Unit Level Strategic Planning Document

Department: College of Arts & Sciences, October 1, 2012

Mission:
The College of Arts & Sciences is central to the academic mission of the University. We provide undergraduate major programs in 28 areas including 78 options and emphases, 11 graduate programs, as well as 12 academic minors including 22 options and areas. We also partner with the College of Education to offer 12 Bachelor of Science in Education degree programs. The College of Arts and Sciences touches every student on campus with over 90% of the courses in the General Education Program. We further support undergraduate programs in all four colleges through various service courses. The College provides a plethora of learning opportunities leading to degree completion, career fulfillment, and other various enrichment experiences, including those aimed at the university and local communities. We further facilitate our majors, minors, and graduate students developing expertise in specific disciplines and preparation for careers. Through extensive outreach programs beyond the classroom, we provide the campus and larger community with opportunities for cultural, aesthetic, and scientific enrichment.

Please describe your unit’s efforts in the area of sustainability:
The College of Arts & Sciences fully participates in all efforts designed to reduce the ecological footprint of the University. All departments include sustainability statements or goals in their unit plans. The following sustainability activities are practiced by Arts and Sciences departments, units, and the Dean’s Office:
• collecting and recycling plastic, aluminum, and foam shipping containers.
• recycling printer cartridges, batteries, old computers, and monitors.
• equipping department and faculty offices with recycling bins.
• recycling waste paper, including unused tests, handouts, letters, magazines, bond paper, and other cellulose-based materials.
• participating in CINTAS.
• reducing paper usage by distributing documents electronically, including distribution of course materials through Canvas and projection of documents.
• storing electronic instead of paper copies of files.
• reducing orders for chemicals which are already present in our inventory.
• disposing of chemical waste in a safe manner.
• saving energy where possible by turning off and in some cases unplugging equipment, along with turning off lights in offices and classrooms.
• reducing or eliminating use of petroleum based paints and solvents and switching to water-based paints.
• utilizing classroom response devices (clickers) instead of paper and pencil examinations and quizzes.
• carpooling on official travel when possible.
• seeking replacement of damaged double-paned windows.
• utilizing digital media (no more tapes, CDs, cassettes, chemicals in photography, etc.).
• incorporating sustainability units and projects in courses and programs.
• re-using and re-purposing paper, file folders, envelopes, furniture, etc.
• performing “green” experiments in labs (e.g., eliminating hazardous waste in Chemistry).
• monitoring, reducing, and/or eliminating the donation of unwanted medical supplies.
Goal 1: The College of Arts and Sciences will Seek Opportunities to Enhance Student Learner Success.
(Linked with University Goal 1)

Objective 1.1: Recruit and retain students in all academic programs.

Strategy: Use the program review process to identify programs operating under capacity.

Strategy: Develop or maintain program-based student recruitment plans in conjunction with university admissions and marketing offices.

Strategy: Provide students with high caliber advisement, including information about licensure, certification, and other requirements for entrance into a professional field (when applicable), with the goal of increasing student retention to graduation.

Strategy: Maintain the Writing Center, Math Tutor Lab, and other department-level tutoring initiatives.

Strategy: Encourage student participation in learning communities organized by the Office of Enrollment Management and Student Success.

Strategy: Enhance unit websites as recruitment tools.

Strategy: Increase the number and value of scholarships available to students.

Performance Measure: Track numbers of majors, minors, and graduates in each academic program.

Performance Measure: Track the number of students using the services of the Writing Center, Math Tutor Lab, and other department-level tutoring efforts.

Performance Measure: Conduct an annual audit of unit webpages for recruitment content, inclusion of University marketing themes, useful information for students, addition of video content, as well as links to program Facebook pages and/or YouTube Channels.

Performance Measure: Track the number of additional scholarships and increases in values of existing scholarships.

Budget Implications:
- Departments will need funds for marketing expenses such as brochures, mailings, recruitment trips, etc.
- Funds need to be identified to support student workers as tutors.
- The Writing Center needs to have a steady and dependable budget.
- The University should raise scholarship funds specifically aimed at attracting new freshmen and transfer students to low enrollment areas.
- Graduate Assistant(s) will be needed for website development.
Objective 1.2: Participate in the University’s process for assessment, program review, and strategic planning to produce a culture of continuous improvement for both the academic programs and general education.

Strategy: Cooperate in the development of student learning outcomes keyed to the goals and objectives for general education and facilitate the creation of assessment measures for Arts and Sciences general education courses

Strategy: Review assessment results in the disciplines and make appropriate curricular changes based on these data.

Performance Measure: Track efforts to assist the University in developing an assessment program for general education.

Performance Measure: Departments annually will report assessment results including instruction/curricular changes based on assessment data.

Budget Implications:
- Departments might incur costs for assessment techniques, such as purchasing the Major Fields Test (MFT), training for the ACTFL Oral Proficiency Interview, or another standardized assessment instrument.

Objective 1.3: Create new programs in areas of contemporary student demand and societal need.

Strategy: Create and implement a Doctor of Nursing Practice degree program.

Strategy: Create and implement the Bachelor of Science and Master of Science in Polymer Chemistry degree programs.

Strategy: Continue developing and implement the Master of Interdisciplinary Science degree program.

Strategy: Create and implement a new interdisciplinary academic major in Public Health.

Strategy: Create and implement a new interdisciplinary emphasis in Sustainability, Society, and Resource Management for the Bachelor of Integrated Studies degree program.

Performance Measure: Annually document progress toward implementing new degree programs, majors, and emphasis areas.

Budget Implications:
- Funding for the polymer program comes from the State Legislature in the FY13 budget. This program depends on receiving the second $500K allocation and a permanent $1M addition to the University’s base allocation.
- Funding (~$250K annually) needs to be identified for the Doctor of Nursing Practice program.
• Funding for the Public Health major needs to be identified and, at this point, has not been discussed.
• The Sustainability, Society, and Resource Management emphasis should have no budget impact.
• The Master of Interdisciplinary Science program should make use of existing resources and have no significant budget implications.

Objective 1.4: Reallocate resources to enhance high demand programs.

Strategy: Develop data to identify high-demand, high-need, and underserved programs.

Strategy: Create a new tenure-earning Assistant Professor position in Social Work.

Strategy: Create a new Full-Time Temporary Instructor position in Women’s Studies.

Strategy: Create a new tenure-earning Assistant Professor position in Commercial Art.

Performance Measure: Summary of data identifying high-demand, high-need, and underserved programs.

Performance Measure: Annually document progress towards each of these searches/hires.

Budget Implications:
• Social Work position will come from History phased retirement salary savings.
• Women’s Studies FTT will come from Political Science phased retirement salary savings.
• Commercial Art position will come from Art phased retirement salary savings.

Objective 1.5: Sustain Faculty positions in key and high demand areas.

Strategy: Hire a tenure-earning faculty member in Plant Taxonomy.

Strategy: Hire a tenure-earning faculty member in American Literature.

Strategy: Hire a tenure-earning faculty member in Political Science in international studies.

Performance Measure: Document annual progress towards each of these searches/hires.

Budget Implications:
• Plant Taxonomy position will be funded through salary dollars currently available in that budget line supplemented with funds exceeding our shrinkage obligation.
• American Literature position will be funded through English phased retirement salary savings.
• Funding will need to be identified for the Political Science hire.

Objective 1.6: Encourage and support department growth in diversity, multiculturalism, and internationalization.
Strategy: Work with admissions for recruitment of diverse, multicultural, and international students.

Strategy: Support Arts and Sciences departments’ current efforts in diversity, multiculturalism, and internationalization.

Strategy: Integrate international and global topics and themes into Arts and Sciences courses where relevant and appropriate.

Strategy: Integrate the PSU in Paraguay program into the administrative structure of the College of Arts and Sciences.

Performance Measure: Track the number of minority and international students in Arts and Sciences programs.

Performance Measure: Document department efforts in diversity, multiculturalism, and internationalization.

Performance Measure: Document Arts and Sciences oversight of PSU in Paraguay program.

Budget Implications:
- Arts and Sciences proposes the University raise scholarship funds and create new graduate assistantships specifically aimed at attracting diverse and international students.
- Funds are needed for the Director of the PSU in Paraguay program to travel to the site once or twice each year. There also will need to be funds to replace the Director’s teaching due to reassignment of time.

Objective 1.7: Sustain facilities conducive to learning and teaching.

Strategy: The Dean and departments will work with the Office of Facilities Planning to insure department needs for classrooms, laboratories, and other facilities necessary for learning and teaching are included in the University Master Plan (UMP).

Strategy: The College will advocate space in Hartman Hall be renovated to house labs and museum space for Biology and Chemistry.

Performance Measure: Arts and Sciences physical learning and teaching facilities will be listed on the UMP.

Budget Implications:
- Funds need to be identified to maintain existing facilities, renovate additional spaces, and build new facilities.

Objective 1.8: Explore strategic accelerated master’s degrees.

Strategy: Graduate Faculty in each department will discuss and consider advocating for Graduate Council and Faculty Senate allowing accelerated master’s degrees.
Performance Measure: Discussions will appear in the minutes of department meetings and Graduate Council.

Budget Implications:
- None at this time; however, a growth in graduate programs might create a need for additional faculty.
Goal 2: The College of Arts and Sciences will Enhance and Encourage a Culture of Discovery and Research.  
(Linked with University Goal 2)

**Objective 2.1: Establish funding sources to support faculty research, creative activity, and professional development.**

**Strategy:** Continue to increase number of internal and external grant proposals submitted within the College.

**Strategy:** Advocate for establishing competitive university-wide faculty development, creative activity, and research funds administered through the appropriate University office or program, preferably the Arts and Sciences Dean’s Office.

**Performance Measure:** Departments will submit an annual report summarizing the number of internal and external grant applications submitted and awarded.

**Budget Implications:**
- An increase in Arts and Sciences OOE is needed to support an internal grant program.
- The University also might consider increasing infrastructure support for grant-writing, processing, and administration.

**Objective 2.2: Support the growth of scholarly presentations, publications, and creative endeavors by Arts and Sciences faculty.**

**Strategy:** Encourage and financially support faculty participation in and presentations at professional meetings.

**Strategy:** Create campus venues for research, scholarship, and creative activity presentations.

**Strategy:** Explore manners for alternative teaching assignments providing faculty additional time for research and creative activities.

**Strategy:** Create two annual research/creative activity awards with a stipend, similar to the teaching awards currently funded by the PSU Foundation.

**Performance Measure:** Departments will submit an annual report summarizing the number and forms of faculty scholarly submissions, presentations, publications, and creative accomplishments.

**Budget Implications:**
- Increase availability of travel funds at the department and/or college level for presenting original research at professional academic conferences.
- Research awards need to be funded.
**Objective 2.3: Promote student research and creative activity, including collaborative work with faculty, by supporting student presentations, conference attendance, and submissions to scholarly journals.**

**Strategy:** Departments will encourage an undergraduate student research component, guided by professional standards and rules of dissemination or publication, in appropriate classes.

**Strategy:** Faculty will take advantage of the University’s undergraduate research initiative to develop undergraduate research opportunities.

**Strategy:** Publicize in newsletters and on college unit webpages department colloquia or seminars featuring student research/creative activity presentations.

**Strategy:** Encourage Arts and Sciences undergraduate and graduate students to participate in the PSU Research Colloquium.

**Strategy:** Explore the idea of creating student research/creative activity colloquia in the humanities, social sciences, and natural sciences (three different events).

**Strategy:** Publicize student presentations at professional conferences.

**Performance Measure:** Departments will submit an annual report documenting the number of graduate and undergraduate students engaging in a qualified project and include the student presentations on and off campus, as well as the courses including an undergraduate research component.

**Performance Measure:** Track the number of department colloquia and seminars featuring student research, including the number of people in attendance.

**Performance Measure:** A task force will submit a report summarizing the benefits and costs of creating student research/creative activity colloquia in the humanities, social sciences, and natural sciences.

**Budget Implications:**
- Additional university or college funds are needed to establish an internal grant program to support undergraduate and graduate student research.
- We need additional funding for student travel to professional academic conferences.
Goal 3: The College of Arts and Sciences Will Enhance Engagement and Interaction with External Stakeholders.
(Linked with University Goal 3)

Objective 3.1: Continue to develop Pittsburg State University as a cultural center.

Strategy: Continue to offer cultural opportunities in the Pittsburg community.

Strategy: Support the teaching and learning of world languages through development of a Workplace Language Institute that includes internal and external stakeholders.

Strategy: Publicize cultural events in the College of Arts and Sciences.

Performance Measure: Track the variety of performances, lectures, productions, art exhibits, literary contests, public lectures, and other such events offered by departments.

Performance Measure: Track progress towards the development of a Workplace Language Institute.

Budget Implications:
- Funds to support a Workplace Language Institute need to be found either internally or through external funding.
- Additional funding for music performances, theater performances, art exhibits, literary contests, public lectures by external speakers, guest actors and musicians, and other such events is required.

Objective 3.2: Create partnerships with potential employers and other interested entities that could lead to valuable educational experiences for students in the College.

Strategy: In appropriate and relevant situations, departments will maintain or create internships, student teacher placements, and/or other types of partnerships with external agencies and organizations.

Strategy: In appropriate cases, departments will develop or maintain external advisory boards.

Strategy: Explore the advantages and disadvantages of a college-level external advisory board.

Strategy: Maintain a high profile for Arts and Sciences activities through publicizing the good work of college students, faculty, staff, and units.

Performance Measure: Track the number of internships, partnerships, and student teaching placements with potential employers.

Performance Measure: Track the existence of active alumni/community advisory board in Arts and Sciences units.
Performance Measure: Track the number of press releases and news stories featuring the work and activities of Arts and Sciences students, faculty, staff, and units.

Budget Implications:
- Funds for advisory board lunches at meetings are needed.

Objective 3.3: Continue to enhance partnerships with community groups, school districts, other colleges and universities, as well as programs and units in other Pittsburg State University colleges.

Strategy: Outreach to community groups through Nature Reach and other relevant Arts and Sciences programs.

Strategy: Create partnerships with the College of Technology to offer courses in workplace contextual language, primarily Spanish.

Strategy: Work with the College of Education to maintain NCATE and KSDE approval of programs.

Strategy: Enhance relationships with area community colleges and school districts.

Strategy: Collaborate with Emporia State University and Fort Hays State University to collaboratively offer courses combining enrollment in low-enrollment courses using distance learning technologies.

Performance Measure: Departments will submit an annual report documenting outreach efforts with community groups.

Performance Measure: Track the establishment of workplace contextual language courses offered in collaboration with the College of Technology.

Performance Measure: Document teacher preparation programs retaining accreditation/approval.

Performance Measure: Departments will submit an annual report documenting collaborative efforts with area community colleges and school districts.

Performance Measure: Track the number of courses offered and students involved in the Emporia State University and Fort Hays State University collaborative.

Budget Implications:
- Incentive funds might be necessary as an incentive to participate in the Emporia State-Fort Hays State- Pittsburg State collaborative.

Objective 3.4: Continue to form relationships with alumni and other friends of the College.

Strategy: Send alumni and other friends of the College the Arts and Sciences newsletter, Universitas.
Strategy: Department newsletters will be sent or electronically made available to alumni and friends.

Strategy: Create and maintain department and college Facebook pages listing student, faculty and alumni accomplishments, issues, events, and/or activities.

Strategy: Enhance unit webpages to build relationships with alumni and friends of the College and departments.

Strategy: The Dean will have regular contact with donors, prospective donors, and other friends of the College.

Performance Measure: Departments and college create and distribute newsletters at least on an annual basis.

Performance Measure: Departments and college create and maintain Facebook pages.

Performance Measure: Conduct an annual audit of unit webpages for content of interest to external stakeholders and constituents.

Performance Measure: Dean will track contacts with donors, prospective donors, and other friends of the College.

Budget Implications:
- Funds are needed for distribution of hard copy newsletters, if a department selects hard copy over electronic newsletters.
- The Dean needs a travel budget for visiting with donors, prospective donors, and other friends of the College.
Goal 4: The College of Arts and Sciences Will Embrace and Utilize Emerging Technologies in Appropriate Manners.
(Linked with University Goal 4)

**Objective 4.1: Managed expansion of online and hybrid courses.**

**Strategy:** Appropriately expand number of online courses, particularly during summer sessions.

**Strategy:** Appropriately expand number of hybrid courses.

**Strategy:** Explore the possibility of offering students enough General Education courses to complete the General Education Program online.

**Strategy:** Faculty take advantage of professional development opportunities for training in online/hybrid courses.

**Performance Measure:** Track the number of online courses, particularly in the summer, developed and offered.

**Performance Measure:** Track the number of hybrid online courses developed and offered.

**Performance Measure:** Track the number of online General Education courses.

**Performance Measure:** Track the number of faculty participating in training sessions on online/hybrid course topics.

**Budget Implications:**
- Incentive funds may be needed to encourage faculty to develop and offer online and hybrid courses, particularly online General Education courses.

**Objective 4.2: Explore and implement use of emerging instructional and discipline specific technologies.**

**Strategy:** Faculty will take advantage of professional development opportunities in the use of emerging instructional technologies, such as lecture capture, iPad apps, Canvas, and electronic simulations.

**Strategy:** Use student instructional fee funding to purchase needed equipment and update existing equipment.

**Performance Measure:** Track the number of faculty participating in training opportunities.

**Performance Measure:** Departments will submit an annual report on the use of emerging technologies by faculty.
Budget Implications:

- Arts and Sciences departments are able to keep pace with most instructional equipment needs through the instructional equipment fee paid by students. However, some lab equipment in the sciences is too expensive to be purchased or even adequately maintained with this funding source. It is probable, therefore, that those departments will be seeking additional revenue to support these costs.
Goal 5: The College of Arts and Sciences Will Recruit and Retain Quality Faculty, Obtain Additional Resources, and Practice Sound Fiscal Management. (Linked with University Goal 5)

**Objective 5.1: Maintain a competitive advantage in recruitment and retention of highly qualified faculty.**

**Strategy:** Use CUPA or discipline-based salary data to determine market-based entry-level salaries in all areas.

**Strategy:** Compile CUPA, peer institution, and/or discipline-based data to support salary increases addressing equity and market concerns.

**Performance Measure:** Identify CUPA data, peer institution, and/or discipline-based salary data to develop appropriate target salaries for faculty, address equity issues, and establish salary offers for new faculty.

**Budget Implications:**
- The cost of addressing faculty salary equity issues and hiring at market-level will be substantial. Locating the source of these significant funds is uncertain and challenging.

**Objective 5.2: Use enrollment trend data in course scheduling and faculty hiring.**

**Strategy:** Use available enrollment data for efficient and cost-effective course scheduling.

**Strategy:** Use course and program enrollment trends as a primary consideration when funding faculty replacements, new faculty positions, and type of faculty hire (adjunct, FTT, CNT, tenure-earning).

**Performance Measure:** Low enrollment sections will be monitored and justified, such as due to program or student need.

**Performance Measure:** Each faculty hire will include a justification based on enrollment data.

**Budget Implications:**
- Reallocation of available salary dollars and faculty lines from one program or department to another might be necessary.

**Objective 5.3: Seek external funds through development and grant-writing.**

**Strategy:** Cooperate and partner with the Pittsburg State University Office of Development to identify funding sources for projects and initiatives.

**Strategy:** Identify potential donors whose interests match department and/or program needs.

**Strategy:** Cooperate with the Office of Graduate Studies and Continuing Studies to provide faculty with professional development opportunities to learn about the grant-writing process.
**Strategy:** Increase the number of external grant applications submitted.

**Performance Measure:** Track the number of donors and prospective donors linked to special projects and initiatives.

**Performance Measure:** Track the number of faculty participating in grant-writing professional development activities.

**Performance Measure:** Track the number of external grant applications submitted and awards received.

**Budget Implications:**
- Funds are needed for grant-writing professional development opportunities, such as an external facilitator for a workshop.
- Funds are needed for faculty travel to meet with grant program directors.
- Funds are needed for faculty to attend off-campus grant-writing workshops.

**Objective 5.4: Provide an adequate and appropriate balance between administrative and instructional personnel.**

**Strategy:** Continue exploring alternative organizational models in the College of Arts and Sciences.

**Strategy:** Explore the benefits and costs involved with establishing an Associate Dean (full-time administrative position) in the College of Arts and Sciences.

**Performance Measure:** Possible organizational models are created, evaluated, and discussed by the Arts and Sciences Leadership Team and faculty.

**Performance Measure:** Cost/benefit analysis of the Associate Dean position is completed and discussed by the leadership team and faculty.

**Budget Implications:**
- Reorganization of the structure in Arts and Sciences could produce significant savings and only should be pursued if the savings can be reinvested in additional faculty positions.
- Creating an Associate Dean full-time administrative position will involve additional salary and possibly adjunct teaching needs.
Goal 6: The College of Arts and Sciences Will Institutionalize Environmental Sustainability.
(Linked with University Goal 6)

**Objective 6.1: Contribute to the University-wide effort by reducing the College of Arts and Sciences impact on the physical environment.**

**Strategy:** Continue to engage in the activities listed in the “unit’s efforts in the area of sustainability” section above.

**Strategy:** Work at the university-level advocating for the creation of an electronic system for submitting and reviewing tenure, promotion, and exceptional merit dossiers.

**Performance Measure:** Departments and Dean’s Office will complete an annual checklist of activities from this list.

**Performance Measure:** Document efforts and activities advocating for a university-wide electronic dossier submission and review process.

**Budget Implications:**
- Departments may need access to high-speed scanners to create electronic forms of support material for tenure and promotion applications.
- Assistance may be needed with uploading electronic documents to a central system for dossier review.
- Establishing an electronic portfolio system could involve costs for software.

**Objective 6.2: Integrate sustainability concepts and themes into appropriate Arts and Sciences courses.**

**Strategy:** Faculty will explore manners in which environmental sustainability are relevant for their course topic.

**Strategy:** In appropriate courses, faculty will discuss the relevance of sustainability for the topic being taught and learned.

**Strategy:** Create and implement a new interdisciplinary emphasis in Sustainability, Society, and Resource Management for the Bachelor of Integrated Studies degree program.

**Performance Measure:** Departments will provide an annual report listing courses where sustainability topics are covered to some extent and in some depth.

**Performance Measure:** Document progress towards creating and implementing the Sustainability, Society, and Resource Management emphasis.

**Budget Implications:**
- None.