

Goal 1. Outstanding learning and discovery experiences foster undergraduate and graduate student success at WMU and beyond

	Target Date	Owner	Update
Objective 1.1 Strengthen and integrate undergraduate and graduate advising and mentoring resources to foster student success			
a. Encourage undergraduate and graduate instructors to record first-work and mid-term grades and use student concern form	2017-18	Kevin Knutson (James Cousins, Heather Petcovic, Chairs Council, Undergraduate Education Committee, Graduate Education Committee) Kevin Knutson (James Cousins, Undergraduate Education Committee)	1.1.a. The college was recognized for the highest participation rates of reporting first work and mid term grades Spring 2018 with an increase from 27% of sections in spring 2017 to 43% of all sections having reported midterms in spring 2018..
b. Investigate best practices in arts and sciences undergraduate advising and consider alternative advising and mentoring structures that better integrate professional staff and faculty advising	2017-18	Kevin Knutson (James Cousins & Katie Easley, Undergraduate Education Committee) Faculty Fellow A (James Cousins & Heather Petcovic Undergraduate Education Committee, Graduate Education Committee)	1.1.b. Beginning Spring 2018, the college has continued to expand advising services with the addition of an embedded advisor in the departments of Biology and Chemistry. The plan is to continue to peruse this model based on best practices in advising. We anticipate that CAS advising will also shortly be advising for the Anthropology programs, as well as the Freshwater Science and Sustainability program.
c. Fully integrate Student Success Services with departmental, college and university advising and mentoring resources	2017-18		
e. Develop and implement exit surveys for undergraduate and graduate programs	2017-18		1.1.c. We continue to partner with SSS to serve all students focusing on our "at-risk" student populations 1.1.e. Another Chairs Working Group is working on exit surveys.

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<p>Objective 1.2: Improve the experience of first-year students to increase student engagement</p>			
<p>a. Explore implementation of a cohort model</p> <p>b. Explore new opportunities for faculty to engage with first-year students</p> <p>c. Develop and offer college-specific first-year seminar courses</p>	<p>2018-19</p> <p>2018-19</p> <p>2017-18</p>	<p>Faculty Fellow A (James Cousins, Heather Petcovic, Kevin Knutson)</p> <p>Faculty Fellow A (James Cousins, Kevin Knutson, Randy Ott)</p> <p>Chairs Council Working Group E</p>	<p>1.2.a Started early (summer 2018). WE submitted a grant proposal to the NSF-IUSE program, with PI Koretsky and coPIs Petcovic, Cousins and Edmund Tsang (CEAS). We plan to replicate the successful cohort model used in CEAS for first-year engineering students. Even without grant funding we plan to trial a cohort model in Fall 2019.</p> <p>1.2 b. We will be adding 3 Gateways to Completion courses this fall (BIOS 1600, CHEM 3750, and MATH 1180). By doing so, we will be supporting faculty and instructors as they redesign their courses and explore ways to better support their students in the gateway course (many of whom are first-year students). Additionally, we have invited faculty to serve as faculty champions for the Success at WMU peer mentoring program starting this fall. Faculty who serve in this capacity will be mentoring the peer mentors who are in turn mentoring 22 first-year students. See also 1.2c.</p> <p>1.2 c. We offered three sections of CAS first-year seminar in fall 2018: 2 for those interested in exploring the sciences and 1 for students interested in exploring the social sciences. We've developed CAS-specific first-year seminar courses for each division, introduction to the sciences, introduction to the social sciences, and introduction to the humanities. Each will be taught by a full-time, tenured faculty and a student assistant and these will be further expanded and incorporated into the FTIAC cohort model.</p>

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	Target Date	Owner	Update
Objective 1.3: Increase achievement of course learning outcomes in general education and lower division courses to foster student success			
a. Recognize and share excellent pedagogy in general education and lower division courses	2018-19	Gateways to Completion Working Group	
b. Use assessment tools to identify and respond to gaps in students' knowledge and preparedness for introductory and gateway courses	2018-19	Gateways to Completion Working Group	
c. Consider systematic use of course directors for multi-section courses to ensure consistent achievement of course learning outcomes	2018-19	Gateways to Completion Working Group	
d. Encourage programs to develop and implement innovative undergraduate learning assistant models	2018-19	Katie Easley (Gateways to Completion Committee, James Cousins, Heather Petcovic, Undergraduate Education Committee)	

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	Target Date	Owner	Update
<p>Objective 1.4: Improve mentoring and support of graduate students to foster graduate student success</p>			
a. Establish and require systematic annual review of graduate students in all programs	2017-18	Graduate Education Committee (James Cousins, Heather Petcovic)	<p>1.4.a This was discussed in the Graduate Education Committee in 2017-18. Annual review of graduate students is already required by the Graduate College, so the committee saw no need to “establish and require” review since it is already done. The GEC collected current practices from departmental graduate advisors in CAS at a spring event and will be charged with more systematically collecting and disseminating practices in 2018-19.</p> <p>1.4.e We have not done this in any truly systematic way, but the college has provided cost shares in a few instances to support graduate students funded on RA through external grants.</p> <p>1.4.f – Done! The CAS Graduate Education Committee (GEC) was launched in 2017-18.</p>
b. Provide GA orientation, rigorous instructor training and consistent oversight of GAs teaching all courses and programs.	2018-19	Faculty Fellow B (Heather Petcovic, James Cousins)	
c. Create peer networks focused on interdisciplinary research and creative activities	2019-20	Faculty Fellow A (Center for Humanities, Research, Scholarly and Creative Activities Committee)	
d. Develop and disseminate best practices resources and training to graduate advisors	2018-19	Faculty Fellow B (Graduate Education Committee)	
e. Provide cost shares to support research assistantships for externally-funded graduate students	2017-18	Carla Koretsky (James Cousins & Heather Petcovic, Research, Scholarly and Creative Activities Committee)	
f. Create a college graduate education committee	2017-18	Carla Koretsky (James Cousins & Heather Petcovic)	

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	Target Date	Owner	Update
Objective 1.5: Improve transfer student experience to increase recruiting and retention of transfer students			
a. Articulate clear degree completion pathways with community colleges	2018-19	Kevin Knutson (James Cousins, Heather Petcovic, Undergraduate Education Committee)	
b. Develop systematic communication with community college advisors and instructors	2018-19	Kevin Knutson (James Cousins, Heather Petcovic, Undergraduate Education Committee)	
c. Improve alignment between community college and WMU courses	2018-19	Kevin Knutson (James Cousins & Heather Petcovic, Undergraduate Education Committee)	
d. Explore cohort advising for transfer students	2018-19	Faculty Fellow A (Kevin Knutson, James Cousins, Heather Petcovic, Undergraduate Education Committee)	

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Goal 2. The College thrives because it is a diverse, inclusive, equitable, and globally-engaged community of scholars, learners and leaders

	Target Date	Owner	Update
Objective 2.1: Recruit, hire and retain diverse, multiculturally-competent and globally-engaged faculty and staff			
a. Explore and implement best practices for recruiting diverse, multiculturally-competent, and globally-engaged candidates	2018-19	Shelbi Tierney (Diversity & Inclusion Committee)	2.1f. On-line exit surveys for resigning or retiring faculty (two separate surveys) were designed by Dean's office staff (dean, associate deans, executive assistant) in 2017-18. Executive assistant Ashley Glass has just begun to send it out and compile the data for review. 2.1h Delayed. This might be a topic of interest to Women's Caucus or the College Diversity and Inclusion Committee and can be suggested to both groups and/or a chairs summer working group in 2018-19.
b. Develop and implement a new faculty mentorship program	2018-19	Chairs Council Working Group A	
c. Develop and implement a partner hire policy	2018-19	Women's Caucus/Diversity & Inclusion Committee (Carla Koretsky)	
d. Conduct implicit bias training for all members of faculty and staff hiring committees and for the College of Arts and Sciences Chairs' Council	2018-19	Women's Caucus/Diversity & Inclusion Committee (Carla Koretsky) Chairs Council Working Group A	
e. Develop a pilot program with search committees to assess turndowns and offer withdrawals	2018-19	Carla Koretsky (Heather Petcovic & James Cousins)	
f. Conduct exit surveys with resigning and retiring faculty	2017-18	Chairs Council Working Group B	
g. Encourage and facilitate continuing education opportunities for staff	2018-19	Women's Caucus/Diversity & Inclusion Committee	
h. Research programs at peer institutions that address dependent-care costs associated with work-related travel	2017-18		

Goal 2. The College thrives because it is a diverse, inclusive, equitable, and globally-engaged community of scholars, learners and leaders

	Target Date	Owner	Update
Objective 2.2: Recruit and retain a diverse student body			
a. Explore and implement best practices for recruiting a diverse student body	2018-19	Shelbi Tierney (Diversity and Inclusion Committee)	2.2e. The summer 2018 chairs and directors working group on scholarships compiled a comprehensive list of scholarship opportunities for minority students or underrepresented groups and distributed this to all chairs and directors.
b. Facilitate faculty and staff outreach to K12, especially in diverse school districts	2019-20	Shelbi Tierney (Erika Carr, OIE Faculty Fellow)	
c. Provide multicultural competency skill training to faculty and staff	2019-20	Chairs Council Working Group A (Diversity and Inclusion Committee)	
d. Explore the development of partnerships with minority-serving and international educational institutions	2019-20	Chairs Council Working Group B	
e. Encourage students to apply for prestigious scholarships for underrepresented students	2017-18	Chairs Council Working Group A (Diversity and Inclusion Committee)	
f. Communicate and collaborate with WMU organizations focused on specific student populations	2019-20	Women's Caucus/Diversity & Inclusion Committee (Shelbi Tierney, Kevin Knutson, Michael Worline)	

Goal 2. The College thrives because it is a diverse, inclusive, equitable, and globally-engaged community of scholars, learners and leaders

	Target Date	Owner	Update
Objective 2.3: Develop a diverse leadership team			
a. Create a College of Arts and Sciences faculty fellow position in diversity and inclusion	2018-19	Carla Koretsky (James Cousins & Heather Petcovic, Diversity and Inclusion Committee)	2.3b. The summer 2018 chairs and directors working group on Leadership Development investigated the opportunities to participate in Academic Leadership Academy. They also produced a report recommending best practices for recruiting diverse participants. 2.3c. The summer 2018 chairs and directors working group on Leadership development prepared a report detailing leadership development opportunities at and beyond WMU and describing best practices for encouraging and preparing a more diverse pool of leaders at WMU as well as presenting a more positive message about academic leadership. The College of Arts and Sciences provided a development and alumni engagement workshop for all chairs and directors in spring 2018 and has a bias training workshop for chairs and directors planned for spring 2019. The College of Arts and Sciences also provides funding for all new chairs and directors to attend a leadership development workshop (e.g. ACE, CCAS or discipline-based conferences). The College provided partial funding for a faculty member to attend the fall 2018 ACE Women’s Leadership in Higher Education Conference. Women’s
b. Recruit a diverse group of faculty and staff to participate in academic leadership academy	2017-18	Chairs Working Group B (Diversity and Inclusion Committee, Women’s Caucus)	
c. Provide opportunities for a diverse group of faculty, staff and chairs to receive leadership training and professional development	2017-18	Chairs Working Group B (Diversity and Inclusion Committee, Women’s Caucus)	

Goal 2. The College thrives because it is a diverse, inclusive, equitable, and globally-engaged community of scholars, learners and leaders

			<p>Caucus held a joint reception with the ACE Women's Network Michigan last fall to broaden networks among women faculty and staff on campus. They also encouraged WMU colleagues to attend the Women-of-Color Luncheon held at WMU last October. They hosted a public talk and book club to discuss feminist activism in academia and major challenges. Both events were well attended and stimulated in-depth discussions on gender inequality in the academy.</p>
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Goal 3. Excellence and accountability define faculty, staff and administrative actions

	Target Date	Owner	Update
Objective 3.1: Recognize, incentivize and support faculty and staff excellence			
a. Identify and incentivize opportunities for professional development in teaching for tenure and tenure-track faculty, part-time instructors and graduate assistants	2018-19	Chairs Council Working Group B	<p>3.1.d We continue to explore designs and locations for a physical display case, beyond the dean's office bookcase (which was returned to the main office in spring 2018). The bookcase includes a digital marketing display which will highlight ongoing faculty and staff achievements and advertise college events and activities. Similar displays are in the process of being placed in the CAS Advising Office and several other CAS building locations. The Friedmann Hall 2nd level hallway has also been decorated out with 20 framed displays showcasing the 2017 Alumni Achievement Award winners. The hallway has also been decorated with 20 frames showcasing the 20 presidential scholar students for 2018.</p> <p>3.1.e This is a constant program using all of our available media on a daily basis. Web, social media, e-news and print.</p> <p>3.1.g Delayed. We offer some cost shares for externally sponsored research, but have not created a systematic program to institutionalize this practice.</p>
b. Establish and resource interdisciplinary learning and discovery communities	2019-20	Faculty Fellow A (Carla Koretsky, James Cousins, Heather Petcovic, Research, Scholarly and Creative Activities Committee)	
c. Identify and incentivize opportunities for professional development in research and creative activities	2018-19	Research, Scholarly and Creative Activities Committee (Carla Koretsky, James Cousins & Heather Petcovic) Michael Worline	
d. Create a prominent display case showcasing awards and achievements of faculty and staff	2017-18	Michael Worline	
e. Celebrate faculty and staff achievements through press releases and College of Arts and Sciences e-newsletters, social media, and friends and alumni magazine	2017-18	Chairs Council Working Group B	
f. Nominate outstanding faculty and staff for college, university, regional and national awards to recognize achievement in teaching, research, advising, professional and community engagement	2018-19	Research, Scholarly and Creative Activities Committee (Carla Koretsky, James Cousins & Heather Petcovic)	
g. Develop incentives for the acquisition of external funding, especially to support student research	2017-18		

Goal 3. Excellence and accountability define faculty, staff and administrative actions

	Target Date	Owner	Update
Objective 3.2: Develop a process to assess and improve college administration			
a. Institute annual review of the dean and associate deans by the members of the College of Arts and Sciences Chairs' Council	2017-18	Chairs Council Working Group F	3.2a A chairs and directors working group was formed in summer 2018 to explore and recommend annual review processes.
b. Conduct annual review of college chairs and directors by the dean	2017-18	Carla Koretsky (James Cousins & Heather Petcovic)	3.2b Delayed
c. Host monthly informal, open meetings with the College dean or associate deans	2017-18	Ashley Glass (Carla Koretsky, James Cousins & Heather Petcovic)	In progress. 2018 summer working group of chairs and directors were charged with making recommendations. Report is pending.
d. Develop a College of Arts and Sciences student advisory council to provide feedback on student concerns	2017-18	Chairs Council Working Group A (Kevin Knutson, Undergraduate Education Committee, Graduate Education Committee)	3.2c CAS Dean's office hosted approximately monthly "Donuts with the Deans" throughout the 2017-18 AY.
e. Create a system to encourage suggestions for improvements in administration, teaching, research and creative activities	2018-19	Ashley Glass (Carla Koretsky, James Cousins & Heather Petcovic)	3.2 d. Delayed. An initial meeting with a group of students selected by the CAS Advising office met to explore this idea.
f. Provide professional development training opportunities to chairs and administrative staff	2017-18	Chairs Council Working Group B (Carla Koretsky, James Cousins & Heather Petcovic)	3.2e
g. Update the college committee structure	2017-18	Carla Koretsky (Heather Petcovic, James Cousins)	3.2f The College of Arts and Sciences provided a development and alumni engagement workshop for all chairs and directors in spring 2018 and has a bias training workshop for chairs and directors planned for spring 2019. The College of Arts and Sciences also provides funding for all new chairs and directors to attend a leadership development workshop (e.g. ACE, CCAS or discipline-based conferences). 3.2g Revisions to existing and newly created college committees in 2017-18 AY included (where absent): adoption of guidelines and objectives (where absent), term limits, and formalized reporting structure.

Goal 3. Excellence and accountability define faculty, staff and administrative actions

			<p>We created a Graduate Education, Space and Infrastructure Committee and Marketing and Communications Committee in 2017-18, but decided to put the marketing and Communications Committee on hiatus for 2018-19. The Interdisciplinary Education Committee was disbanded and their charges absorbed into other committees.</p>
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Goal 3. Excellence and accountability define faculty, staff and administrative actions

	Target Date	Owner	Update
Objective 3.3: Promote transparency with respect to allocation of resources and decision-making			
a. Develop metrics for allocation of funds for part-time instructors, faculty hires and graduate assistantships	2017-18	Chairs Council Working Group C (Carla Koretsky, James Cousins & Heather Petcovic)	3.3a In progress. Draft metrics for faculty hires were developed in summer 2017; a summer 2018 working group of chairs and directors provided recommendations to revise faculty metrics. Metrics have not been determined for part-time instructors or graduate assistantships. 3.3b Budget updates were announced at annual State of the College Address and embedded within agendas of bi-monthly meetings with CAS Chairs and Directors. One full chairs and directors council was dedicated to college budget in spring 2018. 3.3c Delayed
b. Provide College of Arts and Sciences Chairs' Council, faculty and staff with regular updates and information on college budget	2017-18	Carla Koretsky (James Cousins, Heather Petcovic, Stephanie Radant, Glenn Schrauben)	
c. Use benchmark data with peer and aspirational institutions in decision-making	2017-18	Chairs Council Working Group C and D (Carla Koretsky, James Cousins & Heather Petcovic)	
d. Develop clear policies and procedures to consolidate or eliminate programs that lack sufficient demand to support with current resources	2018-19	Chairs Council Working Group C (Carla Koretsky, James Cousins & Heather Petcovic)	

Goal 4. Resource development and allocation practices ensure financial sustainability

	Target Date	Owner	Update
Objective 4.1: Articulate the value of the liberal arts and sciences to WMU and the broader community			
a. Create and disseminate persuasive marketing materials for the College of Arts and Sciences, college-specific programs and the new general education program	2017-18	Michael Worline (Shelbi Tierney, Marketing, Communication, Recruiting and Alumni Engagement Committee)	4.1.a Many Print and e-media materials were created and revised in 2017-18. These include: revised College of Arts and Sciences promotional brochure (Won 2018 PRSA SW Michigan Chapter Honorable mention); 8 panel gatefold brochures to promote CAS study abroad programs; CAS undergraduate research; CAS accelerated graduate degree programs; CAS Pre-Law; CAS Pre-Health (currently in production); CAS – WMED partnership (in production); CAS career opportunities (in progress). We also updated and continued to add new recruiting fact sheets for specific undergraduate programs.
b. Establish a faculty fellow position to work in collaboration with Admissions	2019-20	Carla Koretsky (Shelbi Tierney, Marketing, Communication, Recruiting and Alumni Engagement Committee)	
c. Work with academic advisors to develop and promote deliberate curricular pathways, including structures for multiple majors and minors within and across colleges	2019-20	Carla Koretsky (James Cousins, Heather Petcovic, Undergraduate Education Committee)	
d. Facilitate recruiting of undecided students	2018-19	Shelbi Tierney (James Cousins, Heather Petcovic, Randy Ott, Marketing, Communication, Recruiting and Alumni Engagement Committee)	

Goal 4. Resource development and allocation practices ensure financial sustainability

	Target Date	Owner	Update
Objective 4.2: Strengthen development and alumni engagement in support of scholarships, facilities, internships and research and creative activities			
a. Provide development and alumni engagement training to College of Arts and Sciences Chairs' Council	2017-18	Carla Koretsky (James Cousins & Heather Petcovic)	4.2a In spring 2018, CAS sponsored a professional development workshop focused on best practices for development and alumni engagement; all chairs and directors were invited to participate. 4.2.b A 24 page, full color, inaugural CAS friends and alumni magazine was printed and disseminated to approximately 46,000 friends and alumni, WMU senior leaders, faculty, staff, and students in September 2017. The 2017 Issue won 2 PRSA (SW Michigan chapter) proof awards for best magazine; silver, and best story; Gold, in April 2018. In September 2018, the 2018 CAS friends and alumni magazine was printed and distributed to approximately 47,000 friends and alumni, WMU senior leaders, Michigan political leaders, and administrators at MI colleges and universities. 4.2f A Marketing and Communication Committee was formed in 2017-18 with charges that included enhancing development and alumni engagement. However, this committee was put on hold in 2018-19.
b. Produce a College of Arts and Sciences friends and alumni magazine	2017-18	Michael Worline	
c. Create advisory councils for college departments	2018-19	Marketing, Communication, Recruiting and Alumni Engagement Committee	
d. Establish a young alumni academy	2019-20	Marketing, Communication, Recruiting and Alumni Engagement Committee	
e. Develop departmental alumni networks to support career mentoring, internships, and field experiences	2018-19	Marketing, Communication, Recruiting and Alumni Engagement Committee	
f. Create a college committee focused on development and alumni engagement	2017-18	Carla Koretsky (James Cousins & Heather Petcovic)	

Goal 4. Resource development and allocation practices ensure financial sustainability

	Target Date	Owner	Update
<p>Objective 4.3: Develop a college-wide enrollment, persistence and retention plan to stabilize enrollment</p>			
a. Determine enrollment targets for college and specific programs	2018-19	Chairs Council Working Group C	<p>4.3b Partially delayed. However, in collaboration and consultation with chairs and directors a decision was made to distribute ~\$600K of the summer budget surplus from 2017 to support scholarships. ~\$400K was used to support 95 \$4,000 undergraduate retention scholarships. Recipients were identified in close consultation with Enrollment Management. An additional \$200K was distributed to support graduate summer research assistantships for students close to completion and for students working with tenure-track faculty.</p> <p>4.3c Delayed.</p> <p>4.3d Several new programs were proposed and approved. These include an accelerated MA in Sociology; accelerated MA and MS in Biological Sciences; an accelerated MA in Chemistry; and graduate certificates in Cultural and Environmental Heritage Management; History; Geospatial Applications of Unmanned Aerial Vehicles; UAVs Applications in Geological and Environmental Sciences. A proposed College Science Teaching Certificate program is pending final approval.</p> <p>4.3f Delayed</p>
b. Develop guidelines to foster the strategic distribution of scholarships	2017-18	Chairs Council Working Group C	
c. Implement a data-driven approach to allocation of resources for student success programs	2017-18	Kevin Knutson (Katie Easley James Cousins & Heather Petcovic)	
d. Develop cutting-edge, high-demand undergraduate and graduate programs, including certificates and accelerated graduate degree programs	2017-18	Chairs Council Working Group D	
e. Develop graduate school pipelines with 4-year institutions	2018-19	Chairs Council Working Group D	
f. Continue to develop partnership with the Western Michigan University Cooley Law School	2017-18	Kevin Corder (Undergraduate Education Committee, Career services, Kevin Knutson)	
g. Develop new international exchange programs and partnerships for students, staff and faculty	2019-20	Chairs Council Working Group B (HIGE) Chairs Council Working Group C (EUP)	
h. Establish deliberate, data-driven online and extended campus program strategies	2019-20		

Goal 4. Resource development and allocation practices ensure financial sustainability

	Target Date	Owner	Update
Objective 4.4: Foster more efficient use of facilities across departments and colleges			
a. Inventory existing facilities and share information with staff and faculty to develop policies for the optimal use of office, instructional and research spaces	2017-18	Space & Research Infrastructure Committee (CAS-IT)	4.4a A CAS Space and Infrastructure Committee was formed in 2017-18 and charged with initiating a CAS space inventory. The committee has worked with Facilities Management and Building Coordinators to begin to identify CAS spaces and current occupants and uses. 4.4b Delayed as OVPR works on a similar initiative.
b. Develop policies to incentivize and support shared use of instrumentation and facilities	2017-18	Space & Research Infrastructure Committee (CAS-IT)	
c. Collaborate with other colleges and units on campus to purchase and maintain shared instrumentation and facilities	2018-19	Space & Research Infrastructure Committee (CAS-IT)	
d. Establish relationships with other regional institutions to support the shared use of instrumentation and facilities	2019-20	Chairs Council Working Group E	
e. Develop a ten-year research facility improvement and maintenance plan	2019-20	Space & Research Infrastructure Committee (CAS-IT)	
f. Encourage the use of shared spaces to foster a sense of community	2018-19	Space & Research Infrastructure Committee	

Goal 5. Innovation permeates learning and discovery

	Target Date	Owner	Update
Objective 5.1: Institutionalize strategies that encourage innovation in teaching and learning			
a. Respond purposefully and creatively to general education revisions	2018-19	Undergraduate Education Committee (James Cousins, Heather Petcovic, Kevin Knutson)	5.1.a In preparation for the impending changes to the General Education curriculum, the college formed a new curricular review committee. Members of the Dean's office are also working with Faculty Senate designees to review and prepare for fall proposal submissions. (Cousins)
b. Identify barriers to experiential learning opportunities, including study abroad, and develop strategies to overcome them	2019-20	Faculty Fellow B (HIGE, Office of Service Learning)	
c. Provide seed money for innovative teaching activities	2018-19	Undergraduate Education Committee, Graduate Education Committee	
d. Facilitate collaborative teaching across programs and colleges	2017-18	Undergraduate Education Committee, Graduate Education Committee	
e. Develop a program to engage undergraduate students in research	2019-20	Faculty Fellow B (Research, Scholarly and Creative Activities Committee, OVPR, LHC)	
f. Encourage implementation of global learning outcomes across curriculum	2017-18	International Committee (HIGE)	

Goal 5. Innovation permeates learning and discovery

	Target Date	Owner	Update
Objective 5.2: Strengthen interdisciplinary and collaborative research and creative activities			
a. Explore faculty cluster hires across departments and colleges	2018-19	Chairs Council Working Group E	5.1a Completed ahead of schedule. A request for proposals was circulated in spring 2018; one proposal was selected for funding; hires for 7 faculty spanning 6 departments are in progress with anticipated hires for fall 2019.
b. Create peer networks focused on interdisciplinary and/or globally-engaged research and creative activities	2019-20	Faculty Fellow A (Research, Scholarly and Creative Activities Committee, International Committee)	
c. Explore funding options and policies to support visiting and postdoctoral scholars	2019-20	Research, Scholarly and Creative Activities Committee	
d. Provide seed money for innovative research and creative activities	2018-19	Research, Scholarly and Creative Activities Committee	

Goal 5. Innovation permeates learning and discovery

	Target Date	Owner	Update
Objective 5.3: Establish new community partnerships in support of learning and discovery			
a. Offer courses on topics of particular interest to the local community	2019-20	Chairs Council Working Group F	5
b. Explore industry partnerships in support of certificates and continuing education	2019-20	Chairs Council Working Group D (Undergraduate Education Committee, Graduate Education Committee)	
c. Develop networks to enhance internship and field experience opportunities for students	2019-20	Faculty Fellow B (Office of Service Learning, Undergraduate Education Committee, Graduate Education Committee)	
d. Build industry partnerships in support of research and creative activities	2019-20	Chairs Council Working Group D (Research, Scholarly and Creative Activities Committee)	
e. Seek opportunities for students to participate in service-learning	2019-20	Faculty Fellow B (Office of Service Learning, Undergraduate Education Committee, Graduate Education Committee)	
Objective 5.4: Integrate innovation into long-term planning			
a. Create a futures committee to respond to a changing higher education landscape	2018-19	Carla Koretsky (James Cousins & Heather Petcovic)	
b. Explore the development of an innovation incubator	2018-19	Futures Committee	
c. Identify and capitalize on opportunities to invest in impactful programs with potential for growth	2019-20	Futures Committee	