measure: Student use across the University, and related additional resources

2. Explore efficiencies and flexibility in delivery of academic support services, in light of enrollment trends and technical developments

Who: Director of Academic Counseling and Advising; Director of Instructional Services; Dean; Associate Dean for Student Development

When: Ongoing

Outcome measure: Response to changing student body profile and successful transition to new student information system and related technologies

VI. GOAL:

Serve our university, its campus community, and the broader communities in which we participate. [SIUE long-term goals: Active Community Engagement AND Innovative High Quality Programs].

ACTION ITEM:

- A. Continue to work with the School of Education to find new ways to increase the effectiveness of the College of Arts and Sciences teacher education program.

CAS INITIATIVE:

1. Continue and increase the effectiveness of cooperative initiatives (e.g. Joint Committee for Teacher Preparation, the Introductory Education Observation Field Experience, etc.)

Who: Associate Deans; CAS Teacher Education faculty; OSME; in conjunction with School of Education

When: Ongoing

Outcome measure: Number of, and successful participation in, cooperative initiatives

- B. Improve communication and relationships with area community colleges and high schools

CAS INITIATIVE:

1. Identify articulation and transition challenges and seek means to improve student preparation

Who: Departments and Units; CAS Dean's Office; in conjunction with the Assistant Provost for Planning, the Illinois Articulation Board, and the New Student Transition Task Force

When: Ongoing

Outcome measure: Number of student credit hours in developmental course work

- C. Encourage faculty and staff to participate and engage in community service

CAS INITIATIVE:

1. Encourage the offering of seminars and workshops on social issues, especially those that utilize faculty and staff expertise

Who: Departments and Units; CAS Colloquium Steering Committee

When: In conjunction with IV.B.1 above

Outcome measure: Number of workshops and participation in them

2. Explore ways to share discipline-specific expertise and skills in ways that benefit the community

Who: Departments and Units

When: Ongoing

Outcome measure: Number of sharing experiences

D. Enrich the campus social and cultural environment for the benefit of faculty, staff, students, and the broader communities of which we are a part

CAS INITIATIVE:

1. Seek ways to continue and enhance support for programs such as Arts and Issues, Summer Arts, and other cultural offerings

Who: Departments and Units; Dean; Director of Development

When: Ongoing

Outcome measure: Funding and level of participation including ticket sales

Appendix

Appendix I

SIUE Mission, Vision, Values, Diversity Statement and

Long Term Goals

Mission

Southern Illinois University Edwardsville is a public comprehensive university dedicated to the communication, expansion and integration of knowledge through excellent undergraduate education as its first priority and complementary excellent graduate and professional academic programs; through the scholarly, creative and research activity of its faculty, staff and students; and through public service and cultural and arts programming in its region.

Vision

Southern Illinois University Edwardsville, as a premier Metropolitan University, will be recognized nationally for the excellence of its programs and development of professional and community leaders.

Values

Recognizing public education as the cornerstone of a democracy, SIUE carries out its mission based on certain fundamental, shared values. We value:

Citizenship

- Social, civic and political responsibility, globally, nationally, locally, and within the University
- Active partnerships and a climate of collaboration and cooperation among faculty, staff, students and the larger community
- Environmental stewardship

Excellence

- High quality student learning
- Continuous improvement and innovation
- Outstanding scholarship and public service
- Standards consonant with the premier status to which we aspire

Integrity

- Accountability to those we serve and from whom we receive support
- Honesty in our communications and in our actions

Openness

- Inclusion of the rich diversity of humankind in all aspects of university life
- Respect for individual differences
- Intellectual freedom and diversity of thought
- Access for all who can benefit from our programs

Wisdom

- Creation, preservation, and sharing of knowledge
- Application of knowledge in a manner that promotes the common good
- Life-long learning

Statement on Diversity

All societies and peoples have contributed to the rich mix of contemporary humanity. In order to achieve domestic and international peace, social justice, and the development of full human potential, we must build on this diversity. SIUE nurtures an open, harmonious, and hospitable climate that facilitates learning and work. Each member of the University is responsible for contributing to such a campus environment.

SIUE is committed to education that explores the historic significance of diversity in order to understand the present and to better enable our community to engage the future. Integral to this commitment, SIUE strives for a student body and a workforce that manifests diversity.

Achieving the Vision: SIUE's Long-Term Goals

The primary focus of SIUE's long-term goals is student learning. Achieving the following goals will help students become lifelong learners and effective leaders in their professions and communities:

Engaged Students and Capable Graduates—Attract a diverse student body, including traditional, non-traditional, commuter, and residential scholars, and nurture, educate, and graduate students who achieve the objectives for baccalaureate, graduate, and professional degrees.

Innovative High Quality Programs—Develop, deliver, and continually improve high quality academic programs appropriate for a metropolitan university.

Committed Faculty and Staff—Recruit and support a diverse faculty and staff known for providing the highest quality educational opportunity, scholarship, and service.

Harmonious Campus Climate—Foster a harmonious student-centered campus characterized by integrity, cooperation, open dialogue, and mutual respect among individuals with different backgrounds, cultures, and perspectives.

Active Community Engagement—Achieve an integral and indispensable relationship with Illinois and the St. Louis metropolitan area; work cooperatively within SIU to make the whole greater than the sum of its parts.

Sound Physical and Financial Assets—Develop, maintain, and protect the university’s assets in a financially, aesthetically, and environmentally responsible manner.

Excellent Reputation—Participate and excel in actions that earn national recognition for quality.

Appendix 2

COLLEGE OF ARTS AND SCIENCES STRATEGIC PLAN 2005

ENVIRONMENTAL CONSIDERATIONS

Higher education has entered an era of reduced resources.

- Public supported institutions are expected to be more efficient and more accountable.
- A general conservatism pervades the public service arena.
- Publicly supported institutions are expected to identify measurable outcomes and to assess how well those goals are achieved.

Resources available to public supported institutions are competitively sought.

- Higher education competes for resources with K-12 and community colleges.
- Higher education also competes for resources with other public services such as health care, welfare and law enforcement.

Increased competitive environment requires revising our operations.

- Business as usual is not an acceptable strategy. A unique, new identity must emerge that will make higher education appear necessary to the public good.
- A radical change in higher education might compromise existing strengths. An evolutionary change is appropriate and the College of Arts and Sciences must **review** its operations, **revise** how it will serve its constituencies and **renew** itself. These must be accomplished while supporting the Illinois Commitment and the SIUE Strategic Plan.

The College of Arts and Sciences has reached a point in its organizational life requiring review, revision and renewal.

- The CAS Strategic Plan 2000 has been largely fulfilled.
- The College has changed appreciably since 2000 due to growth, increased service demands and changes within its departmental structure (e.g., addition of degree programs such as the Criminal Justice Studies tract, emphasis on teacher education and so on).
- The College continues to provide the bulk of general education curriculum for the University and that function must be sustained while addressing the forces noted above.
- The College must recognize the changing environmental conditions to successfully operate within the University and to distinguish itself in the broader higher educational community.

Appendix 3

**CAS Strategic Planning Group
2004-05**

Bob Dixon	Chemistry	3576	rdixon@siue.edu
Jack Farrell	Political Science	2075	jfarrel@siue.edu
John Korak	Music	5989	jkorak@siue.edu
Larry LaFond	English Language and Literature	5798	llafond@siue.edu
Kent Neely	Dean	5047	kneely@siue.edu
Earleen Patterson	Special Services	3790	epatter@siue.edu
Laura Perkins	Speech Communications	3099	lperkin@siue.edu
Wendy Shaw	Associate Dean	5067	wshaw@siue.edu
Mariana Solares	Foreign Languages and Literature	2052	msolare@siue.edu
Carl Springer	Associate Dean	5058	casprin@siue.edu

Appendix 4

**COLLEGE OF ARTS AND SCIENCES
STRATEGIC PLAN 2005**

Timetable¹

22 June 2004	Distribute Summer Planning Meeting materials regarding Strategic Plan 2005 to CAS Department Chairs and Program Directors
8 July 2004	Summer Planning Meeting with CAS Department Chairs and Program Directors – initial Strategic Planning discussion. Identify environmental conditions and challenges and opportunities.
13 July 2004	CAS Department Chairs and Program Directors review CAS “Guiding Statements” (from Strategic Plan 2000) including mission, values, diversity statement and vision. Review the “Guiding Statements” within the context of SIUE Mission, Vision, Values and Goals.
20 July 2004	CAS Department Chairs and Program Directors assess CAS strengths, weaknesses, opportunities and threats (SWOT) that are external and internal. 27 July 2004
3 August 2004	CAS Department Chairs and Program Directors identify and prioritize major issues/goals for CAS and align those with SIUE Long Term Goals.
20 August 2004	Announce Strategic Plan 2005 along with Planning Group and Open Forums at the CAS Annual meeting.
31 August 2004	Share SWOT and Goals information with CAS Planning Group.
14 September 2004	CAS Planning Group refines SWOT and Goals.
20 September 2004 22 September 2004 5 October 2004 7 October 2004 15 October 2004	Open forums for CAS faculty and staff held in Alumni Hall, Art and Design Building, Dunham Hall, Peck Hall, Science Laboratory Building.
18 October 2004	Follow up meeting with Strategic Planning Group to share notes and to make observations collected from forums.
25 October 2004	Progress report to Provost.

¹ Dates are approximate – actual date could occur on another day of the same week.

5 November 2004	Strategic Planning Group meets to meld notes from 18 October meeting and to establish action plans (objectives, resource needs, roles and responsibilities and a timetable for implementation) for those initiatives.
7 December 2004	Present initial draft of strategic initiatives to a joint meeting of the CAS Department Chairs and Program Directors, the CAS Planning Committee and the Strategic Planning Group.
24 January 2005	3:00-4:00pm Open Forum. Alumni Hall Room 3300
26 January 2005	12:00-1:00pm Open Forum. Art and Design, Atrium.
1 February 2005	10:00-11:00am Open Forum. Dunham Hall.
3 February 2005	4:00-5:00pm Open Forum. Peck Hall.
11 February 2005	10:00-11:00am Open Forum. Science Laboratory Building.
15 February 2005	Strategic Planning Group meets to make final comments.
21 February 2005	CAS Planning Committee meets to discuss Plan, make comments and develop outcome measurements and define timetable for assessment.
1 March 2005	Present final CAS Strategic Plan 2005 to Provost
15 March 2005	Present final CAS Strategic Plan 2005 at CAS Department Chairs and Program Directors Council with Strategic Planning Group.
18 March 2005	Place CAS Strategic Plan 2005 on CAS website and announce to CAS Faculty and Staff. CAS Departments and Programs begin work on their own strategic plans.