

# Appendix C

**College of Arts and Sciences  
Strategic Plan**

**COLLEGE OF ARTS AND SCIENCES May 4, 2004 draft**

| <b>Functional Unit</b>              | <b>Strategic Goal 1: RETENTION</b>   | <b>Outcomes / Objectives-</b> What specifically do I want to achieve?<br>After review of the data, these objectives should create an opportunity to make improvements. | <b>Evaluation Measures-</b> How will I measure progress? Include more than one measure that demonstrates that the objectives have been met.   | <b>Standards of Performance-</b> Where would you like to be (specific numbers) in a specified time period?   |
|-------------------------------------|--|--|---|--|
|                                     | <b>Alignment:</b><br><b>To help increase DSU's retention</b>   | <b>SMART- Specific, Measurable, Attainable, Results-oriented, Time based</b>   | <b>Direct and indirect measures (Surveys, tests, volume of activity, measures of service quality)</b>   |  |
| <b>College of Arts and Sciences</b> | 1. With conscientious advising, and by offering a variety of high quality programs and courses, the College will retain greater numbers of students. | 1A. The level of satisfaction of students in the College will increase, and students in College majors will be retained correspondingly.                               | 1A1. Noel Levitz Student Satisfaction Inventory ratings for students majoring in the College of Arts and Sciences<br><br>1A2. Employer Survey for graduates from the College of Arts and Sciences<br><br>1A3. Graduate Survey for graduates in the College of Arts and Sciences<br><br>1A4. DSU retention and graduation data   | 1A1. By 2007, 3-5% increase in satisfaction with "Content of courses within my major is valuable", "The instruction in my major field is excellent", "My academic advisor is knowledgeable about requirements in my major"<br><br>1A2. By 2007, 10% increase in responses of "Good" or "Very good" for the six questions about job-related skills<br><br>1A3. By 2007, 10% increase in responses of "Satisfied" or "Very Satisfied" for the six questions about job-related skills.<br><br>1A4a. 1% increase in first-year to second-year retention each year<br><br>1A4b. .5% increase in first-year to graduation retention in each 4-year window.   |
|                                     |  | 1B. College courses will be taught in ways leading to greater success and convenience for students.  | 1B1. Subject to available funding, class sizes of general education courses and pre-general education courses will be lowered (section size data).<br><br>1B2. College courses will be scheduled in a wider range of times. (Course scheduling data)<br><br>1B3. Additional college courses will be offered each year via the Internet and DDN (Course scheduling data)<br><br>1B4. Increased retention of College students (DSU retention and graduation data) | 1B1a. Pre-general education section sizes will be reduced each year to a maximum enrollment of 16 by 2007.<br>1B1b. Most general education section sizes will be reduced each year to a maximum enrollment of 25 (and no classes over 40) by 2007.<br>1B2a. By 2007, within any two-year window, at least two evening classes will be scheduled.<br>1B2b. By 2007, within any two-year window, at least two early morning classes will be scheduled<br>1B3a. By 2007, four or more (graduate and undergraduate) classes will be offered each year via internet.<br>1B3b. By 2007, three or more courses will be offered each year via DDN<br><br>1B4a. 10% increase in first-year to second-year retention each year<br>1B4b. 5% increase in first-year to graduation retention in each four-year window |

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| Functional Unit              | Strategic Goal 2:<br><b>RECRUITMENT</b>  | <b>Outcomes / Objectives</b> -What specifically do I want to achieve? After review of the data, these objectives should create an opportunity to make improvements.   | <b>Evaluation Measures</b> - How will I measure progress? Include more than one measure that demonstrates that the objectives have been met.  | <b>Standards of Performance</b> - Where would you like to be (specific numbers) in a specified time period?  |
|------------------------------|--|---|---|--|
|                              | <b>Alignment:</b><br>To help increase DSU's recruitment  | <b>SMART- Specific, Measurable, Attainable, Results-oriented, Time based</b>  | <b>Direct and indirect measures (Surveys, tests, volume of activity, measures of service quality)</b>   |  |
| College of Arts and Sciences | 1. Regional K-12 students and K-12 faculty will know and interact with College of Arts and Sciences faculty.   | 1A. College faculty will increase their visibility in regional schools.   | 1A. College faculty will give presentations about academic subjects.  | 1A. A minimum of three presentations will be made by the College in area schools each year.  |
|                              |  | 1B. The College will sponsor and encourage interactions with students and faculty via the web.  | 1B. Web pages will be constructed to provide information about college academic subjects.   | 1B. The College academic websites will receive a minimum of 500 hits per semester.   |
|                              |  | 1C.The College will bring students and faculty onto the DSU campus.   | 1C1. The College will sponsor math-science contests.<br><br>1C2. The College will sponsor multimedia/web contests.<br><br>1C3. The College will continue to promote the Mundt speaking contest. | 1C1a. Each year the on-campus math-science contest will be sponsored that will bring a minimum of 50 high school students and high school faculty to campus.<br>1C1b. Each year the on-campus math-science contest will be sponsored that will bring a minimum of 50 middle school students and middle school faculty to campus.<br><br>1C2. Each year the on-campus multimedia/web contest will be sponsored that will bring a minimum of 50 high school students and high school faculty to campus.<br>1C3. Each year 300 high school students will attend the Mundt speaking contest. |
|                              | 2. As prospective students learn of the success of current DSU students and graduates, they will be attracted to the College's programs in increasing numbers. | 2A. The College will publicize student satisfaction (described in Goal 1, 1a, 1b, 1c, 1d1, and 1d.2) on web pages or brochures or both.<br>2B. The College will publicize small class sizes (described in Goal 1, 2a, 2a1 and 2a2) on web pages or brochures or both. | 2A. DSU application and enrollment data.<br><br>2B. DSU application and enrollment data.  | 2A1. New first-year enrollments in College programs will increase 2% per year.<br>2A2. Transfer student enrollments in the College will increase 1% per year.<br>2B1. New first-year enrollments in College programs will increase 4% per year.<br>2B2. Transfer student enrollments in the College will increase 2% per year.   |

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| Functional Unit                     | Strategic Goal 3:<br><b>TECHNOLOGY</b>   | Outcomes / Objectives-What specifically do I want to achieve? After review of the data, these objectives should create an opportunity to make improvements.       | Evaluation Measures- How will I measure progress? Include more than one measure that demonstrates that the objectives have been met.   | Standards of Performance- Where would you like to be (specific numbers) in a specified time period?  |
|-------------------------------------|--|---|--|--|
|                                     | <b>Alignment:<br/>To help enhance DSU's technology/facilities infrastructure</b>   | <b>SMART- Specific, Measurable, Attainable, Results-oriented, Time based</b>  | <b>Direct and indirect measures (Surveys, tests, volume of activity, measures of service quality)</b>  |  |
| <b>College of Arts and Sciences</b> | 1. College faculty will expand the use of computers and scientific technology in appropriate and imaginative ways in courses throughout the College. | 1A. Faculty and students will use wireless mobile computers in traditional classrooms and in laboratories.  | 1A1. Courses that use wireless mobile computing.<br><br>1A2. Student satisfaction with wireless mobile computing will increase (SIRII survey).   | 1A1. Each year, two additional classes will use wireless mobile computing.<br><br>1A2. Student satisfaction on the SIRII survey for questions 46 and 47 will increase .1 each year.  |
|                                     |  | 1B. Faculty and students will use specialized graphics labs and Macintosh labs.   | 1B1. Courses that use specialized labs.<br><br>1B2. Courses that use Macintosh labs.   | 1B1. Each year, two additional classes will use specialized labs.<br>1B2. Each year, two additional classes will use Macintosh labs.   |
|                                     |  | 1C. Faculty will have computer projection systems available for use in all appropriate courses.   | 1C. Classrooms and labs will have projection systems.  | 1C. By 2004-05, all appropriate College classrooms and labs will have a permanent computer projection system.  |
|                                     |  | 1D. Subject to available funding, science faculty will have additional and updated equipment to use in conjunction with computers and other scientific equipment. | 1D. Specialized scientific equipment will be available for science courses including the following:<br><br>FT-IR Spectrometer<br><br>Fluorimeter<br><br>Gas Chromatograph<br><br>Computer Interfaced Spec 20<br><br>Video and Still Digital Microscopy and Macroscopy Capabilities | 1D1. Faculty will teach with the FT-IR Spectrometer in at least two additional classes each year.<br>1D2. Each year, at least one additional piece of specialized scientific equipment will be incorporated into advanced science courses, and interfaces with computers will be used for data collection.<br>1D3. At least one additional student will use the specialized scientific equipment for capstone experiences each year. |

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| Functional Unit              | Strategic Goal 4:<br><b>ACADEMIC PROGRAMS</b>   | Outcomes / Objectives-What specifically do I want to achieve? After review of the data, these objectives should create an opportunity to make improvements. | Evaluation Measures- How will I measure progress? Include more than one measure that demonstrates that the objectives have been met.                    | Standards of Performance- Where would you like to be (specific numbers) in a specified time period?   |
|------------------------------|---|---|---|---|
|                              | <b>Alignment:</b><br>To sustain and enhance DSU's academic programs   | <b>SMART- Specific, Measurable, Attainable, Results-oriented, Time based</b>  | <b>Direct and indirect measures (Surveys, tests, volume of activity, measures of service quality)</b>   |   |
| College of Arts and Sciences | 1. Within a framework of assessment and program reviews, College faculty will evaluate present courses and programs, and they will plan and promote new curricula – including graduate degrees. | 1A. The College will review current programs.   | 1A1. Evaluation by external reviewers.<br><br>1A2. On campus assessment (portfolios, major-area exams, employer surveys, and graduate surveys).         | 1A1. Beginning in the spring, 2004, an average of at least one program will be reviewed by an external reviewer each year.<br>1A2. Each year, faculty will review all available assessment data and make recommendations for curricular changes.  |
|                              |   | 2B. New curricula will be planned and promoted.   | 2B1. Undergraduate curriculum proposals.<br><br>2B2. Graduate curriculum proposals for degrees and certificates.<br><br>2B3. Graduate course offerings. | 2B1a. At least one new baccalaureate program will be proposed prior to 2007.<br>2B1b. Two or more proposals for curriculum revision will be submitted prior to 2007.<br><br>2B2a. At least one new graduate program will be proposed prior to 2007.<br>2B2b. At least two graduate certificates will be proposed prior to 2007<br><br>2B3a. At least one graduate content course related to K-12 education will be offered each year (for example for teachers seeking Highly Qualified certification).<br>2B3b. At least one graduate course outside of education will be offered each year (for example for multimedia or graphics managers.) |

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| Functional Unit              | Strategic Goal 5:<br>COLLEGE MANAGEMENT  | Outcomes / Objectives-What specifically do I want to achieve? After review of the data, these objectives should create an opportunity to make improvements.   | Evaluation Measures- How will I measure progress? Include more than one measure that demonstrates that the objectives have been met.                                   | Standards of Performance- Where would you like to be (specific numbers) in a specified time period?   |
|------------------------------|--|---|--|---|
|                              | Alignment:<br>To assist DSU's campus management                                | SMART- Specific, Measurable, Attainable, Results-oriented, Time based   | Direct and indirect measures (Surveys, tests, volume of activity, measures of service quality)   |   |
| College of Arts and Sciences | 1. The College of Arts and Sciences will manage its resources with efficiency. | <p>1A. Subject to considerations of budget impact, the College will be organized into units that align disciplines.</p> <p>1B. The College will manage its financial resources with efficiency.</p> | <p>1A1. Divisions will be created.</p> <p>1A2. Departments will be created.</p> <p>1B1. Balance of College operating budgets.</p> <p>1B2. Balance of fee accounts.</p> | <p>1A1. By 2007, two divisions of the College will be established:</p> <ol style="list-style-type: none"> <li>1. the Division of Mathematics and Natural Sciences</li> <li>2. the Division of Arts, Communication, and Social Sciences.</li> </ol> <p>1A2. By 2007, eight organized departments will be established –</p> <ol style="list-style-type: none"> <li>1. Art and Computer Graphics</li> <li>2. Biology</li> <li>3. Chemistry, Forensic Science, and Physics</li> <li>4. English, Foreign Language, and Mass Communication</li> <li>5. Mathematics</li> <li>6. Music, Speech, and Theatre</li> <li>7. Respiratory Care</li> <li>8. Social Sciences</li> </ol> <p>1B1. Each fiscal year will end with a near zero positive balance.</p> <p>1B2. Each fiscal year will end with a positive balance sufficient to cover essential, but unanticipated, expenses in the near future.</p> |

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| Functional Unit                     | Strategic Goal 6:<br><b>RESEARCH,<br/>SCHOLARSHIP, AND<br/>GRANT WRITING</b>                      | Outcomes / Objectives-What specifically do I want to achieve? After review of the data, these objectives should create an opportunity to make improvements. | Evaluation Measures- How will I measure progress? Include more than one measure that demonstrates that the objectives have been met. | Standards of Performance- Where would you like to be (specific numbers) in a specified time period?  |
|-------------------------------------|---|---|--|--|
|                                     | <b>Alignment:<br/>To help DSU increase resources</b>  | <b>SMART- Specific, Measurable, Attainable, Results-oriented, Time based</b>  | <b>Direct and indirect measures (Surveys, tests, volume of activity, measures of service quality)</b>                                |  |
| <b>College of Arts and Sciences</b> | 1. College faculty will expand research, scholarship, artistic endeavors, and grant applications. | 1A. Research and scholarship will increase for College faculty.   | 1A1. Scholarly conference presentations.<br><br>1A2. Scholarly publications.   | 1A1. By 2007, the College will increase scholarly conference presentations by 3%.<br><br>1A2. By 2007, the College will increase scholarly publications by 3%  |
|                                     |   | 1B. Artistic endeavors will increase by arts faculty.   | 1B1. Artistic performances.<br><br>1B2. Artists' showings.   | 1B1. By 2007, performances in music and theatre will increase by 3%.<br><br>1B2. By 2007, artists' showings will increase by 2%.   |
|                                     |   | 1C. Grant applications will increase.   | 1C1. Grant applications in mathematics and sciences.<br><br>1C2. Grant applications in arts, communication, and social sciences.     | 1C1. By 2007, the number of grant applications in mathematics and sciences will increase by 10%.<br><br>1C2. By 2007, the number of grant applications in arts, communication, and social sciences will increase by 10%. |