

**Eastern Kentucky University**

**College of Arts and Sciences**

**Strategic Plan  
2006-2010**

**May 15, 2006**

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**College of Arts and Sciences  
Executive Summary  
2006 – 2010 Strategic Plan**

The Eastern Kentucky University Strategic Plan 2003-2006, entitled “Moving Forward Together”, identified 6 goals and 16 strategic directions intended to advance the institution toward its vision of being the leading comprehensive university in the Commonwealth of Kentucky and earning national distinction. Strategic planning for the College of Arts and Sciences was in conjunction with this university effort and commenced during the 2003-2004 academic year with completion of its own 2003-2006 strategic plan that identified nine goals and 21 strategic directions.

As part of the 2003-2006 cycle, the third iteration of strategic planning for both the university and college level will be completed in the fall of 2006. The second phase of university strategic planning resulted in a revised plan for the 2006-2010 cycle which was approved by the Board of Regents on January 30, 2006. This plan identified five goals and 22 strategic directions and gives increasing importance to scholarship, enhancing internal and external constituency engagement, and developing and implementing a Quality Enhancement Program (QEP) as part of the Southern Association of Colleges and Schools (SACS) reaffirmation and reaccreditation process. What follows is the revised College of Arts and Sciences action plan which identifies five goals and 12 strategic directions for the 2006-2010 planning cycle.

## Description of Planning Group

The College of Arts and Sciences (CAS) is the largest and most broadly based academic unit at Eastern Kentucky University. Comprised of 17 departments delivering instruction in over 27 individual disciplines, the college offers a wide range of associate, baccalaureate, and masters degrees. Strategic planning for the college was initiated during the 2003-2004 academic year under the guidance of Interim Dean Dr. Gary Kuhnhenh. The 2003-2006 College of Arts and Sciences strategic plan was completed in November, 2003 by the Strategic Planning and Budget Work Group, chaired by Dr. David Sefton. This initial plan featured nine goals and 21 strategic directions intended to align the college with the six goals and 16 strategic directions identified in the 2003-2006 ECU Strategic Plan, "Moving Forward Together".

In November 2003 as part of this planning process, the Strategic Planning and Budget Work Group made an initial budget request for 2004-2005 totaling \$2,502,721. This amount addressed two priority goals. Priority One goals requested \$1,423,054 divided between \$919,446 in one time expenses and \$503,608 in on-going expenses, primarily targeting faculty replacement and equipment purchases. Priority Two goals requested \$1,079,607 divided between \$466,871 in on-going requests for faculty and maintenance and operation, and \$612,796 in one-time equipment requests. Of the 27 positions identified, there were 21 tenured and tenure track hires made for fiscal year 2004-2005. During that same period capital equipment purchases totaled \$273,393.

Implementation of the 2003-2006 CAS Strategic Plan became the responsibility of Dr. F. Andrew Schoolmaster, hired as Dean of the College of Arts and Sciences effective July 1, 2004. For the 2004-2005 planning cycle (fiscal year 2005-2006) the strategic budget request process was changed and strategic planning funding was capped at \$250,000 university-wide. For the College of Arts and Sciences, one-time and on-going requests totaled \$2,342,059. Of that total, the Strategic Planning and Budget Work Group (now chaired by Dean Schoolmaster) identified nine priority requests. Of the nine, the Mathematica Pilot Program (Mathematics/Statistics on-going \$5,700) and the Active Learning Fund (Government on-going \$18,200) were selected by the University Strategic Planning Committee.

During the 2005-2006 planning cycle (fiscal year 2006-2007), the Strategic Planning and Budget Work Group received a total of \$1,445,277 (\$575,084 one-time, \$870,193 on-going) requests from the 18 units comprising the College of Arts and Sciences. From that total, 10 priority requests were identified but none received funding in 2006-2007 from the University Strategic Planning Committee. However, the Junior Faculty Summer Research Awards Program was funded by the Offices of the Dean and Provost and will be started during the summer of 2006.

The third iteration of the 2003-2006 strategic planning cycle will be completed with the annual institutional effectiveness report to be submitted during the fall of 2006. This report will “close the loop” on the initial phase of strategic planning for the College of Arts and Sciences. During the 2004-2005 and 2005-2006 strategic planning cycle the Strategic Planning and Budget Work Group was comprised of the following members:

Andrew Schoolmaster, Office of the Dean  
Tom Otieno, Office of the Dean  
David Elias, Department of English and Theatre  
Ron Messerich, Department of Philosophy and Religion  
Sara Zeigler, Department of Government  
Steve Savage, Department of Anthropology, Sociology and Social Work  
Dirk Schlingmann, Department of Mathematics and Statistics  
Suzanne Byrd, Department of Biological Sciences

The second phase of strategic planning for the College of Arts and Sciences will begin with the submission of the 2006-2010 action plan. The plan presented here should be considered a working document because a new Strategic Planning and Budget Committee for the college will be elected in the fall of 2006 as per the requirements of the newly adopted CAS College Constitution. This elected body will review and revise as needed, this draft of the 2006-2010 Strategic Plan and assist the Dean with the preparation of the Annual Institutional Effectiveness Report due in the fall 2006.

Special acknowledgement and appreciation are warranted for the work and contributions that the faculty members made on behalf of the strategic planning process of the College of Arts and Sciences.

## **College of Arts and Sciences**

### **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, promote discovery, and meet community needs through public service and engagement in southeastern Kentucky.

**College of Arts and Sciences  
Goals, Strategic Directions and  
Key Performance Indicators**

**Goal 1: To promote and support departmental initiatives that will increase the diversity of the College of Arts and Sciences.**

STRATEGIC DIRECTION 1.1: *Increase recruitment and retention of a diverse faculty, staff, and student body to reflect the diverse society.* (EKU S.D. 1.2)  
(Budget Request).

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**Key Performance Indicators**

Strategic Direction 1.1

- Monitor the number of diversity candidates in the applicant interview pool for each search.
- Enhance support for recruiting a diverse faculty, staff, and student body and enhance a climate supportive of diversity.
- Receive and process requests for faculty searches from constituent departments, and receive approval for the same from higher university administration, early in the academic year to improve applicant pool.
- Each year make starting salary offers to new faculty at 100% of CUPA to maintain competitiveness in recruiting diverse, high quality faculty.
- Increase junior faculty participation in the mentoring program to 100%.
- In any year, the percentage of diverse faculty with fewer than five years of service returning should be greater than or equal to the overall percentage of faculty with fewer than five years of service returning.
- Determine reasons for resignations of faculty from EKU through exit interviews with all College of Arts and Sciences faculty resigning.
- Increase the freshmen to sophomore retention rate in the College of Arts and Sciences to 75% by 2010.
- Annually increase the number of graduates from the College of Arts and Sciences by 2%.
- Increase by 1% per year, the freshman to sophomore retention rate for diverse students with declared majors in the College of Arts and Sciences.

**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: *Enhance technology to ensure access to appropriate and secure technology for all faculty, students, and staff.* (EKU S.D. 2.1) (Budget Request).

STRATEGIC DIRECTION 2.2: *Continue a model to improve institutional effectiveness by utilizing shared governance and stakeholder participation in the strategic planning, budgeting and assessment process, and in the overall administration of the College of Arts and Sciences.* (EKU S.D. 2.2) (No Budget Request).

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**Key Performance Indicators**

Strategic Direction 2.1

- Annually, the Technology Information Center (TIC) will provide assistance to reporting units through short courses for faculty, chairs and staff, and provide other information technology services related to hardware, software, and web page design and ADA compliance.
- 80% of faculty and staff surveyed will report satisfaction with support services provided by the Technology Information Center.

Strategic Direction 2.2

- 100% of the reporting units will identify and assess planning and/or educational objectives that are measurable, actionable, and appropriate to their respective missions.
- 100% of the reporting units will demonstrate that they have used assessment results to improve their respective programs, services, and/or operations as appropriate.
- Annually, 100% of the college standing committees will be constituted in accordance with the college constitution by September 15.
- 100% of college standing committees will develop vision and mission statements by December 2006.
- 100% of research and grant proposals will be processed within 5 working days of being received by the departmental chairs and the Office of the Dean.

**Goal 3: To promote learning through high quality programs, research, and support services.**

STRATEGIC DIRECTION 3.1: *Enhance student learning through excellence in instruction.* (EKU S.D. 3.1) (No Budget Request).

STRATEGIC DIRECTION 3.2: *Enhance student learning through excellence in research and scholarship.* (EKU S.D. 3.2) (Budget Request).

STRATEGIC DIRECTION 3.3: *Improve compensation, working conditions, and support for research to attract and retain high quality faculty and staff.* (EKU S.D. 3.5) (Budget Request).

STRATEGIC DIRECTION 3.4: *Develop and implement a Quality Enhancement Plan (QEP) involving faculty, staff and students.* (EKU S.D. 3.6) (Budget Request).

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**Key Performance Indicators**

Strategic Direction 3.1

- 70% of College of Arts and Sciences student respondents to the Graduating Senior Survey will rate the items related to academic advising as “satisfied” or “very satisfied”.
- 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”.
- 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.

Strategic Direction 3.2

- Increase support for faculty pursuing student collaboration and undertaking special initiatives to expand research experiences for students.
- Create and implement a mechanism to collect information on faculty-student research collaboration and publications/presentations to establish baseline data.
- Maintain support for the annual Eastern Kentucky University Undergraduate Presentation Showcase.

### Strategic Direction 3.3

- Develop and implement a system to track the rate at which vacancies are filled with top candidates.
- In any year, the percentage of full-time faculty with fewer than 5 years in service returning will be greater than or equal to 90%.
- The College of Arts and Sciences will reach and maintain compensation package norms in rank and discipline comparable to benchmark CUPA averages accounting for cost of living.
- Increase compensation packages (stipends, tuition waivers, insurance, research support etc.) for graduate assistants to a level comparable to benchmark institutions.
- Inform College of Arts and Sciences faculty of available grant opportunities at least 5 times a year.

### Strategic Direction 3.4

- 100% of all reporting units with educational learning objectives will include a goal, learning outcome or key performance indicator in their 2006-2010 Strategic Plan related to critical and creative thinking and/or communication.
- Provide support for integrating the QEP theme into courses and curricula.

### **Goal 4: To promote an intellectual environment contributing to the creation, discovery, dissemination and application of new knowledge and information across the liberal arts and sciences.**

STRATEGIC DIRECTION 4.1: *Enhance professional development opportunities.* (EKU S.D. 4.1) (Budget Request).

STRATEGIC DIRECTION 4.2: *Enhance facilities, resources, and opportunities for faculty, staff, and students to pursue creative endeavors and research.* (EKU S.D. 4.2) (Budget Request).

STRATEGIC DIRECTION 4.3: *Develop and implement a plan to increase the amount of time available for faculty and staff to pursue professional activities, creative endeavors, and research.* (EKU S.D. 4.3) (Budget Request).

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## Key Performance Indicators

### Strategic Direction 4.1

- Develop a professional development plan with demonstrated progress towards measurable outcomes.
- Increase financial support for faculty including department chairs, to attend professional development workshops and conferences addressing such issues as disciplinary research, grants and contracts, academic leadership, advancement, and fundraising.
- Maintain financial support for the College of Arts and Sciences Ruric and Mary Roark Distinguished Lecture Series.

### Strategic Direction 4.2

- Increase financial support for faculty start-up funding to enable research and creative activity productivity, including collaborating with students.
- Maintain financial support for Junior Faculty Summer Research Awards.
- Increase financial support for research equipment.

### Strategic Direction 4.3

- Develop and implement a college-wide professional development plan that will include a strategy to address faculty reassigned time and/ or staff time for scholarly and creative endeavors.
- Increase the percentage of faculty with reassigned time specifically for scholarly and creative endeavors by 2010.

## **Goal 5: To increase and enhance external and internal constituency engagement, while maintaining a connection with the southeastern region of Kentucky.**

STRATEGIC DIRECTION 5.1: *Increase net external funding.* (EKU S.D. 5.1) (No Budget Request).

STRATEGIC DIRECTION 5.2: *Enhance the College of Arts and Sciences' sense of stewardship of place by increasing its commitment to southeastern Kentucky.* (EKU S.D. 5.4) (No Budget Request).

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## **Key Performance Indicators**

### Strategic Direction 5.1

- Each year, increase net external funding from private sources.
- Each year increase net external funding from grants and contracts by college faculty.
- Increase the number of alumni and development events sponsored by departments in the College of Arts and Sciences.

### Strategic Direction 5.2

- Each year, increase efforts by constituent departments to increase number of collaborative projects with businesses, communities and governments, and educational entities in ECU service region.
- Each year, increase outreach efforts by faculty in the College of Arts and Sciences by promoting collaborative projects with businesses, communities, governments, and educational entities in the ECU service region.
- Maintain programs that focus on Kentucky such as the Center for Kentucky History and Politics.

## **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 for measuring progress in achieving strategic goals and objectives.
- development of assessment and analytical tools for evaluating the effectiveness of the 18 reporting units in the College of Arts and Sciences.
- formalizing 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 Report for the College of Arts and Sciences and for developing strategic budget requests for the University Budget Council and University Strategic Planning Committee.

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

**Timetable for Implementation of**  
**College of Arts and Sciences Strategic Planning Process**

July 1 – June 30	Annual data collection and updating of TRACDAT for planning cycle.
July 1 – July 31	Conduct Environmental Scan/SWOT
July 1 – August 31	Review and analyze annual data and key performance indicators from preceding year.
September 1 – 30	Preparation of Institutional Effectiveness Report and Strategic Budget Request
October 1	Submission of reports to College/University Strategic Planning Committee
January 3 – March 31	Recommend changes and modify action plan, goals, strategic objectives and key performance indicators as appropriate.
January 1 – June 30	Prepare for implementation of strategic budget initiatives.
July 1	Implement approved strategic budget requests and modifications to action plan as needed.

## **Environmental Scan College of Arts and Sciences**

### **SWOT Analysis**

#### **Internal Factors: Strengths**

- Dedicated and knowledgeable faculty and staff committed to teaching and student learning.
- Newly approved General Education curriculum provides comprehensive courses in the liberal arts and sciences and supports departmental enrollments.
- Nationally accredited high quality programs throughout the college.
- Improved procedures for assessing classroom instruction and student learning.
- Replacement of many RTP faculty completing program with tenure-track lines resulting in net gain of full-time faculty.
- Updated promotion and tenure procedures and policies including reorganization of college P & T Committee, approval of departmental standards and criteria, and new guidelines for dossier preparation.
- Programs to assist junior faculty including junior faculty mentoring program and junior faculty summer research awards.
- Most diverse college at ECU offering instruction in 17 departments covering 27 different recognized disciplines.
- Faculty approved the Constitution for the College of Arts and Sciences which provides administrative, procedural and governance oversight and guidelines.
- Enhanced faculty computing capabilities with implementation of laptop computer program during the summer of 2006.

## Internal Factors: Weaknesses

- Lack of resources dedicated to helping departments with assessment and implementation of QEP.
- Lack of quality/quantity space for many departments to support teaching, research, and community outreach efforts.
- Number of inexperienced/interim chairs leading departments. For the fall 2006 semester there will be six interim chairs and 14 of the 17 chairs will have either 0,1,or 2 years of experience in that leadership position.
- 4/4 teaching load and heavy service expectations make it difficult for faculty to respond to changing mission of ECU which is placing an increased emphasis on research and scholarship.
- Low maintenance and operating budgets that have not been restored since 2002-2003 reductions and reallocations necessitated by state financial problems.
- Low starting salaries that are not competitive and lack of dedicated start-up funds hinder efforts to recruit and retain high quality faculty.
- Salary compression and inversion contribute to morale problems and retaining high quality faculty.
- Heavy reliance on part-time instructors.
- Lack of support for graduate education, especially stipends for graduate students which make it difficult to sustain high quality graduate programs.
- Lack of support to assist faculty and staff with professional development and upgrading of skill sets.

## **External Factors: Opportunities**

- Increasing EKU enrollment will provide more departments with potential to attract majors and in turn produce more graduates.
- Addition of two college level advisors has potential to improve undergraduate advising, assist department advisors with implementation of new General Education programs and enhance undergraduate retention rates.
- Improved services and support from Sponsored Programs should assist faculty in pre-post award administration of grants and contracts.
- Laptop computer replacement program and services provided by Technology Information Center (TIC) should enable faculty and departments to improve information technology and classroom instruction capabilities.
- Completion of Business and Technology Building and construction of new science building will address space needs of some CAS departments.
- Approval of 2006-2010 EKU Strategic Plan should provide relief of 4/4 teaching load for those faculty engaging in active and sustained scholarship.
- Implementation of the QEP at the department level presents opportunities for enhanced pedagogy and instruction to improve student learning.
- Increased funding for faculty development should contribute to improving skill sets and attending meetings, workshops, and other programs for professional improvement.
- Closer working relations with Office of Development and Office of the Dean have potential to increase fundraising and external support for departmental activities and programs.
- Increased opportunities for interdisciplinary cooperation and collaboration as new, more research oriented faculty join planning group departments.

## External Factors: Threats

- Unknown implications for departmental faculty staffing as new General Education program is implemented and enrollment uncertainty arising from Block VIII, Option III provisions.
- Lack of adequate transportation options for field work based instruction and student attendance at workshops, meetings, and off-campus events.
- Senatorial approach to resource distribution and decision-making where each college is treated equally despite differences in enrollments, semester credit hour generation, and faculty numbers.
- Increasing enrollments, unless properly managed could exacerbate classroom utilization, space and staffing problems.
- Lack of overall rigor for promotion and tenure standards.
- Workload policies, including 4/4 teaching load, overloads, inloads, the banking of hours for thesis supervision, administrative reassigned time, and compensation for supervisory responsibilities are unevenly implemented across the university.
- Administrative policies and procedures included in Faculty Handbook need review and revision in numerous places.
- Uncertainty over budgeting, including the continuation of rollovers and the utilization of salary savings from research proposals hinders effective resource management and planning.
- Banner dependent student record keeping, accounting and purchasing operations are inefficient, time-consuming, and an impediment to effective planning and resource utilization.
- Relationship of extended campuses to Richmond in terms of faculty staffing, program delivery, enrollment, and logistical needs is sometimes problematic and needs clarification.

## **Areas of Improvement**

1. Undertake a review of existing workload policies including the 4/4 teaching load, overloads, inloads, the banking of hours for thesis supervision, administrative reassigned time, and compensation for supervisory responsibilities. Develop a college workload policy within the framework of university policy to address inconsistencies, efficiency and fairness of faculty assignments.
2. Each planning group unit should develop policies for implementing the QEP theme of developing informed, critical and creative thinkers who communicate effectively.
3. Each department will write a governance document modeled after the College of Arts and Sciences Constitution to formalize departmental policies and procedures such as the responsibilities of the chair, committee organization and structure, search committee composition and procedures, planning and strategic assessment, and promotion and tenure.
4. Under the leadership of the Office of the Dean, and in conjunction with the Office of Development, the College of Arts and Sciences will create a development plan with the objective of enhancing external support from multiple constituencies and select a College of Arts and Sciences Advisory Board.
5. Each department, under the leadership of the Associate Dean for Academic and Student Affairs will monitor the use of part-time funds for instructional purposes, improve advising, and examine and develop enrollment management strategies to improve student retention and increase the number of graduates from the College of Arts and Sciences.
6. Each department, under the leadership of the Associate Dean for Administrative Affairs and Research will develop and implement strategies to enhance the research and scholarly activity of faculty, increase the number of grants submitted, accepted, and the amount of total awards, and support for graduate education.