Implementation Team Coordinators:

Dr. Alex Enyedi, Dean (Executive Implementation Coordinator) (AE)
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Ms. Kim Hunt, Office Coordinator (KH)
Ms. Danielle Joseph, CAS Director of Budget and Personnel (DJ)
Mr. Kevin Knutson, Director of Advising (KK)
Mr. Don Weber, Director of Information Technology (DW)

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Ms. Lauren Carney

Implementation Progress (Summary)

A. PROMOTE THE UNIQUE VALUE OF CAS

A1. Promote Liberal Arts Education as Foundational to Lifelong Learning (ME, EM)*

- Developed new CAS fact sheets and other promotional materials that emphasize CAS as providing a rich liberal arts foundation of learning
- Developed new presentation for recruitment events that highlights the foundational mission of CAS
- Incorporating language that celebrates the liberal arts into College communications whenever feasible
- Hiring of a media production specialist in CAS advising office to design, produce, and promote short videos and social media pieces featuring CAS students, faculty, and alumni
- CAS social media sites now connect alumni and student success stories with the question, "What can you do with a liberal arts degree/education?"
- Updated 2013-14 Recruitment Materials to include latest survey data showing employer/workforce desire for liberal arts skills and values
- Now incorporating liberal arts references in all relevant social media postings on students, faculty and alumni

*Highlighted objectives are those identified as first-year priorities.
• Promoted and held three brown bag discussions on liberal arts, including a focus on developing college-wide liberal arts learning outcomes
• Added page to CAS website (/value-liberal-arts) featuring articles on liberal arts and promoting opportunities for discussions on campus and online
• Developed a social media initiative on the value of the liberal arts with questions posed each week to stimulate thought and dialogue

A2. Expand and Strengthen Public Relations and Publicity (ME)
• Hiring of a director in the newly defined CAS Marketing and Communications Office
• Reinvigoration of social networking sites (Facebook, Twitter, and LinkedIn) resulting in significantly increased traffic
• CAS participation with WMU Integrated Marketing Team’s Brand Champions Phase II committee to work on communicating with various critical constituency groups
• Hiring of a graphic designer to assist with departmental publication needs (began in January 2013)
• Produced a CAS visual element that is both distinctive and consistent with WMU branding
• Reinstated “Dine with the Dean,” providing students, faculty and staff the opportunity to learn more about CAS and closely connect with leadership
• Increasing number of stories featuring notable activities by students, faculty and staff
• Development and promotion of “I am CAS” contest that generated campus-wide interest and dialogue about the foundational role of the College for students; ongoing “I am CAS” slideshow playing in advising office

A3. Brand CAS Space to Build a Sense of Unity (ME, CB)
• Worked with external design consultant company charged with producing a comprehensive conceptual plan to brand CAS space
• Newly developed CAS visual element and CAS core values have been added to the undergraduate advising office and spaces near the Dean’s Office
• CAS visual element decals have been placed in doorways of CAS buildings and key sites throughout college space
• Light pole banners designed (anticipated for the Chemistry Building, Knauss, and Dunbar walkway)

A4. Implement a CAS Advocacy Agenda focused on shifting WMU to an incentivizing budget model (AE)
• Increased, focused contact with Academic Affairs leadership, including the Provost and deans, as well as internal and external constituencies (including donors) with emphasis on the foundational value of the liberal arts core and its importance to student success
• Heightened emphasis on Dean’s direct involvement in marketing and branding of CAS as the critical basis for all WMU degrees
• Firm and consistent public messaging about the role and significance of the College, for example, at the State of the College Address in September 2012/13 and two open forums (fall 2013)
• Continuous emphasis to all constituents of the importance of new 2012-15 CAS Strategic Plan to decision-making processes in college
• Elevation of College’s role in student recruitment, retention, progression, and graduation, emphasizing the continued productivity of CAS

B. PROVIDE A GLOBALLY-ENGAGED, DIVERSE LIBERAL ARTS LEARNING EXPERIENCE

B1. Expand Global and International Learning Opportunities (CB)
• Implemented a CAS undergraduate study abroad scholarship program with $1000 awards to 58 students to date
• Creation of a dedicated fund and cost center to support global engagement activities
• Reinvigorated ASIC (Arts and Sciences International Committee) and expanded its advisory role to the dean
• Hosted brown bag discussions, faculty panels, and a webinar on themes critical to international education
• Identified internationally area-focused CAS scholars (China and Latin America) and held dean’s receptions to facilitate networking and community building
• Developed a funding program to provide support for visiting speakers and on-campus workshops related to global engagement; six $500 awards made as of April 2013
• Initiated a grant program to help fund CAS staff who wish to participate in HIGE summer study abroad
• Created a new “global engagement” faculty achievement award (up to three, $1000 awards) to recognize excellence in teaching/research/service with an international focus; five awards made to date
• Remodeled CAS dean’s conference room to create the “international room,” a space that celebrates the international achievements of faculty, staff and students and provides space for the CAS community
• Provided digital picture frames to CAS advising to provide information and encouragement for participation in study abroad
• Development of a draft of potential college-wide global learning outcomes (by ASIC) to provide specificity and substance to the global engagement pillar
• Transition of the Global and International Studies Program from HIGE to CAS including the renovation of a physical location and the appointment of an interim director and dedicated adviser

B2. Expand Interdisciplinary and Experiential Learning Opportunities (EM)
• Developed and approved new interdisciplinary, experientially-based program in Freshwater Studies with the new program to begin fall 2014
• Proposed cluster of thematic Arts and Sciences First Year Experience courses for fall 2014
• Exploring creation of Sustainable Craft Brewing Program to launch fall 2015
• Created and are implementing eight sections of CAS First Year Seminars
• Provided a total of approximately $30,000 of support from 2012-14 through the CAS Undergraduate Research and Creative Activity Awards

[B3. Identify/Promote Liberal Arts and Sciences Themes in General Education (EM, KK)
B4. Emphasize Critical Role of Liberal Arts and Sciences Across the Curriculum (EM, KK)]

• Gathered initial data on alignment of Gen Ed with CAS, Academic Affairs strategic plans and identified obstacles and opportunities
• Formed new Teaching, Learning, and Assessment Committee (TLAC) to promote, strengthen and recognize innovation and excellence in teaching, learning and assessment across the College (will help facilitate the implementation of objectives A1, B2, B3, B5 and B6)
• Creation of dedicated fund and cost center to support teaching, learning and assessment activities
• Continued improvement and expansion of General Education Rollout schedule, initiated by CAS advising office, to ensure that all incoming students get required, appropriate courses
• Advising Office creating four-year student success plans for each CAS major, with integrated, thematic Gen Ed recommendations, to be shared with prospective students
• Developed comprehensive database for College- and University-wide General Education offerings to systematically examine distribution of courses, distribution areas across days and times
• Four Year Success Plans completed for each CAS major, built by advisors, used for recruitment and retention, include thematic approaches to Gen Ed*
• Created CAS First Year Seminar program, taught by interdisciplinary CAS faculty, and built around University Center for Humanities events and theme*
• CAS organized and hosted a series of brown-bag discussions on designing, implementing, and assessing CAS learning outcomes, attended by more than 50 faculty and instructors
• Created position for new assistant director of advising for recruitment, who will help coordinate orientation and other recruitment activities and will be charged with integrating Gen Ed, liberal arts language and themes

B5. Strengthen Student Retention and Academic Support (EM, KK)
• Advising office now systematically following up with enrolled but unregistered students and new transfer students each term
• Advising staff continues to make excellent progress on implementing DegreeWorks across the college
• Created a master list of registered student headcount report that tracks the enrolled majors for all CAS majors since 2008, to be updated annually using census data
• Created new GA/DA position for retention and risk assessment within CAS advising office (grad student has been hired)
• Developing new risk assessment tool to be administered to incoming first-year students at orientation and to be used to identify students at higher risks of not persisting
• Working with admissions office to develop new programs for orienting and following up with transfer students
• Hiring of a production specialist to update informational and tutorial videos for advising website
• Associate Dean Martini leading WMU Early Alert Project Action Team (PAT) to strengthen and improve campus-wide early alert systems
• Redesigned orientation sessions for first-year students to focus on proactive approaches to retention, risk assessment
• Implemented new intervention strategy, including use of advising holds, for students placed on academic probation
• Developing college-wide inventory of existing recruitment and retention practices from all units
• Full implementation of predictive risk assessment program for incoming first-year students, including mandatory advising and additional support programs
• Expanded mandatory advising to all probationary students after successful pilot program focused on first-year students in spring 2013
• Hired coordinator of Student Success Services to design and implement student success initiative in Everett/Rood corridor
• Hired additional GA advisor to support advising of Global and International Studies students
• Began integration of tutoring operations in Math and Physics, under direction of Student Success Coordinator, and in line with Student Success Initiative
• Added additional sections of advisor-led First-Year courses in pre-law and pre-health
• CAS associate dean leading campus-wide study of academic yearly alert systems
• Continued implementation and assessment of new CAS risk assessment protocol, which will be the campus-wide survey tool for this project starting summer 2014
• Integration of tutoring and academic support services in Math, Statistics, Physics, and Geosciences, led by new coordinator of Student Success Services
• Created and implemented new Peer Success Coaching Program
• Created Academic Recovery program for readmitted students to launch fall 2014
• Collaborating with other colleges to build and staff University Study Lab tied to academic recovery courses, also to launch fall 2014
• Created position for new assistant director of advising for retention to help coordinate, implement, and assess multiple retention programs in the college
B6. **Make the Use of Online Education Effective and Intentional** *(EM)* (note: This critical objective was re-designated as a first-year priority)

- Multiple meetings held between senior leadership of CAS and EUP to discuss curriculum and program planning, revenue sharing and budget models
- Created spring 2013 Workshop Series: "Making Online Education Effective and Intentional" to encourage CAS faculty to explore online education by emphasizing pedagogical and curricular concerns
- Expanded use of hybrid programs in partnership with EUP to offer thematic program concentrations of hybrid courses at regional locations
- Developed six EUP-funded tenure-track faculty lines to support new online or hybrid programs in Comparative Religion, Psychology and Environmental and Sustainability Studies
- Worked with Psychology to establish new online/hybrid program in Board Certified Behavior Analysis
- Worked with departments to offer additional online hybrid sections as part of summer schedule
- Two additional units launched their first online/hybrid courses during 2013-14 year

B7. **Cultivate assessment practices that are holistic, discipline-sensitive, and outcome-oriented** *(EM)*

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**C. INCREASE THE IMPACT OF DISCOVERY AND DISSEMINATION**

**C1. Increase Support for Research-Driven Teaching and Learning**

- Provided a total of approximately $30,000 of support from 2012-14 through the CAS Undergraduate Research and Creative Activity Awards
- Allocated funds to support Summer I graduate research assistants, approximately $148k in 2102, $249k in 2013, and $108k in 2014

**C2. Improve Recruitment and Support of Top Students**

**C3. Increase Support for Faculty and Students Seeking Extramural Funding**

- Initiated and oversaw creation and maintenance of a new, comprehensive, searchable CAS faculty Proposals and Awards Database
- Provided ~ $7,000 (up to $1,000 each) for the seven CAS 2012-13 Research Development Award (RDA) recipients
- Advertised and provided funding support of ~$8,000 (AY 2011-12) for travel to three separate multi-day workshops focused on obtaining external funding
- Worked with individual faculty and with OVPR Research Officers on proposals and PAF approvals
- Created proposal budget preparation tool to standardize and automate much of that process
• For 2012-13, replaced ASTRA with CDD (College Discovery and Dissemination) award to encourage pairing of CAS with other funding sources or as seed funding; awarded $40,000 in ASTRA Awards in 2011-12, with individual award amount limit increased to $1,000; $19,000 awarded in Fall 2012; approximately $15,000 awarded in 2014
• Implemented Qualtrics survey system for CAS and HCoB, the availability of which has already helped secure an external funding award

C4. Foster Interdisciplinary Research Activities
• Offered financial support for Humanities Center, including a GA in summer 2012-14 and funding for work groups for AY 2012-14
• Created new CAS Research, Scholarly and Creative Activities (RSCA) Committee to advance Strategic Priority C
• Working with OVPR to identify potential for fruitful cross-college interactions and to establish multidisciplinary teams around current and potential research strengths
• Creating joint CAS-LHC exhibit highlighting undergraduate research on topics related to the environment, including climate change and sustainability
• Met with representatives of interdisciplinary groups to consider proposals and funding options for three new potential WMU Centers
• Creating joint CAS-LHC exhibit highlighting undergraduate research on topics related to the environment, including climate change and sustainability
• Steps taken toward pursuing the hiring of a CAS proposal development coordinator, including the creation of a job description and submission of a funding request
• Created the Interdisciplinary Research Initiative Award (up to $5000 per group) with a total of seven awards made to date (May and July 2013, and April 2014)

C5. Develop and Implement Online Dissemination Models
• Carried out a review and compilation of data on the current status of ScholarWorks products by CAS units and examined best practices for its use
• Provided assistantship support to World Languages and Literatures for AY 2012-13 to assist faculty in using ScholarWorks
• Seeking adoption (through OVPR) of SciVal Experts database for CAS faculty
• Carrying out review of CAS department and schools’ websites to improve communication about CAS-wide research, creative and scholarly activities

C6. Increase Internal Funding for Faculty Research and Travel
• Awarded approximately $40k in ASTRA Awards in 2011-12, with individual award amount limit increased to $1000; $23k awarded in 2012-13; $15,000 awarded in 2014 (ASTRA changed to “CDD” in 2012)
• Provided funding for Summer I research assistantships and thesis/dissertation completion funding (2012, 13, and 14)
D. FOSTER AN INNOVATIVE, DIVERSE, AND ENGAGED CAS COMMUNITY

D1. Actively Promote College-Wide Activities (KH, ME)
- Enhanced consistency and encouraged greater use of CAS events calendar
- Implemented a practice of sending a bi-monthly email to CAS faculty and staff regarding CAS events
- Consistently making well-crafted postings about CAS events to social networking sites (Facebook, LinkedIn, and Twitter)
- Sponsored and promoted first-annual CAS recognition picnic to celebrate the year’s achievements and strengthen CAS community (event repeated in spring 2013 and 2014)
- Reconceived, sponsored and promoted a college-wide event to honor 2011-12 faculty achievement and staff excellence recipients (event repeated in spring 2013 and 2014)
- Sponsored and promoted events in particular target areas, for example, global engagement brown bags, receptions, women in science themes, liberal arts discussion and online education workshops
- Held first annual State of the College Address and Reception to kick off the 2012-13 academic year, share vision of the College’s future, and facilitate opportunity for CAS community building (event repeated in 2013)
- Partnered with the College of Education and Human Development and hosted a hospitality tent at CommUniverCity 2013 inviting alumni, donors and staff
- Hosted two college-wide open forums in 2013, welcoming faculty and staff to come together to share questions and concerns with leadership
- Developed and promoted campus-wide “I am CAS” campaign

D2. Foster a Culture of Innovation, Diversity, Flexibility Transparency and Responsiveness (AE)
- Re-established and invigorated the CAS Diversity and Inclusion Committee
- Established a $1000 Staff and Faculty Diversity and Inclusion Achievement Award; honored two recipients for 2012-13 and two for 2013-14
- Sponsored a funding program to support diversity-related events in the College ($2500 awarded as of April 2013)
- Sponsored and hosted a campus-wide LGBT/Allies Reception (Feb. 2013); collaborated with Office of LBGT Student Services and other CAS units
- Developed a College-wide diversity essay contest that awarded $500 each to a graduate and undergraduate student winner (2013 and 2014)
- Increased focus on diversity and inclusion with the faculty hiring authorized for 2014-15; increased emphasis on accountability with respect to recruiting diverse pools
- Developed a “Women in Science” group, sponsored discussions (and a well-maintained corresponding Facebook page), with the aim of creating additional initiatives to further this area
• Reframing and reconceptualization of numerous CAS processes to increase communication with and participation of critical CAS stakeholders, for example, hosting of open resource allocation meetings with chairs and attending faculty meetings
• More partnering with WMU offices to improve communication and share best practices and innovations about routine procedures for increasing efficiency (i.e. travel authorization and reimbursement; faculty and staff hiring, student scholarship disbursement)
• Greater micro- and macro-level analysis of College budget to provide data that are increasingly more rational, holistic, and useful, leading to the production of an economic environment that is more predictable and fungible
• Continued review of Summer I and II budget model and its relationship to revenue generated by online course offerings
• Increase in the number and quality of communications about the status quo and future of the College, for example, dean’s visits to departmental faculty meetings, email messaging and the State of the College Addresses
• Two college-wide open forums were held (fall 2013) specifically to encourage a culture of transparency and accountability
• Developed "I am CAS" contest designed to give students and employees a way to own and identify with CAS core values (spring 2014)
• Incorporation of CAS core values (including “diversity, transparency,” etc.) with visual element; use of core values in branding CAS physical space

D3. Expand and Strengthen Engagement with WMU & External Communities (EM)
• Developing new plans for outreach to area community colleges and high schools
• Collaborating with Lake Michigan College, Benton Harbor on an energy degree program
• Working with community, industry leaders to explore new programs in craft brewing and leadership studies
• Working with multiple community college partners to develop new “2+2” programs and additional curriculum pathways for transfer students

D4. Expand and Strengthen Alumni Engagement (ME)
• Strengthening the quality and reach of social media outreach, for example, LinkedIn
• Developed action plan for significantly increasing the impact of the yearly CAS Alumni Achievement event, including immediate outreach after the event
• Developed action plan for significantly increasing quality and quantity of contact information in alum database
• Established a system in place to more effectively acknowledge donors when a gift is received
• Increased collaboration with Alumni Relations and University Relations to better promote CAS alumni who are also employees, including the name of college-specific degrees in press releases
D5. Create Spaces that Enhance Community Cohesion (CB)

- Remodeled CAS dean's conference room to create the “international room,” a space that celebrates the international achievements of faculty, staff and students and provides space for the CAS community
- Implemented a space improvement initiative targeted at partnering with CAS units to create “crossroads spaces” available for the CAS community
- Working to identify and map community spaces and target for improvement as needed
- Reconfigured office space in the dean's office providing additional meeting space for administrators and staff
- Retooling of bathroom in Everett Tower from male to unisex to better reflect the mix of the building’s faculty, staff and student occupants
- Renovation of a suite of offices for the Global and International Studies Program which transferred in 2013-14 from HIGE to CAS

D6. Develop and implement a strategic enrollment plan for CAS (EM)

- Finalized, posted, and publicized CAS enrollment management plan for 2013-18, the first college-level SEM plan at WMU; plan is posted on the CAS website and will be supplemented with implementation updates every semester
- Made significant progress on each of the first-year priorities in the plan, as well as several additional strategies and goals
- Full implementation report for the first-year of the plan will be completed by May 2014 and posted to the CAS website

E. STRENGTHEN RESOURCE ACQUISITION AND MANAGEMENT

E1. Increase Staff Development Opportunities (KH, DJ)

- Held one-on-one sessions with office coordinators to better understand concerns and hear ideas
- Initiated general office procedure sessions with directors and chairs to increase understanding of budget-related matters
- Holding discussions about creative ways to attract external funding for staff training
- Facilitating the development of mentoring relationships between more senior and more junior staff members
- Initiated a matching grant program to support staff who wish to take advantage of the staff and faculty study abroad program initiated by HIGE
- Created position for new Assistant Director of Advising, opening an advancement path for college advising professionals

E2. Expand and Strengthen CAS Development Efforts (ME, AE)

- Providing CAS designated development officer with regular departmental updates
- Creation of donor engagement marketing pieces, for example, one related to College study abroad scholarship
• Dean is assertively pursuing and holding meetings with current and potential College supporters
• Dean holding regular meetings with WMU Development Officer and CAS Marketing Director to better coordinate development efforts
• Marketing Director placing increased emphasis on honing state of the art knowledge of best practices in the area of development, for example, through the attendance of national conferences
• Visit of higher education fundraising expert to facilitate April 15, 2013 workshop with CAS leadership (deans and chairs)
• Developed engagement plan for alumni achievement award winners to extend relevancy, level of honor and shelf life of the Alumni Achievement Award Reception

E3. Improve Human and Physical Resource Management

E4. Streamline/Update CAS Systems and Processes (KH, DJ)
• Initiated development of numerous policies and procedures to increase efficiency of dean’s staff, for example, a student employee handbook and a comprehensive online administrative procedures manual (including travel policy/procedure)
• In process of implementing a university-wide imaging initiative that will include the digitization of most CAS records
• Utilizing the CAS server by uploading various forms and procedures to be used by all CAS office coordinators (determined in conversation with office coordinators)
• Provided the office coordinators with the faculty hiring process, including step-by-step guidelines
• Developing position descriptions and procedure guidelines for individual positions within CAS

E5. Make Targeted Improvements in CAS Physical Infrastructure (CB)
• Development of a “space improvement initiative” in which the College partners with CAS units; to date $16k has supported nine departments (2011-12 and 12-13)
• Enhanced communication with Campus Facilities leaders to improve the consistency and transparency of remodeling estimates provided to the College and its departments
• Completion of a major renovation of shabby CAS advising suite in Friedmann Hall to better serve students
• Moved staff break room out of the dean’s office, providing a more professional office space and a more relaxed environment for staff
• Retooling of bathroom in Everett Tower from male to unisex to better reflect the mix of the building’s faculty, staff and student occupants
• Renovation of a suite of offices for the Global and International Studies Program which transferred in 2013-14 from HIGE to CAS

E6. Develop and Implement a Comprehensive Technology Plan (DW)
• Developed a comprehensive college technology support center, providing effective ongoing support for individuals and departmental units, including labs
• Secured and renovated a new space for the Tech Support Center in Dunbar Hall (opened in July 2013)
• Acquired and repurposed numerous surplus items from across campus, for example, numerous lab chairs and lab computers
• Organized and completed 2012-13 faculty laptop replacements, with pre-setup software; now completing roll out of 13-14 faculty laptops
• Cleaned computer labs and updated signage
• Created all college computer lab printers in university print tracking system
• Continue to assist departments on classroom/conference upgrades with AV equipment
• Transitioned college from Novell server architecture to Microsoft server architecture completed
• CAS tech ticket system working successfully; has now processed over 3800 tickets.
• Upgraded Brown Hall classroom AV equipment under control of college and/or college units in conjunction with related units
• Continue to assist more departments on classroom/conference upgrades with AV equipment and to provide other estimates for departments on technology proposals
• Continue to work with OIT classroom support to help make sure the general purpose classrooms are meeting the needs of our classes, instructors and students

F. **SECURE AND DISTRIBUTE FACULTY AND STAFF LINES USING CLEAR CRITERIA AND TRANSPARENCY (AE)**

• Initiated a Resource Allocation (including faculty hiring) Process that included peer-to-peer presentations by chairs in which they described their resource challenges and opportunities.
• Allocated 12 new faculty lines for 2013-14 in light of recommendations from directors and chairs and according to criteria shared with them
• Seventeen faculty lines active for 2014-15; new hires allocated in light of recommendations from directors and chairs
• Have designated standing office hours to be available to chairs and directors to discuss questions or suggestions about the allocation process
• Attending departmental faculty meetings as invited to discuss resource allocation and faculty hiring
• Hosted two college-wide open forums to highlight the relationship between the budget cuts and the availability of funds for faculty and staff hiring