



## College of Arts & Sciences Strategy 2025

# Table of Contents

Overview .....	2
CAS Strategic Planning Committee.....	2
Acknowledgements .....	2
Mission and Vision .....	3
<b>GSU Strategy 2025 and CAS Goals Alignment.....</b>	<b>4</b>
<b>CAS Strategic Objectives and KPIs.....</b>	<b>6</b>
Strategic Planning Process and Next Steps .....	17

### **Key Dates**

Initiated: October 2023

Adopted: August 2023

Revised and Updated:

## Overview

The College of Arts and Sciences (CAS) strategic plan aligns with Governors State University's [Strategy 2025](#) and provides a framework for department level strategic planning as well as coordinated college-wide assessment and continuous improvement. The College of Arts and Sciences started the development of its new strategic plan, CAS Strategy 2025 in October 2022. A Strategic Planning Committee made up of administration, faculty, and staff came together to start the work of using the goals laid out in GSU's Strategy 2025 as a framework to craft strategic objectives for CAS. Once the objectives were determined, in January 2023, CAS faculty and staff participated in focus group discussions to provide feedback on the objectives and identify potential measurable key performance indicators and action items. The Strategic Planning Committee further aligned and refined Key Performance Indicators that will measure our progress in meeting the defined CAS objectives and action items. CAS Leadership provided feedback and refinements of the plan document. In August 2023, the complete strategic plan was shared with the College of Arts and Sciences faculty, staff, and advisory board. This living document will be reviewed annually by the Strategic Planning Committee and CAS leadership and updated as needed.

## CAS Strategic Planning Committee

Jason Zingsheim, Dean

Mary Carrington, DMST Division Chair

Deborah James, DAL Division Chair

Lannaea Alexander, Assessment Coordinator

Eddie Gamboa, COMM

Timothy Gsell, BIOL

Bryce Johnsen, Sr. Academic Advisor

Liam Lanigan, ENGL

Richard Manprasio, IT

Johnsie McAuley-Davis, Administrative Assistant

Mohammed Salam, IT

Jing Zhang, MATH

## Acknowledgements

This Strategic Plan was developed based on GSU's Strategy 2025. We wish to acknowledge consulting the strategic planning documents from the College of Business and College of Health and Human Services. All objectives, KPIs, and Action Plans have been adapted and crafted to align with the mission and vision of the College of Arts and Sciences and its structures and initiatives.

## Mission and Vision

### GSU MISSION

Governors State University is committed to offering an exceptional and accessible education that prepares students with the knowledge, skills and confidence to succeed in a global society.

### GSU VISION

GSU will create an intellectually stimulating public square, serve as an economic catalyst for the region, and lead as a model of academic excellence, innovation, diversity and responsible citizenship.

### **CAS Mission**

College of Arts and Sciences' mission is to teach theoretical and applied habits of mind, communication skills and artistic vision, and expression befitting advanced learning.

### **CAS Vision**

CAS seeks to empower students to join and strengthen the wider community to become change agents within a global culture; to serve as leaders in their respective disciplines and professions and to live as informed, responsible citizens.

## GSU Strategy 2025 and CAS Goals Alignment

<b>GSU Strategy 2025</b>	<b>CAS Strategic Objectives</b>
<p><b>ACADEMIC EXCELLENCE</b> Provide quality, current and relevant, academic programs.</p>	<p>1.1 Ensure that academic programs are up to date, relevant and aligned with professional and discipline standards. 1.2 Maintain or develop academic programs that respond to regional, state, national and international trends, employment needs and student interests.</p>
<p><b>STUDENT SUCCESS</b> Provide equitable pathways to graduation which lead to academic, personal, and career success.</p>	<p>2.1 Continue to improve upon the learning environment to demonstrate a commitment to improving student retention rates in CAS annually. 2.2 Provide equitable support in meeting needs for students facing challenges in navigating college. 2.3 Develop and promote opportunities for career success for all CAS students through internship opportunities.</p>
<p><b>HIGH QUALITY FACULTY AND STAFF</b> Create a learning environment where highly qualified and diversified faculty and staff are hired and retained.</p>	<p>3.1 Attract and retain faculty and staff to support institution’s mission and vision. 3.2 Provide professional development opportunities to enhance knowledge of faculty and staff and enable them to grow in their roles. 3.3 Engage in research and scholarship in their field of expertise. 3.4 Foster a supportive and inclusive work environment that values diversity, equity, and belonging.</p>
<p><b>ENROLLMENT OPTIMIZATION</b> Implement a strategic enrollment plan consistent with university mission.</p>	<p>4.1 Increase the number of academic year graduate program applications over a 5-year period. 4.2 Increase fall enrollments over a 5-year period including new and returning graduate students. 4.3 Support transfer recruitment efforts 4.4 Achieve increased undergraduate retention and graduate retention (within the college) over a 5-year period.</p>

<p><b>INVEST IN EXCELLENCE</b>  Enhance and diversify revenue streams, serve as a destination for social, cultural, and continuing education, and be an economic catalyst for the region.</p>	<p>5.1: Increase and diversify revenue streams and external stakeholder investments to grow resources, reach, and reputation.  5.2: Increase # of patrons annually engaged by CAS cultural entities (the Nate, CPA, CCM).  5.3 Annually increase contribution to workforce development and regional economy.  5.4 Enhance grants activities.</p>
<p><b>SOCIAL, ETHICAL, AND ENVIRONMENTAL RESPONSIBILITY</b>  Institutional actions and decisions demonstrate a commitment to social, ethical, and environmental responsibility.</p>	<p>6.1 Purposefully support and advocate for student diversity, inclusion, and equity through internal mechanisms &amp; external partnerships.  6.2 Expand environmentally sustainable initiatives in CAS.  6.3 Support initiatives to teach and incorporate civic engagement.</p>
<p><b>STRONG CYBER PRESENCE</b>  Support the people, tools, and environment that are needed to succeed in today’s digital world.</p>	<p>7.1. Develop expertise in the development and delivery of online education.  7.2. Promote online presence on different social and professional platforms.  7.3. Utilize an information storing and sharing system for college strategic management and committee work.  7.4 Better align College operations with the evolving technology needs.</p>
<p><b>CONTINUOUS IMPROVEMENT</b>  Institutional processes for continuous improvement are guided by evidence-based decision-making to achieve the mission of the university.</p>	<p>8.1 Strengthen organizational structures and improve governance and strategic plan processes.</p>

## CAS Strategic Objectives and KPIs

### Goal 1 – Academic Excellence: Provide quality, current and relevant, academic programs.

Strategic Objectives	Key Performance Indicators	Action Items
<p>1.1 Ensure that academic programs are up to date, relevant and aligned with professional and discipline standards.</p>	<ul style="list-style-type: none"> <li>• Maintain accreditations</li> <li>• Successful 5-year cyclical program reviews</li> </ul>	<p>1.1.1 Monitor and benchmark programs periodically using discipline standards, competitors and peers as indicators for continuous improvement.</p> <p>1.1.2 Seek advice and counsel from the CAS Board, Alumni and professional organizations.</p>
<p>1.2 Maintain or develop academic programs that respond to regional, state, national and international trends, employment needs and student interests.</p>	<ul style="list-style-type: none"> <li>• Maintain accreditations</li> <li>• Successful 5-year cyclical program reviews</li> <li>• Positive 3-year progress reports for new programs</li> </ul>	<p>1.2.1 Continue to align curriculum with professional standards and employer needs.</p> <p>1.2.2 Use feedback from employers, alumni and educational/market research for continued improvement of undergraduate and graduate academic programs.</p> <p>1.2.3 Maintain and expand opportunities for faculty, students and staff to collaborate with professional and industry organizations.</p>

**Goal 2 – Student Success: Provide equitable pathways to graduation which lead to academic, personal, and career success.**

Strategic Objectives	Key Performance Indicators	Action Items
<p><b>2.1 Continue to improve upon the learning environment to demonstrate a commitment to improving student retention rates in CAS annually</b></p>	<ul style="list-style-type: none"> <li>• Quantitative averages and qualitative trends in SEI responses</li> <li>• Increase Social Belonging Survey participation</li> <li>• Increase returning student registration annually</li> </ul>	<p>2.1.1 Use feedback from SEIs for continued improvement of instruction and student learning experience.</p> <p>2.1.2 Use feedback from social belonging activity for continued improvement of undergraduate student experience.</p>
<p><b>2.2 Provide equitable support in meeting needs for students facing challenges in navigating college</b></p>	<ul style="list-style-type: none"> <li>• Satisfaction with support services based on ARC surveys.</li> <li>• Increase the number of students who utilize services provided by the Academic Resource Center</li> <li>• Student retention rates</li> </ul>	<p>2.2.1 CAS meetings with academic advisors.</p> <p>2.2.2 Collaborate with Academic Resource Center and Retention Specialists to understand and respond to results of student surveys.</p> <p>2.2.3 Increase faculty use of student support systems (GSUStar, CARE reports).</p> <p>2.2.4 Encourage faculty and staff to be trained as GSU4U ambassadors.</p> <p>2.2.5 Widen adoption of Open Educational Resources.</p>
<p><b>2.3 Develop and promote opportunities for career success for all CAS students through internship opportunities</b></p>	<ul style="list-style-type: none"> <li>• Number of programs that offer internship course</li> <li>• Number of students who participate in internships</li> <li>• Intern/faculty of record/program relationships with local businesses</li> </ul>	<p>2.3.1 Increase # of CAS programs that provide internships</p> <p>2.3.2 Increase # of CAS students who participate in internships</p> <p>2.3.3 Increase internship relationships with local businesses</p>

**Goal 3 – High Quality Faculty & Staff: Create a learning environment where highly qualified and diversified faculty and staff are hired and retained.**

Strategic Objectives	Key Performance Indicators	Action Items
<b>3.1 Attract and retain highly qualified faculty and staff to support institution’s mission and vision</b>	<ul style="list-style-type: none"> <li>• Number of applicants and new hires</li> <li>• Faculty and staff retention rate</li> </ul>	3.1.1 Regular review of annual CAS faculty hiring plans based on program needs. 3.1.2 Review faculty and staff retention rate. 3.1.3 CAS summary of student evaluations.
<b>3.2 Provide professional development opportunities to enhance knowledge of faculty and staff and enable them to grow in their roles</b>	<ul style="list-style-type: none"> <li>• Number of faculty &amp; staff who attended professional development opportunities</li> </ul>	3.2.1 Faculty to track participation in professional development opportunities using Faculty Success (aka Digital Measures). 3.2.2 Supervisors to track staff participation in professional development opportunities through annual performance review.
<b>3.3 Engage in research and scholarship in their field of expertise</b>	<ul style="list-style-type: none"> <li>• Number of research and creative activity items completed annually.</li> <li>• Number of research grants and funding submitted annually</li> <li>• Number of research grants and funding received annually</li> </ul>	3.3.1 Faculty to enter research-related activities into Faculty Success (aka Digital Measures). 3.3.2 Annual tracking of the number of research-related activities by program and by type. 3.3.3 Increase number of grant submissions annually. 3.3.4 Increase total grant revenue.
<b>3.4 Foster a supportive and inclusive work environment that values diversity, equity, and belonging.</b>	<ul style="list-style-type: none"> <li>• Climate survey</li> </ul>	3.4.1 Review CAS-specific data from institution-wide climate survey. 3.4.2 Create exit survey to measure satisfaction with work environment,



		<p>diversity and equity among faculty and staff.</p> <p>3.4.3 Incorporate discussion and assessment of work environment and DEIB values into regular review and development.</p> <p>3.4.4 Develop annual staff awards/recognitions.</p> <p>3.4.5 Regularly communicate and celebrate employee successes, such as through the Dean's Notes.</p>
--	--	--

**Goal 4 – Enrollment Management Optimization: Implement a strategic enrollment plan consistent with university mission.**

Strategic Objectives	Key Performance Indicators	Action Items
<p><b>4.1 Increase the number of academic year graduate program applications over a 5-year period.</b></p>	<ul style="list-style-type: none"> <li>• Number of Graduate Applications in an academic year (all applications including applications started but not completed; admitted; denied; withdrawn)</li> </ul>	<p>4.1.1 Improve collaboration with marketing, recruiting and admissions. 4.1.2 Maintain and increase Graduate Open House events.</p>
<p><b>4.2 Increase fall enrollments over a 5-year period including new and returning graduate students.</b></p>	<ul style="list-style-type: none"> <li>• Graduate Student Enrollment (Headcount - Number of graduate students enrolled in at least 1 course)</li> </ul>	<p>4.2.1 Improve the speed of faculty-based admission decisions. 4.2.2 Continue to expand CAS graduate student orientation.</p>
<p><b>4.3 Support transfer recruitment efforts.</b></p>	<ul style="list-style-type: none"> <li>• Transfer student enrollment headcounts</li> </ul>	<p>4.3.1 Build and maintain partnerships with counterparts at area community colleges. 4.3.2 Improve ease and visibility of credit for prior learning. 4.3.3 Implement student-centered course scheduling practices.</p>
<p><b>4.4 Achieve increased undergraduate retention and graduate retention (within the college) over a 5-year period.</b></p>	<ul style="list-style-type: none"> <li>• <b>Undergraduate Retention Rates</b> (<i>Retained in College of Arts and Sciences one semester</i>)</li> <li>• <b>Graduate Retention Rates</b> (<i>Retained in College of Arts and Sciences one semester</i>)</li> </ul>	<p>4.3.1. Work closely with student services areas to retain students, including: Advising, Academic Resource Center (tutoring, careers services, First Gen Center), Strategic Enrollment Management committees (Retention to Graduation (R2G)). 4.3.2. Use Exit surveys to identify areas for improvement. 4.3.3 Implement strategic scheduling to support new student planning module.</p>

		<p>4.3.4 Pilot and develop use of Social Belonging activity in FYS courses.</p> <p>4.3.5. Improve collaboration and foster active cooperation with academic advising, and retention units. Organize regular meetings with these units.</p> <p>4.3.6. Identify ways to make course materials more accessible to students (i.e., OER, course fees).</p>
--	--	---

**Goal 5 – Invest in Excellence: Enhance and diversify revenue streams, serve as a destination for social, cultural, and continuing education, and be an economic catalyst for the region.**

Strategic Objectives	Key Performance Indicators	Action Items
<b>5.1: Increase and diversify revenue streams and external stakeholder investments to grow resources, reach, and reputation</b>	<ul style="list-style-type: none"> <li>• Number of non-duplicated donors</li> <li>• Number of sponsorships</li> <li>• Total annual amount raised in CAS related funds</li> <li>• Number of awarded grants and amount awarded</li> </ul>	5.1.1 Increase percent of CAS employees who donate annually. 5.1.2 Increase requests for corporate sponsorships. 5.1.3 Pursue new and recurring grant opportunities.
<b>5.2: Increase number of patrons annually engaged by CAS cultural entities (the Nate, CPA, CCM).</b>	<ul style="list-style-type: none"> <li>• Attendance at Nate events</li> <li>• Annual tickets sold at CPA</li> <li>• Audience reach for GSUTV</li> <li>• Online viewers and subscribers for CCM programming</li> </ul>	5.2.1 Enhance marketing. 5.2.2 Develop online radio station. 5.2.3 Monitor post event surveys to identify potential improvements. 5.2.4 Reduce barriers to participation.
<b>5.3 Annually increase contribution to workforce development and regional economy.</b>	<ul style="list-style-type: none"> <li>• Number of CAS-based stackable credentials and badges offered by the School of Extended Learning</li> </ul>	5.3.1 Collaborate with SXL to develop non-credit bearing stackable credentials and digital badges.
<b>5.4 Enhance grants activities</b>	<ul style="list-style-type: none"> <li>• Number of grant applications submitted;</li> <li>• Number of grants awarded;</li> <li>• Amount of grants awards</li> </ul>	5.4.1. Collaborate with OSPR in identifying suitable funding opportunities and developing grant proposals. 5.4.2. Collaborate with external partners in identifying funding opportunities and developing proposals. 5.4.3. Encourage more faculty to participate in OSPR training on grants development (capacity building).

**Goal 6 - Social, Ethical, and Environmental Responsibility: Institutional actions and decisions demonstrate a commitment to social, ethical, and environmental responsibility.**

Strategic Objectives	Key Performance Indicators	Action Items
<p><b>6.1 Purposefully support and advocate for student diversity, inclusion, and equity through internal mechanisms &amp; external partnerships</b></p>	<ul style="list-style-type: none"> <li>• Student diversity (age, gender, race/ethnicity, etc.);</li> <li>• Study abroad opportunities &amp; participation</li> <li>• LEAP student success data</li> </ul>	<p>6.1.1. Engage the university to better understand our student population by measures including race &amp; ethnicity, gender identity, disabilities, LGBTQ, and age.</p> <p>6.1.2. Training for using accessible teaching tools for students with disabilities.</p> <p>6.1.3. Offer training for unconscious bias and inclusive teaching techniques.</p> <p>6.1.4 Increase representation within learning resources to reflect diverse voices.</p> <p>6.1.5 Continue to monitor and improve LEAP program based on data.</p>
<p><b>6.2 Expand environmentally sustainable initiatives in CAS.</b></p>	<ul style="list-style-type: none"> <li>• Student participation in CAS environmental activities, clubs, and events</li> <li>• The Nate’s conservation efforts</li> </ul>	<p>6.2.1 Continue to monitor and improve participation in environmental activities, clubs and events.</p> <p>6.2.2 Maintain stewardship of the Butterfly Ranch and surrounding landscape.</p>
<p><b>6.3 Support initiatives to teach and incorporate civic engagement</b></p>	<ul style="list-style-type: none"> <li>• Student participation in CAS civic engagement activities, clubs, and events</li> </ul>	<p>6.3.1 Continue to monitor and improve participation in environmental activities, clubs and events.</p>

**Goal 7 – Strong Cyber Presence: Support the people, tools, and environment that are needed to succeed in today’s digital world.**

Strategic Objectives	Key Performance Indicators	Action Items
<p><b>7.1. Develop expertise in the development and delivery of online education.</b></p>	<ul style="list-style-type: none"> <li>• Number of CAS faculty that are trained in Quality Matters design principles</li> <li>• Number of online courses that meet Quality Matters design standards;</li> <li>• Number of faculty completing CTL or other pedagogy training</li> </ul>	<p>7.1.1. Develop guidelines for exemplary online course delivery.            7.1.2. Develop minimum standards for evaluating online course development.            7.1.3. Acquire the necessary hardware and software for faculty to develop and deliver online content.            7.1.4. Promote professional development workshops and training.</p>
<p><b>7.2. Promote online presence on different social and professional platforms.</b></p>	<ul style="list-style-type: none"> <li>• College profile followers/likes;</li> <li>• Number of faculty with professional social media profiles (twitter, etc.);</li> <li>• Faculty Google Scholar i-10 &amp; h-index scores;</li> <li>• Faculty ResearchGate impact scores</li> </ul>	<p>7.2.1. Collaborate with marketing to offer social media professional development/training for faculty and staff.            7.2.2. Encourage faculty to participate in podcasts, create professional websites, and use other social media tools.            7.2.3. Add faculty social media profiles and professional websites to GSU faculty web profiles.            7.2.4. Promote college events and news on social media.            7.2.5. Hire a graduate assistant or student workers to help plan social media in the college.            7.2.6. Encourage students and alumni to connect their profiles to the CAS on LinkedIn.            7.2.7. Encourage faculty to track and report their Google Scholar impact</p>

		<p>measures and other research impact profiles (e.g., ResearchGate)</p> <p>7.2.8. Fully utilize current social media platforms to better engage students, alumni and other stakeholders. Annual review of social platforms.</p>
<p><b>7.3. Utilize an information storing and sharing system for college strategic management and committee work.</b></p>	<ul style="list-style-type: none"> <li>• Usage of Blackboard, Aqua, Weave, Microsoft 365, Maxient, Colleague and other systems to support committee work</li> </ul>	<p>7.3.1. Encourage committees and working groups to utilize existing data storage and information sharing systems such as Microsoft 365, Curriculog, Blackboard, Aqua, Digital Measures, etc.</p> <p>7.3.2. Provide training as needed to better utilize existing systems.</p> <p>7.3.3. Explore possibilities of new systems to improve efficiency.</p>
<p><b>7.4 Better align College operations with the evolving technology needs.</b></p>	<ul style="list-style-type: none"> <li>• Usage of digital tools and environments in courses</li> <li>• Usage of digital tools and environments in co-curricular events and activities</li> </ul>	<p>7.4.1 Encourage faculty to adopt digital tools and environments to support student learning (e.g., NetLabs, StatsLab, OER materials).</p> <p>7.4.2 Research evolving digital tools and environments.</p>

**Goal 8 – Continuous Improvement: Institutional processes for continuous improvement are guided by evidence-based decision-making to achieve the mission of the university.**

Strategic Objectives	Key Performance Indicators	Action Items
<p><b>8.1 Strengthen organizational structures and improve governance and strategic plan processes</b></p>	<ul style="list-style-type: none"> <li>• Annual budget; funding strategic priorities</li> <li>• Strategic goal attainment</li> </ul>	<p>8.1.1. Review strategic plan outcomes at least once each semester and execute accordingly.</p> <p>8.1.2. Create and publicize CAS annual report.</p> <p>8.1.3. Create a process for collecting stakeholder ideas (e.g., online suggestion box).</p>



## Strategic Planning Process and Next Steps

**Summary** of input collected and reviewed during the Strategic Plan development stage:

Initial versions of Strategic Objectives and KPI's were shared with CAS faculty and staff in January 2023 for input and feedback. The first full draft of proposed CAS Strategy 2025 was developed by the CAS Strategic Planning Committee. This draft was shared with the CAS Dean, Division Chairs, and Directors in July 2023. In August 2023, CAS faculty and staff will be asked to review the Strategic Plan, provide additional feedback, and vote on its adoption as a guiding document.

### **Immediate next steps:**

- Collect feedback on Strategic Plan from CAS Advisory Board members (F23)
- Collect feedback on strategic objectives only from students – Capstone course feedback (F23)
- Post Strategy 2025 goals and CAS objectives on CAS webpage (F23)
- Determine responsible parties for each objective and add into document (F23/SP24)
- Consult with Office of Institutional Research and Effectiveness on feasibility of Weave implementation (F23/SP24)
- Strategic Planning Committee to determine term lengths and process for rotation of committee members (SP24)

### **Annual Steps:**

- Strategic Planning Committee conducts focused review of KPIs and Action Steps (F/Sp)
- Strategic Planning Committee to provide informational presentation to College of Arts and Sciences (August meeting)

### **Long Term Steps:**

- Conduct comprehensive review in the year immediately following the adoption of a new University strategic plan.
  - Perform environmental scan and analysis.
  - Evaluate current plan's efficacy.
  - Solicit feedback from stakeholders.
  - Propose and present updated plan to CAS for approval and adoption.