# Table of Contents

- **Introduction** 3
- **Mission of the College of Arts and Sciences** 3
- **Vision of the College of Arts and Sciences** 3
- **Core Values** 4
- **The College of Arts and Sciences’ Strategic Map** 4
- **Strategic Map: 2012-2015** 5
- **Strategic Priority A** 6
- **Strategic Priority B** 7
- **Strategic Priority C** 8
- **Strategic Priority D** 9
- **Strategic Priority E** 10
- **Cross Cutting Strategic Priority F** 11
- **First-Year Implementation Priorities** 12
- **Second-Year Implementation Priorities** 13
INTRODUCTION
This document summarizes the Strategic Plan for the College of Arts and Sciences for 2012-2013 through the 2014-2015 academic years. It includes the following major elements:

- Mission of the College of Arts and Sciences
- Vision for the College of Arts and Sciences
- Core Values of the College of Arts and Sciences
- Strategic Map of the College of Arts and Sciences, including a description of the rationale for each strategic priority and its supporting goals

MISSION OF THE COLLEGE OF ARTS AND SCIENCES
An organization’s mission is a concise statement of why it exists, its reason for being. It is an enduring statement that usually remains the same for many years, providing long-term direction and continuity for the organization. The mission for the College of Arts and Sciences appears below:

The College of Arts and Sciences cultivates engaged, global citizenship by:

- Providing high quality education in the liberal arts – bridging the humanities, social sciences and natural sciences;
- Creating, discovering and disseminating scientific, humanistic and artistic knowledge and expression; and
- Fostering intellectual engagement and continuous discovery and learning

VISION OF THE COLLEGE OF ARTS AND SCIENCES
An organization’s vision describes the end state that it seeks to create. The vision for the College of Arts and Sciences follows:

The College promotes and sustains an intellectually challenging, dynamic community that is nationally and internationally recognized for innovative researchers and life-long learners who:

- Value integrated knowledge, skills and creative methods; and
- Apply these flexible, holistic approaches in a variety of life settings
CORE VALUES
An organization’s core values guide the way it works to carry out its mission and vision. These values describe the essential characteristics of the unique culture and approach of the organization. The College of Arts and Sciences’ core values appear below.

- Global engagement
- Community participation
- Creativity and innovation
- Integrity
- Diversity
- Excellence
- Sustainability
- Social responsibility

THE COLLEGE OF ARTS AND SCIENCES’ STRATEGIC MAP
The strategic map of the College of Arts and Sciences depicted on the next page summarizes the College’s strategy for 2012 through 2015. It defines what the College must do during that period of time in order to fulfill its mission and achieve its vision.

The College’s Strategic Map includes the following key elements:
- The Central Challenge, depicted as an oval at the top of the map, is the focal point for the College’s strategy: “Strengthen the value, impact and relevance of the College in the face of resource challenges.”
- The Central Challenge is supported by six strategic priorities, labeled A through F on the Strategic Map. These strategic priorities, depicted in bold on the Strategic Map, outline the few critical things that the College needs to do to meet its central challenge.
- Strategic priorities A through E appear directly under the Central Challenge to show that they are on the critical path to meeting that challenge.
- Strategic Priority F is a cross-cutting strategic priority. It has several unique characteristics.
  - It appears at the bottom of the strategic map to show that it is foundational to the entire strategy.
  - It spans the map from right to left to show that efforts to implement it need to be embedded in efforts to implement the other five strategic priorities.
  - No effort to implement the other priorities will be considered adequate unless they include efforts to implement Strategic Priority F.
- The College’s strategic objectives, depicted in boxes under each strategic priority, describe the key things the College must do to achieve each strategic priority.
- Priorities for implementation in the first year are color-coded in the map.
WMU College of Arts and Sciences
Strategic Map: 2012-2015

Strengthen the Value, Impact and Relevance of the College in the Face of Resource Challenges

A. Promote the Unique Value of CAS
   1. Promote Liberal Arts Education as Foundational to Lifelong Learning
   2. Expand and Strengthen Public Relations and Publicity
   3. Brand CAS Space to Build a Sense of Unity
   4. Implement a CAS Advocacy Agenda Focused on Shifting WMU to an Incentivizing Budget Model
   5. Strengthen Student Retention and Academic Support
   6. Make the Use of Online Education Effective and Intentional
   7. Cultivate Assessment Practices that are Holistic, Discipline-Sensitive, and Outcome-Oriented

B. Provide a Globally-Engaged, Diverse Liberal Arts Learning Experience
   1. Expand Global and International Learning Opportunities
   2. Expand Interdisciplinary and Experiential Learning Opportunities
   3. Identify/Promote Liberal Arts and Sciences Themes
   4. Emphasize Critical Role of Liberal Arts and Sciences Across the Curriculum
   5. Develop and Implement Online Dissemination Models
   6. Increase Internal Funding for Faculty Research and Travel
   7. Develop and Implement a Strategic Enrollment Plan for CAS

C. Increase the Impact of Discovery and Dissemination
   1. Increase Support for Research-Driven Teaching and Learning
   2. Improve Recruitment and Support of Top Students
   3. Increase Support for Faculty and Students Seeking Extramural Funding
   4. Foster Interdisciplinary Research Activities
   5. Foster a Culture of Diversity, Innovation, Flexibility, Transparency, and Responsiveness
   6. Develop and Implement a Comprehensive Technology Plan
   7. Make Targeted Improvements in CAS Physical Infrastructure

D. Foster an Innovative Diverse and Engaged CAS Community
   1. Actively Promote College-Wide Activities
   2. Expand and Strengthen Alumni Engagement
   3. Develop and Implement a Strategic Enrollment Plan for CAS
   4. Develop and Implement a Comprehensive Technology Plan
   5. Make Targeted Improvements in CAS Physical Infrastructure

E. Strengthen Resource Acquisition and Management
   1. Increase Staff Development Opportunities
   2. Expand and Strengthen CAS Development Efforts
   3. Improve Human and Physical Resource Management
   4. Streamline/Update CAS Systems and Processes

F. Secure and Distribute Faculty and Staff Lines Using Clear Criteria and Transparency

Items highlighted in green indicate first-year implementation priorities
Items highlighted in blue indicate second-year implementation priorities
Items highlighted in purple indicate recent changes/additions
Strategic Priority A

Promote the Unique Value of CAS

Strategic Priority A emphasizes the importance of strengthening the College’s articulation of its value and impact. This includes developing more effective ways of promoting that value to a wide range of stakeholders – including students, parents, colleagues within the University, University leadership and the general public.

Objective A-1 focuses on promoting liberal arts education for its unique and distinctive contribution to the entire life of the student. This contribution goes far beyond the first job, or even an entire career, to encompass a lifetime of meaningful contributions to society.

Objective A-2 emphasizes the critical importance of effectively communicating the value of the College to a range of diverse audiences. It includes helping students understand and appreciate the unique value of their degrees.

Objective A-3 recognizes that, unlike other colleges in the University, the College of Arts and Sciences does not have a visible identity associated with a single building. Efforts to implement this priority will include developing a multi-building identity/brand for the College – using physical space as a way of creating a stronger identity for the College.

Objective A-4 emphasizes the importance of developing a prioritized advocacy agenda for the College in order to position the College for greater impact and effectiveness. It also recognizes the critical role of the Dean in promoting that agenda and emphasizes the role of the entire College in supporting it. Given the College’s high productivity and decreasing access to resources, CAS should lead efforts to transform WMU's budget model to one that is proactive and transparent.
Strategic Priority B

Provide a Globally-Engaged, Diverse Liberal Arts Learning Experience

Strategic Priority B aligns with Western Michigan University’s strategic plan by emphasizing both global engagement and diversity as essential aspects of the liberal arts learning experience. This learning experience includes both curricular and co-curricular learning in preparing students for a lifetime of contributions to society.

Objective B-1 recognizes the importance of a global/international perspective in all learning opportunities in the College. Although this includes expanding study abroad opportunities and increasing participation in them, this objective goes far beyond that in encouraging these perspectives in all learning experiences of the College.

Objective B-2 emphasizes expanding interdisciplinary learning opportunities by increasing support for collaborative teaching teams and identifying cross-disciplinary connections for students to pursue.

Objective B-3 focuses on remapping the current General Education offerings into themes so students can focus on a broad topic – such as sustainability – from a variety of perspectives. It includes working with advisors to encourage students to pursue these themes in fulfilling their General Education requirements.

Objective B-4 emphasizes promoting the value and contribution of the liberal arts to colleagues across the University. It includes mentoring students about the value of a liberal arts education and its unique contribution to their careers, ongoing learning, and entire lives.

Objective B-5 recognizes that the wide range of academic capabilities among admitted students poses a challenge for the College. It commits the College to exploring the kind of academic support necessary to ensure these students are retained, graduate and succeed.

Objective B-6 recognizes the rapidly expanding use of online education and emphasizes that the College’s use of it needs be selective – employing it in an intentional way when it is an effective pedagogy.

Objective B-7 recognizes that—given the importance of demonstrating the qualitative and quantitative outcomes of the liberal arts—increased emphasis should be placed on implementing assessment plans that both help units improve and provide evidence for rewarding excellence.
Strategic Priority C

Increase the Impact of Discovery and Dissemination

Strategic Priority C emphasizes the critical nature of the College’s research, scholarship and creative activities – ensuring they are at the heart of both teaching and learning.

Objective C-1 recognizes the key role of discovery in driving both teaching and learning and focuses on the College’s need to increase support for it.

Objective C-2 emphasizes the importance of securing top students to advance the College’s discovery agenda. It recognizes the need to provide adequate levels of support in order to recruit these students. This includes pursuing increased funding for graduate assistants to assure that the College secures the best talent.

Objective C-3 recognizes the need for expanding extramural funding in support of the research goals of the College and the University. It emphasizes the importance of providing support to both faculty and students in order to increase their effectiveness in seeking external funding.

Objective C-4 recognizes the significant interdisciplinary research already being carried out within the College. It emphasizes the need to foster practical ways of expanding and supporting that research.

Objective C-5 calls for expanding effective ways of using online platforms to effectively disseminate research results and stimulate collaboration across the College and University.

Objective C-6 emphasizes the importance of internal funding to stimulate faculty research.
Strategic Priority D

Foster an Innovative, Diverse and Engaged CAS Community

Strategic Priority D emphasizes the need to foster an engaged CAS community, characterized by innovation and diversity. It emphasizes practical ways to help faculty, staff and students see their departmental identities in the broader context of a College-wide identity.

Objective D-1 stresses the need for CAS-wide activities that foster engagement at the College level, encouraging the creation and support of a more vibrant and cohesive CAS community.

Objective D-2 recognizes the critical importance of translating the College’s core values into ways of thinking, and patterns of behavior that are reflected in the College’s systems and structures. The future CAS culture needs to be characterized by innovation, flexibility, transparency and responsiveness.

Objective D-3 emphasizes engagement as a defining characteristic of the College community and focuses that engagement on making meaningful contributions to the University as well as to local, national and international communities.

Objective D-4 recognizes the essential role that alumni engagement plays in fostering the health and sustainability of the College. It prioritizes efforts to expand and strengthen alumni engagement.

Objective D-5 recognizes that the College has few physical spaces that provide opportunities for interaction among faculty, staff and students. It emphasizes the importance of creating such spaces in order to foster the College’s cohesiveness and sense of community.

Objective D-6 encourages a more intentional and holistic approach to the recruitment and retention of students. It recognizes the need for enrollment planning that is consistent with University goals but also reflects the core values of the College, along with the unique teaching and research missions of each of unit within the College.
Strategic Priority E

Strengthen Resource Acquisition and Management

Strategic Priority E encompasses both the acquisition and management of the College’s resources. It views resources broadly, including human resources, financial resources, physical infrastructure and technology.

Objective E-1 prioritizes efforts to increase staff development opportunities. It recognizes the critical role of the staff as vital members of the CAS community and prioritizes providing appropriate opportunities for ongoing development of CAS staff.

Objective E-2 recognizes the growing importance of the College’s development efforts in providing essential financial resources for the College as state funding declines. It emphasizes a comprehensive approach to development and encourages cultivating donors as part of a long-term effort to increase alumni engagement and build resource sustainability.

Objective E-3 includes building the individual skills and organizational capabilities required to accomplish effective resource management. It encourages the College to work in a more coordinated way to optimize its resources, including its physical assets.

Objective E-4 focuses on optimizing the College’s internal systems and processes to ensure effective and efficient use of resources. It includes improving the interface between the College and the University to strengthen effectiveness and eliminate barriers that impede performance.

Objective E-5 recognizes the lack of parity across the College in terms of the quality of physical space – leaving some departments/units with inadequate physical infrastructure. It prioritizes targeted improvements to ensure adequate physical infrastructure for the entire College.

Objective E-6 emphasizes the importance of taking a comprehensive approach to technology support across the College. This approach needs to encompass technology architecture, hardware, software, storage and effective technology use.
CROSS-CUTTING STRATEGIC PRIORITY

A cross-cutting strategic priority has several characteristics that differentiate it from the strategic priorities at the top of the strategic map.

- A cross-cutting strategic priority is placed at the bottom of the map to show that it is foundational to the entire strategic map.
- A cross-cutting strategic priority spans the map from left to right – indicating that efforts to implement it need to be embedded in efforts to implement the other five strategic priorities at the top of the map.
- No effort to implement the other strategic priorities will be considered adequate unless they include efforts to implement the cross-cutting strategic priority.

CROSS-CUTTING STRATEGIC PRIORITY F

Secure and Distribute Faculty and Staff Lines Using Clear Criteria and Transparency

Cross-cutting Strategic Priority F recognizes the critical human resource shortage that the College faces. It focuses on the short-term priority of optimizing the deployment of current faculty and staff. On a longer-term basis, it prioritizes efforts to position the College to secure increased faculty and staff lines as that becomes a possibility. Its overall purpose is to maximize the leverage of the College’s human capital in support of its strategic plan.

Cross-cutting Strategic Priority F includes:

- Developing appropriate criteria to guide decision-making on faculty and staff lines,
- Clarifying who makes those decisions, and
- Communicating both the criteria and the decision-making process to faculty and staff.

Cross-cutting Strategic Priority F also includes advocacy with the University to secure additional faculty and staff lines when they become available. This requires:

- Establishing priorities for where the new lines are needed,
- Providing the Dean with the support he needs to carry out effective advocacy,
- Ensuring that faculty and staff provide appropriate support for the Dean in carrying out these activities, and
- Developing effective mechanisms for communicating updates on progress with faculty and staff.
**First-Year Implementation Priorities**

During the first year of implementation (2012-2013), the College of Arts and Sciences will focus on the following implementation priorities:

**Faculty and Staff Lines**
This implementation priority will focus on:
- Cross-cutting Strategic Priority F: “Secure and distribute faculty and staff lines using clear criteria and transparent communication.”

**Ensuring Student Success**
This implementation priority includes the following objectives:
- Objective B-3: “Identify/promote liberal arts and sciences themes in General Education.”
- Objective B-5: “Strengthen student retention and academic support.”

**Promoting the College and Strengthening Development Efforts**
This implementation priority includes the following objectives:
- Objective A-1, “Promote liberal arts education as foundational to lifelong learning.”
- Objective A-2, “Expand and strengthen public relations and publicity.”
- Objective D-4, “Expand and strengthen alumni engagement.”
- Objective E-2, “Expand and strengthen CAS development efforts.”

**Research and Creative Activities**
This implementation priority includes the following objectives:
- Objective C-3: “Increase support for faculty and students seeking extramural funding.”
- Objective C-4: “Foster interdisciplinary research activities.”
- Objective C-5: “Develop and implement online dissemination models.”
- Objective C-6: “Increase internal funding for faculty research and travel.”
SECOND-YEAR IMPLEMENTATION PRIORITIES

During the second year of implementation (2013-2014), the College of Arts and Sciences will focus on the following implementation priorities:

Promote the Unique Value of CAS
This implementation priority includes the following objectives:
- Objective A-3: “Brand CAS Space to Build a Sense of Unity”
- Objective A-4: “Implement a CAS Advocacy Agenda Focused on Shifting WMU to an Incentivizing Budget Model”

Provide a Globally-Engaged, Diverse Liberal Arts Learning Experience
This implementation priority includes the following objectives:
- Objective B-1: “Expand Global and International Learning Opportunities”
- Objective B-2: “Expand Interdisciplinary and Experiential Learning Opportunities”
- Objective B-3: “Identify/Promote Liberal Arts and Sciences Themes in General Education”
- Objective B-4: “Emphasize Critical Role of Liberal Arts and Sciences across the Curriculum”

Increase the Impact of Discovery and Dissemination
This implementation priority includes the following objectives:
- Objective C-1: “Increase Support for Research-Driven Teaching and Learning”
- Objective C-2: “Improve Recruitment and Support of Top Students”

Foster an Innovative, Diverse and Engaged CAS
This implementation priority includes the following objectives:
- Objective D-1: “Actively Promote College-wide Activities”
- Objective D-2: “Foster a Culture of Diversity, Innovation, Flexibility, Transparency and Responsiveness”
- Objective D-3: “Expand and Strengthen Engagement with WMU & External Communities”
- Objective D-5: “Create Spaces that Enhance community Cohesion”
- Objective D-6: “Develop and Implement a Strategic Enrollment Plan for CAS”

Strengthen Resource Acquisition and Management
This implementation priority includes the following objectives:
- Objective E-1: “Increase Staff Development Opportunities”
- Objective E-4: “Streamline/Update CAS Systems and Processes”
- Objective E-5: “Make Targeted Improvements in CAS Physical Infrastructure”
- Objective E-6: “Develop and Implement a Comprehensive Technology Plan”