

Eastern Kentucky University
Office of the Dean
College of Arts and Sciences

Action Plan
2006-2010

May 1, 2006

Table of Contents

Executive Summary	3
Description of Reporting Unit	4
Office of the Dean	
Vision Statement	5
Mission Statement	5
Goals & Strategic Direction	6
Goals, Planning Objectives and Key Performance Indicators	8
Use of Anticipated Results	13
Timetable for Implementation of Office of the Dean Strategic Planning Process	14
Environmental Scan	
Office of the Dean	15
Internal Factors: Weaknesses	16
External Factors: Opportunities	17
External Factors: Threats	18
Areas of Improvement	19

**Office of the Dean
College of Arts and Sciences
Executive Summary**

Strategic planning for the Office of the Dean was initiated during the 2003-2004 academic year under the guidance of Interim Dean, Dr. Gary Kuhnhenh. The Office of the Dean Action Plan, submitted on October 15, 2003 was intended to align that office with the 2003-2006 strategic plan for the College of Arts and Sciences and Eastern Kentucky University. Implementation of this action plan was the responsibility of Dean F. Andrew Schoolmaster who joined Eastern Kentucky University on July 1, 2004.

Implementation of the Office of the Dean Action Plan has completed two cycles for the 2003-2004 and 2004-2005 academic years with reports submitted to the College of Arts and Sciences Strategic Planning and Budget Work Group in November, 2004 and October, 2005. The third effectiveness report which “closes the loops” on the 2003-2006 Action Plan will be submitted during the Fall, 2006.

The 2006-2010 Office of the Dean Action Plan builds upon the 2003 – 2006 documents and includes updated vision and mission statements, revised goals, strategic directions, and unit objectives consistent with the 2006-2010 ECU Strategic Plan. This action plan also updates educational objectives, key performance indicators and criteria, anticipated results and how those results will be used to promote continual improvements in the Office of the Dean, and an environmental scan (SWOT analysis).

Description of Reporting Unit

The Office of the Dean consists of the Dean and two Associate Deans, plus 8 professional support staff. The Dean is the chief academic officer of the College. The Dean is responsible for the administrative and academic leadership of the college, supporting the policy and procedures of the college and university, and promoting student learning, teaching excellence, scholarly and creative activity and service to the University and southeastern region of Kentucky. The Associate Dean for Academic and Student Affairs provides college-wide leadership in coursework and curriculum development and assessment, student advising and retention and monitors course scheduling and expenditures of part-time instructional budgets. The Associate Dean for Administrative Affairs and Research maintains statistical profile records at the college level, reviews research proposals and facilitates faculty research and scholarly activity and develops and revises college policy statements and administrative procedures.

Members:

F. Andrew Schoolmaster, Dean

Gary Kuhnhenh, Associate Dean, Academic and Student Affairs

Tom Otieno, Associate Dean, Administrative Affairs and Research

Dana Kearns, Administrative Assistant II

Carolyn Schaefer, Office Associate

Jennifer Miller, Administrative Assistant I

Deborah Busson, Academic Administrative Specialist

Johanna Willham, Academic Administrative Specialist

Kelly Fox, Academic Administrative Specialist

Melanie Bentley, Coordinator, Technology Information Center/Network Manager

Larry Miller, Chemical Storage Facility Manager

Office of the Dean

Vision Statement

The Office of the Dean will provide academic and administrative leadership in building and sustaining programs and departments of national distinction in the liberal arts and sciences.

Mission Statement

The Office of the Dean 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 representing the arts and humanities, social and behavioral sciences, and natural and mathematical sciences.

**EKU / College of Arts and Sciences
Goals and Strategic Directions (2006 – 2010)
Addressed by
Office of the Dean Action Plan**

To ensure alignment with the EKU Strategic Plan 2006-2010, the College of Arts and Sciences and Office of the Dean (CAS) adopted the same institutional goals as the University. In some cases, the strategic direction numbers will not coincide because the College of Arts and Sciences and Office of the Dean will not address the entire set of strategic directions identified in the EKU Plan. For example, Strategic Direction 1.2 for the University is the same as College of Arts and Sciences Strategic Direction 1.1.

Goal 1: To promote and support an inclusive climate that respects and celebrates diversity by attracting, developing and educating a diverse student, faculty, and staff population.

Strategic Direction 1.2: *Increase recruitment and retention of a diverse faculty, staff, and student body to reflect the diverse society. (College Strategic Direction 1.1)*

Goal 2: To continuously assess and improve the services and infrastructure of the University 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. (College Strategic Direction 2.1)*

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. (College Strategic Direction 2.2)*

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

Strategic Direction 3.1: *Enhance student learning through excellence in instruction. (College Strategic Direction 3.1)*

Strategic Direction 3.2: *Enhance student learning through excellence in*

research and scholarship. (College Strategic Direction 3.2)

Strategic Direction 3.5: Improve compensation, working conditions, and support for research to attract and retain high quality faculty and staff. (College Strategic Direction 3.3)

Strategic Direction 3.6: Develop and implement a Quality Enhancement Plan (QEP) involving faculty, staff and students. (College Strategic Direction 3.4)

Goal 4: To develop and enhance an environment facilitating intellectual curiosity, cultural opportunities and problem-solving abilities for members of the university community.

Strategic Direction 4.1: Enhance professional development opportunities. (College Strategic Direction 4.1)

Strategic Direction 4.2: Enhance facilities, resources, and opportunities for faculty, staff, and students to pursue creative endeavors and research. (College Strategic Direction 4.2)

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. (College Strategic Direction 4.3)

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. (College Strategic Direction 5.1)

Strategic Direction 5.4: Enhance EKU's sense of stewardship of place by increasing its commitment to southeastern Kentucky. (College Strategic Direction 5.2)

**Office of the Dean
Goals, Planning Objectives and
Key Performance Indicators**

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

PLANNING OBJECTIVE 1.1: *Enhance capabilities for recruiting a diverse faculty and staff.* (EKU S.D. 1.2, CAS S.D. 1.1) (Budget Request)

PLANNING OBJECTIVE 1.2: *Enhance capability for mentoring and retaining faculty in the College of Arts and Sciences.* (EKU S.D. 1.2, CAS S.D. 1.1) (No Budget Request)

Key Performance Indicators

Planning Objective 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.

Planning Objective 1.2

- 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 ECU through exit interviews with all College of Arts and Sciences faculty resigning.

Goal 2: To continuously assess and improve the services and infrastructure of the Office of the Dean to support and maintain high quality programs.

Planning Objective 2.1: *Enhance capabilities of the Technology Information Center (TIC) to assist Office of the Dean and CAS departments with information technology and web presence.* (EKU S.D. 2.1, CAS S.D. 2.1) (Budget Request)

PLANNING OBJECTIVE 2.2: *Implement college committee restructuring as per approval of College of Arts and Sciences Constitution. (approved by faculty vote April 20, 2006) (EKU S.D. 2.2, CAS 2.2) (No Budget Request)*

PLANNING OBJECTIVE 2.3: *Improve efficiency of the Office of the Dean in handling research and grant applications. (EKU S.D. 2.2, CAS 2.2) (No Budget Request)*

Key Performance Indicators

Planning Objective 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.

Planning Objective 2.2

- 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.

Planning Objective 2.3

- 100% of research and grant proposals will be processed within 5 working days of being received by the Office of the Dean.

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

PLANNING OBJECTIVE 3.1: *Enhance student advising through use of CAS Handbook for Advisors, and implementation of three tier advising system using college level professional advisors. (EKU S.D. 3.1, CAS S.D. 3.1) (No Budget Request)*

PLANNING OBJECTIVE 3.2: *Enhance undergraduate and graduate student opportunities to engage in collaborative research with faculty. (EKU S.D. 3.2, CAS S.D. 3.2) (Budget Request)*

PLANNING OBJECTIVE 3.3: *Improve communication, working conditions and support for research in the College of Arts and Sciences to attract and retain high quality faculty and staff.* (EKU S.D. 3.5, CAS S.D. 3.3) (No Budget Request)

PLANNING OBJECTIVE 3.4: *Enhance opportunities and training for faculty and staff to integrate the QEP theme of developing informed, critical and creative thinkers who communicate effectively into courses and curricula.* (EKU S.D. 3.6, CAS S.D. 3.4) (Budget Request)

Key Performance Indicators

Planning Objective 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”.

Planning Objective 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.

Planning Objective 3.3

- Inform College of Arts and Sciences faculty of available grant opportunities at least 5 times a year.
- 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%.

Planning Objective 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.

PLANNING OBJECTIVE 4.1: *Enhance professional development opportunities for faculty including department chairs.* (EKU S.D. 4.1 and CAS S.D. 4.1)
(Budget Request)

PLANNING OBJECTIVE 4.2: *Improve facilities, resources and opportunities for faculty, staff, and students to pursue creative endeavors and research.* (EKU S.D. 4.2 and CAS S.D. 4.2) (Budget Request)

PLANNING OBJECTIVE 4.3: *Develop and implement a plan including productivity/accountability measures, to increase the amount of time available for faculty and staff to pursue professional activities, creative endeavors, and research.* (EKU S.D. 4.3, CAS S.D. 4.3)
(Budget Request)

Key Performance Indicators

Planning Objective 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.

Planning Objective 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.

Planning Objective 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.

PLANNING OBJECTIVE 5.1: *Increase net external funding and establish a college Advisory Board.* (EKU S.D. 5.1, CAS S.D. 5.1) (No Budget Request)

PLANNING OBJECTIVE 5.2: *Enhance Office of the Dean's sense of stewardship of place by increasing its commitment to southeastern Kentucky.* (EKU S.D. 5.4, CAS S.D. 5.2) (No Budget Request)

Key Performance Indicators

Strategic Direction 5.1

- Each year, increase net external funding from private sources through improved efforts in development and fundraising.
- Increase the number of alumni and development events sponsored by the Office of the Dean.

Strategic Direction 5.2

- Enhance support of departmental efforts to increase number of collaborative projects with businesses, communities and governments, and educational entities in EKU service region.
- Increase outreach efforts by the Office of the Dean to promote collaborative projects with businesses, communities, governments, and educational entities in the EKU service region.

Use of Anticipated Results

The strategic planning process is the basis for the continuous assessment and improvement of the Office of the Dean as it provides academic leadership and administrative support consistent with EKU achieving national distinction as a leading comprehensive university in the Commonwealth of Kentucky.

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 Office of the Dean.
- 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 Office of the Dean 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 by the Office of the Dean with the appropriate professional staff, the college Strategic Planning and Budget Committee, and the departmental chairs of the reporting units in the College of Arts and Sciences.

Timetable for Implementation of Office of the Dean 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 Office of the Dean

SWOT Analysis

Internal Factors: Strengths

- Knowledgeable and committed staff dedicated to providing academic leadership and administrative support to the faculty, staff and students in the College of Arts and Sciences.
- Efficient operational structure with functional distribution of responsibilities among deans.
- Attractive and informative webpage for posting announcements, college policies, procedures, and governance documents.
- Newly approved College Constitution, reorganized college committee structure and improved administrative procedures.
- Available, accessible and responsive staff responsible for efficient processing of administrative paperwork, forms, request, etc.
- Upgraded office equipment and Technology Information Center (TIC) capabilities to assist departments with information technology needs and webpage design and compliance issues.
- College-level orientation programs for new faculty and departmental chairs.
- Junior Faculty Mentoring Program.
- Junior Faculty Summer Research Award Program.

Internal Factors: Weaknesses

- Lack of quality/quantity space for the Office of the Dean resulting in lack of cohesion and unattractive office environment.
- Lack of administrative support for Associate Dean for Administrative Affairs and Research.
- Lack of professional staff to assist faculty with pre-post award grants and contracts administrative paperwork.
- Lack of financial resources for funding faculty start-up costs and equipment needs.
- Lack of a development plan, including a College Advisory Board to assist Office of the Dean with building external relationships, fundraising, and alumni cultivation.

External Factors: Opportunities

- Good working relationships with Deans of other colleges and the opportunity to strengthen cooperation with the College of Education upon the hiring of a new Dean for that planning group.
- Addition of two college level advisors to work with faculty and Academic Administrative Specialists will strengthen advising efforts and assist with improving retention and graduation rates.
- Information technology upgrades such as wireless classrooms and computer replacement programs will enable reallocation of financial resources for research and instructional equipment purchases.
- Assistance from Offices of Development and Alumni Relations in identifying potential members for College Advisory Board and improving development efforts.
- Approval of \$59.1 million for planning and construction of new science building will assist with recruiting and retaining high quality faculty and improve research facilities to enhance capability for securing external grants and contracts.
- For academic year 2006–2007 there were 37 tenure track lines approved for new and/or replacement faculty.

External Factors: Threats

- Poor quality/quantity space for many College departments hinders faculty productivity, erodes morale, and is a negative factor in recruiting new faculty.
- For academic year 2006-2007, 14 of the 17 chairs in the College of Arts and Sciences will have either 0, 1, or 2 years of experience. Six of the department chairs will be serving in an acting capacity.
- In academic year 2005-2006, 26 faculty completed their Retirement Transition Program representing a significant loss of institutional memory and service to the College of Arts and Sciences.
- Adoption of new General Education curriculum will have unknown impacts on course enrollments and staffing needs as it is implemented during academic year 2006 – 2007.
- Current faculty workload policy, including banking of hours, overloads, and teaching responsibility at extended campuses lacks consistent implementation and clarification in light of increasing research expectations for faculty.
- Faculty Handbook is inadequate in providing guidance for many administrative and procedural issues and needs to be revised.
- Current budget procedures make management and planning of financial resources difficult.

Areas of Improvement

1. Create College of Arts and Sciences Advisory Board.
2. Improve effectiveness of Junior Faculty Mentoring Programs.
3. Increase Office of Dean support for Junior Faculty Summer Research Program.
4. Increase Office of Dean support for faculty start-up costs.
5. Undertake review and revision of workload policy including teaching loads, overloads, reassigned time and banking of hours.