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Description of the Planning Group and Strategic Plan Development

The College of Arts and Sciences (CAS) is the largest and most broadly based academic unit at Eastern Kentucky University, representing the arts and humanities, social and behavioral sciences, and natural and mathematical sciences. The college is comprised of 16 academic departments that deliver instruction in over 27 individual disciplines and offers a wide range of associate, baccalaureate, and masters degrees.

The Office of the Dean provides academic and administrative leadership for the college. The office implements best management practices and standards to improve academic leadership, enhance administrative support, and secure the necessary resources to facilitate student learning, advance teaching excellence, promote professional and scholarly development and provide public service through high quality programs and departments.

This strategic plan has been developed to align it with the four goals delineated in Eastern Kentucky University’s 2011-2015 Strategic Plan which address (1) student success, (2) the University’s capacity for excellence, (3) diversity and, (4) regional stewardship. The college plan features 4 goals, 13 strategic directions (planning objectives), and 40 key performance indicators (assessment measures) as well as action plans (tasks) to guide the effort of realizing each strategic direction.

Strategic planning in the College is undertaken by the Strategic Planning and Budget Committee comprised of the Dean, Associate Dean, and six elected and three appointed faculty representatives. The 2011-2015 plan was developed by the following members who served on the committee during the 2010-2011 and/or 2011-2012 academic years:

John Wade, Office of the Dean
Tom Otieno, Office of the Dean
Michele Gore, Department of Anthropology, Sociology, and Social Work
Melissa Vandenberg, Department of Art and Design
Susan Godbey, Department of Chemistry
Eugene Styer, Department of Computer Science
Mengkun Yang, Department of Computer Science
Steven Dickey, Department of Economics
Marianella Machado, Department of Foreign Languages and Humanities
Walter Borowski, Department of Geography and Geology
Melissa Dieckmann, Department of Geography and Geology
Lisa Kay, Department of Mathematics and Statistics
Larry Nelson, Department of Music
Abraham Velez de Cea, Department of Philosophy and Religion
Jonathan Gore, Department of Psychology
Vision Statement

The College of Arts and Sciences will achieve national recognition as a learning community dedicated to the intellectual and cultural enrichment of students, academic excellence in research, scholarship and creative activity, and public service to the southeastern Kentucky region.

Mission Statement

The mission of the College of Arts and Sciences is to ensure student learning and success through teaching excellence and high quality programs and curricula in the liberal arts and sciences, advance knowledge through basic and applied research, scholarship, and creative activity, and meet community needs through public service and engagement in southeastern Kentucky.
Goal 1:
Maximize student success.

Strategic Direction 1.1: *(Linked to EKU SDs 1.1, 1.2, and 1.4)*
Enhance student learning through excellence in instruction.

**Key Performance Indicators:**

1.1.1: At least 80% of College of Arts and Sciences student respondents to the Graduating Senior Survey will rate the items related to instruction as “good” or “excellent.”

1.1.2: At least 80% of College of Arts and Sciences student respondents to the Survey of Graduate Degree Candidates will rate the items related to instruction as “good” or “excellent,” “quite a bit” or “very much,” or “challenging” or “very challenging,” as appropriate to the response scale of the item.

1.1.3: All academic departments will develop and assess an objective for teaching effectiveness.

1.1.4: All academic programs will demonstrate through measures of their quality enhancement plan (QEP)-related objectives that students are improving in critical/creative thinking and communication skills.

1.4.5: Academic departments will demonstrate student excellence via measures such as certification/licensure pass rates; student awards and accomplishments at the state and national levels; and standardized exam results.

**Action Plan:**

- The *Graduating Senior Survey* will be administered each year by the Office of Institutional Research.
- The *Survey of Graduate Degree Candidates* will be administered each year by the Office of Institutional Research.
- Every academic department will develop and assess an objective for teaching effectiveness.
- Every academic program will develop and assess student learning objectives for critical/creative thinking and communication skills.
- Departments will record other data that demonstrate student excellence via measures such as certification/licensure pass rates; student awards and accomplishments at the state and national levels; and standardized exam results.

Strategic Direction 1.2: *(Linked to EKU SDs 1.2 and SD 1.4)*
Enhance student retention and graduation rates through excellence in advising.

**Key Performance Indicators:**

1.2.1: At least 80% of College of Arts and Sciences student respondents to the EKU Advising Survey will rate the question *How satisfied are you with your advising experience?* as “satisfied” or “very satisfied.”
1.2.2: All of academic departments will record an assessment outcome for its objective for advising effectiveness.
1.2.3: At least 50% of first-time freshmen in the College of Arts and Sciences will return to the same college as sophomores.
1.2.4: The four- and six-year graduation rates in the College of Arts and Sciences will maintain parity with the overall university graduation rates.
1.2.5: The number of baccalaureate degrees conferred in the College of Arts and Sciences will achieve CPE-related targets by 2015.

**Action Plan:**
- The *EKU Advising Survey* will be administered each spring by the Office of Institutional Research.
- Every academic department will develop and assess an objective for advising effectiveness.
- Freshman-to-sophomore retention and graduation data for the College of Arts and Sciences will be collected on an annual basis by the Office of Institutional Research.

**Strategic Direction 1.3:** *(Linked to EKU SDs 1.1., 1.2, 1.3, and SD 1.4)*
Expand student opportunities for engagement, leadership, and scholarship.

**Key Performance Indicators:**
1.3.1: All academic departments in the College of Arts and Sciences will provide multiple opportunities for enriching educational out-of-classroom experiences to students.

**Action Plan:**
- Academic departments in the College of Arts and Sciences will provide opportunities for out-of-classroom experiences to students. Such opportunities include, but are not limited to, undergraduate research, honors thesis, service-learning, internship, co-op experience, practicum, field experience, conference presentations or study-abroad.

**Goal 2:**
To continuously assess and improve the services and infrastructure of the College of Arts and Sciences to support and maintain high quality programs.

**Strategic Direction 2.1:** *(Linked to EKU SD 2.1)*
Examine measures related to the efficiency and effectiveness of the College of Arts and Sciences.

**Key Performance Indicators:**
2.1.1: The cost per credit hour for the college will be determined.
2.1.2: The percentage of credits taught at a distance (online, by interactive television [ITV] and off campus) will be determined.
2.1.3: The number of credits earned by degree graduates will be determined.
2.1.4: The number of students who earn 30 or more credits by the end of their freshman year will be determined.
2.1.5: Retention and graduation performance data (SD 1.2) will also serve as measure of effectiveness.

**Action Plan:**
- Cost per credit hour will be calculated by the dean's office.
- Data on credits taught at a distance, credits-to-degree, and students earning over 30 credits in their freshman year will be provided by the office of Institutional Research.
- Percentage of credits taught at a distance will serve as a measure of efforts to allow students to finish their degrees more expeditiously. Credits-to-degree will measure the efficiency of student completing their degrees relative to the credits required by the degree programs. The number of students who earn 30 or more credits by the end of their freshman year will show first-year effectiveness in working toward improving graduation rates.
- In all the above measures, the initial data set will serve as the baseline data for setting more specific targets for future planning cycles.

**Strategic Direction 2.2: (Linked to EKU SD 2.2)**
Reach and maintain salary equity with benchmark and comparable institutions.

**Key Performance Indicators:**
- **2.2.1:** EKU’s compensation package norms in rank and discipline, or position, will be comparable to benchmark averages accounting for cost of living.

**Action Plan:**
- In determining starting salaries and considering any internal salary equity adjustments the College of Arts and Sciences will work with central administration to reach and maintain compensation package norms in rank and discipline, or position, comparable to benchmark averages accounting for cost of living.

**Strategic Direction 2.3: (Linked to EKU SD 2.2)**
Increase the number of tenure-track faculty lines to reduce reliance on adjunct faculty and improve the overall recruitment and retention of faculty and staff.

**Key Performance Indicators:**
- **2.3.1:** By 2015, the number of tenure-track faculty will increase by ten relative to the number of tenure-track faculty in employment in the college in the fall 2010.
- **2.3.2:** In any year, the percentage of full-time tenure-track faculty with fewer than 6 years in service returning will be greater than or equal to 80%.

**Action Plan:**
- Fill any tenure-track lines that become vacant with tenure-track faculty.
- Negotiate with the university administration for more tenure-track faculty lines based on need.
- Enhance support for recruiting faculty and staff.
- Provide, in collaboration with the constituent departments, ongoing mentoring for non-tenured tenure-track faculty.
Determine reasons for resignations of tenure-track faculty from EKU through exit interviews.

**Strategic Direction 2.4:** *(Linked to EKU SD 2.3)*
Support and increase online and regional-campus enrollments and programs.

**Key Performance Indicators:**
1. **2.4.1:** By 2014, all online courses will have been approved through the *Quality Matters* rubric.
2. **2.4.2:** At least three degree programs will be made available online by 2013.

**Action Plan:**
- All online courses will be approved through the *Quality Matters* rubric.
- Establish some degree programs online.

**Strategic Direction 2.5:** *(Linked to EKU SDs 1.2, 1.3, and 2.4)*
Provide new academic buildings and undertake renovations of others.

**Key Performance Indicators:**
1. **2.5.1:** Funding for phase 2 of the new science building will be secured by 2015.
2. **2.5.2:** Funding for a new arts and humanities building will be secured by 2015.
3. **2.5.3:** Funding for significant renovations of Wallace Building and Beckham Hall will be secured by 2015.

**Action Plan:**
- Pursue funding for phase 2 of the new science building.
- Lobby for the inclusion of a new arts and humanities building in the university’s capital building plan and pursue funding.
- Pursue funding for renovations of aging and functionally inadequate academic buildings.

**Strategic Direction 2.6:** *(Linked to EKU SDs 1.1, 1.2, 1.3; 1.4, 2.1, 2.5, and 2.6)*
Enhance facilities, resources, and opportunities for faculty, staff, and students to pursue creative endeavors and research, and other professional development opportunities.

**Key Performance Indicators:**
1. **2.6.1:** All new tenure-track faculty will be provided with start-up funds, with the amount given to each determined by need.
2. **2.6.2:** At least five summer research awards will be made annually to junior faculty on a competitive basis.
3. **2.6.3:** At least four awards that recognize excellence in research and creative activities will be awarded annually on a competitive basis (Ruric and Mary Roark Distinguished Lecture Series and Excellence in Research and Creative Activities Awards).
4. **2.6.4:** The annual budget for college-level faculty development grants shall equal or exceed the amount budgeted in 2010-2011.
2.6.5: All tenure-track faculty with fewer than three years of service will participate in the college’s junior faculty mentoring program.

2.6.6: All academic departments will report faculty scholarly activity and professional service in Digital Measures.

2.6.7: The number of staff participating in scholarly activity and/or other professional development activities will be recorded.

2.6.8: By July 2012, the College will develop a professional development plan that includes measurable outcomes and annual activity assessment.

**Action Plan:**
- Provide support for, and maintain data annually on, faculty start-up funding to enable research and creative activity productivity, including collaborating with students. It is recognized that support will fluctuate from year to year depending on the number of new tenure-track hires and their home departments.
- Maintain support for junior faculty summer research awards.
- Maintain support for programs that recognize excellence in creative activities and research including Ruric and Mary Roark Distinguished Lecture Series and Excellence in Research and Creative Activities Awards.
- Maintain support for college-level faculty development grants.
- Support and coordinate a mentoring program for junior faculty in College of Arts and Sciences.
- Establish a professional development fund for staff and record the number of staff participating in scholarly activity and/or other professional development activities.
- Maintain, on an annual basis, data on number of grant proposals submitted and number funded using Digital Measures.
- Faculty will report their scholarly activities including publications, creative activities, and presentations, using Digital Measures.
- Hire a research/grants specialist to provide pre/post award technical assistance and support for faculty and student researchers engaged in seeking and managing external funding to support creative activity and scholarship.
- Develop, by July 2012, a professional development plan that includes measurable outcomes and annual activity assessment.

**Goal 3:**
Create and maintain an inclusive, equitable, and diverse environment.

**Strategic Direction 3.1: (Linked to EKU SDs 1.2, 3.1, and 3.2)**
Improve retention and graduation rates of diverse students in the College of Arts and Sciences.

**Key Performance Indicators:**
3.1.1: The College will annually increase through 2015 freshman-to-sophomore retention rates by the aggregate of all freshmen-to-sophomore-diverse student retention rates in Fall 2010 plus two diverse students.
3.1.2: The College will annually increase through 2015 the four- and six-year diverse student graduation rates by the aggregate of diverse students in Fall 2010 plus two diverse students.

3.1.3: By 2015 the College will increase the number of degrees awarded to the diverse student population by 5, with data for 2010-2011 academic year serving as baseline.

Action Plans:
- College-level retention data for first-time freshman student diversity enrollment for fall 2008, fall 2009, and fall 2010 cohorts will be analyzed to provide baseline data for freshman-to-sophomore retention rates.
- In subsequent years, corresponding retention data will be collected and analyzed on an annual basis by the Office of Institutional Research and distributed to the appropriate units.
- The appropriate units will annually review the data and develop strategies to address areas of concern.

Strategic Direction 3.2: (linked to EKU SDs 2.2, 3.1, and 3.2).

Improve recruitment and retention of diverse faculty.

Key Performance Indicators:
3.2.1: The number of diverse candidates in the interview pools for faculty positions will increase, with Fall 2010 serving as the baseline for the data and consideration being given to the number of searches conducted.

3.2.2: The College will annually increase through 2015 the number of diverse faculty by the aggregate of all diverse faculty employed in Fall 2010 plus two diverse faculty.

3.2.3: Diverse faculty will be retained at the same rate as all faculty members.

Action Plan:
- The College will develop a recruitment plan designed to attract a qualified pool of diverse faculty candidates. An academic department may develop a recruitment plan, appropriate for its discipline, with the plan being approved by the Dean of the College. Any such plan should include diversity awareness training for search committees.
- EKU will provide necessary resources for the retention of diverse faculty. Each department will provide ongoing mentoring for its diverse faculty.
- The appropriate units will annually review the data and develop strategies to address areas of concern.

Goal 4:
Collaborate with the University’s regional community partners to promote academic achievement, economic development, and quality of life.

Strategic Direction 4.1: (Linked to EKU SD 4.1).
Provide guidance, assistance, and curriculum expertise for P-12 schools in order to increase the motivation of the region’s elementary and secondary students and working
adults in seeking post-secondary education, and to increase their success in earning a college degree.

**Key Performance Indicators:**

4.1.1: The number of collaborations of the College of Arts and Sciences’ faculty, staff, and students with primary and secondary (P-12) education partners in the region will be recorded.

**Action Plan:**

- Demonstrate the College’s commitment to Regional Stewardship through collaborations with primary and secondary education partners in the region.

**Strategic Direction 4.2:** *(Linked to EKU SD 4.2.)*

Collaborate with regional partners to improve health, economic development, cultural opportunities, and environmental sustainability.

**Key Performance Indicators:**

4.2.1: The number of collaborations of the College of Arts and Sciences’ faculty, staff, and students with local communities, businesses, governments, and institutions of higher learning will be recorded.

**Action Plan:**

- Demonstrate the College’s commitment to Regional Stewardship through collaborations with local communities, businesses, governments, and institutions of higher learning.
Use of Anticipated Results

The strategic planning process is the basis for the continuous assessment and improvement of the reporting units comprising the College of Arts and Sciences. This process should guide the academic, administrative, and intellectual development of the College of Arts and Sciences and assist with decisions involving the distribution of resources among the reporting units. Anticipated results include:

- Development of a reliable and valid database to inform decision-making and resource distribution.
- Identification of key performance indicators (assessment measures and criteria) for measuring progress in achieving strategic directions (planning objectives) and goals.
- Development of assessment and analytical tools for evaluating the effectiveness of the 16 reporting units in the College of Arts and Sciences.
- Formalization of an iterative and prescriptive process for making recommendations to improve/promulgate policy and best management practices.
- Generation of empirical information for preparing annual Institutional Effectiveness Reports for the College of Arts and Sciences and for developing strategic budget requests for the University Strategic and Financial Planning Council.

The results of the strategic planning process will be shared with department chairs of the reporting units, faculty and staff of the College of Arts and Sciences, and the University Strategic and Financial Planning Council.