



College of Arts & Sciences

2025-2026

Executive Leadership Team

- ▶ Dean, Associate Deans (meets bi-weekly)

Purposes:

- College-level strategic planning and goals
- Budget planning and allocation
- Faculty affairs matters (e.g., hiring plans, faculty development, promotion/tenure practices, etc.)
- Policy formulation before broader consultation
- Coordination among areas (e.g., financial, undergraduate, graduate, research, etc.)
- Responding to university-level directives

College Council

► Add Chairs (meets bi-weekly)

Purposes:

- Input on college strategic directions, policies, budget, faculty workload, etc.
- Alignment of effective practices across departments
- Problem-solving for cross-departmental issues (e.g., facilities, advising, shared programs, etc.)
- Responding to university-level directives

1:1 – Chair and Dean (monthly)

▶ **Department Health Check**

- Review enrollment trends, faculty workload, staffing
- Monitor progress on departmental goals or strategic initiatives
- Discuss issues with morale, conflicts, internal dynamics

▶ **Resource Needs and Budget Planning**

- Requests for hires
- Equipment, space, facilities updates

▶ **Personnel Issues (confidential)**

- Faculty evaluations, mentoring, T&P concerns
- Leaves, disciplinary concerns
- Staff performance or restructuring needs

▶ **Curricular Planning**

- Program development or revision
- Interdisciplinary opportunities
- Gen Ed participation

▶ **Communication and Advocacy**

- Letting the chair raise concerns from faculty
- Dean sharing institutional priorities or changes

▶ **Leadership Development & Mentoring**

- Supporting new chairs and chairs experiencing challenges
- Discussing best practices in department management
- Encouraging succession planning

College Leadership Team

- ▶ Add Associate Chairs, Directors, Coordinators (meets 1-2x per semester or as needed)

Purposes:

- Broad communication and transparency across all programs
- Information sharing about policy changes, initiatives, or events
- Engagement and morale-building among broader leadership
- Highlighting best practices across departments and programs
- Ensuring alignment between individual programs and college-wide goals
- Occasionally: training, workshops, or professional development

CAS Focus Areas

- ▶ Growth
 - ▶ **Retention** – *keep what we have*
 - ▶ **Pipeline** – *draw new students*
 - ▶ **Innovative offerings** – *serve constituencies*
- ▶ Research
 - ▶ Expanding the **culture of scholarship**
 - ▶ Developing **opportunities** – *research, grants*
 - ▶ **Grad programs** – *serve constituencies*
- ▶ Outreach
 - ▶ **Messaging / advocacy** – *tell our story*
 - ▶ **Collaborations** – *within and beyond CAS*
 - ▶ Cultivating **external resources**

Topics

- ▶ 1) Who should be part of the College Leadership Team?
- ▶ 2) Possible leadership training topics in 25-26?
- ▶ 3) Other things that need our attention in the coming year?



College of Arts & Sciences

GROWTH

CAS Focus Areas

- Growth
 - Retention – keeping what we have
 - Pipeline – drawing new students
 - Online offerings – serve constituencies
- Outreach
 - Messaging / advocacy – tell our story
 - Collaborations – inside and beyond CAS
 - Cultivating external resources – seek partners
- Research
 - Expanding the culture of scholarship
 - Developing opportunities – grants, economic partnerships
 - Grad programs – serve constituencies

Growth

- ▶ To grow our programs, we need a focus on:
 - ▶ Data-informed analysis of growth. *What stories do the numbers tell?*
 - ▶ Effectiveness of current practices. *Where can we move the needle?*
 - ▶ Specific and actionable approaches. *What best practices fit us?*
 - ▶ Liaising with partners. *How do we build on current efforts?*

“Growth Engagement Team” (GET)

- ▶ A Growth Team shapes strategy, brings insights to the college/departments, connects with stakeholders, suggests plans and goals.
- ▶ The role of College Council is to **collaborate** with and **support** the Growth Team.
- ▶ The College Council **identifies areas** and **asks questions** for the Growth Team to explore.
 - ▶ **1) Goal Areas** – growing programs, student interest, market demand...?
 - ▶ **2) Deliverables** – data to gather, stakeholder input, strategic ideas, reporting means and audiences...?
 - ▶ **3) Membership** (see next...)

“Growth Engagement Team” (GET)

- ▶ Membership

- ▶ 5-7 members

- Not *representative*, but *strategic*.

- 2-year appointment

- Director of Student Success, *ex officio*. One chair.

- Strategic thinkers
 - Recruiting disposition

- Student success-oriented
 - Sensitive to workforce, market

Growth

► Growth – Understanding the Needs

- Programs in high-demand fields (e.g., public health, science communication, other interdisciplinary)?
- Certificates, minors aligned with workforce needs?

► Retention – Keeping Our Students

- Strengthen advising, mentoring?
- Faculty development for high-impact teaching?
- Experiential learning (undergrad research, internships, community-based learning) ?

► Pipeline – Drawing New Students

- Partnerships with high schools, community colleges?
- Dual-enrollment, summer bridge programs?
- Other outreach to new constituencies?

► Online Offerings – Serving New Groups

- Understand online capacity across CAS?
- Fully online degrees, certificates for adult learners, workforce needs?



College of Arts & Sciences

OUTREACH

CAS Focus Areas

- Growth
 - Retention – keeping what we have
 - Pipeline – drawing new students
 - Online offerings – serve constituencies
- Outreach
 - Messaging / advocacy – tell our story
 - Collaborations – inside and beyond CAS
 - Cultivating external resources – seek partners
- Research
 - Expanding the culture of scholarship
 - Developing opportunities – grants, economic partnerships
 - Grad programs – serve constituencies

Outreach

- ▶ To **expand** our **reach** and **build** our **reputation**, we need a focus that includes:
 - ▶ Accomplishments and strengths that are under-leveraged. **How do we tell our stories?**
 - ▶ Campus partnerships that can boost our success. **Who do we team-up with?**
 - ▶ Support from outside. **What relationships do we cultivate?**
- ▶ Our task today: Consider each area, brainstorm ways to advance.
“Quick wins” and long-term targets.
- ▶ Where it’s headed: The College and each department set goals around our priorities.
Refine thinking for August 5th College Leadership Team meeting.

Outreach

- ▶ **Messaging & Advocacy** – *Increase visibility, communicate the value of the college's work.*
 - ▶ Consistent **messaging** around the college's strengths and impact.
 - ▶ Materials to **advocate** to university leadership, legislators, and the community.
 - ▶ **Highlighting successes** in faculty research, student success, and community engagement.
 - ▶ **Digital platforms** and newsletters to target specific audiences.
- ▶ **Collaborations** – *Leverage interdisciplinary strengths to meet student needs and market demand.*
 - ▶ Collaboration **across departments** (e.g., team-taught courses, shared events).
 - ▶ Partnerships with **other colleges** (joint programs i.e. Education, Business).
 - ▶ Cross-unit grant **initiatives** and **shared resource** use.
- ▶ **Cultivating External Support** – *Expand financial and reputational support.*
 - ▶ Coordination with the university foundation to align **donor interest** with college **needs**.
 - ▶ **Alumni** engagement plans (spotlights, mentoring, events).
 - ▶ Targeted **messaging** for potential donors (e.g., support for scholarships, named programs).
 - ▶ Involvement of faculty and students in **donor cultivation** efforts.

Outreach – Messaging & Advocacy

- ▶ **Messaging & Advocacy** – *Increase visibility, communicate the value of the college's work.*

- ▶ Consistent messaging around the college's strengths and impact.
- ▶ Materials to advocate to university leadership, legislators, and the community.
- ▶ Highlighting of faculty research, student success, and community engagement.
- ▶ Digital platforms and newsletters to target specific audiences.
- ▶ Other...

- ***What's working now?***
- ***What could be strengthened?***
- ***Who can advantage us?***

Outreach – Collaborations

- ▶ **Collaborations** – *Leverage interdisciplinary strengths to meet student needs and market demand.*
 - ▶ Collaboration across departments (e.g., team-taught courses, shared events).
 - ▶ Partnerships with other colleges (joint programs i.e. Education, Business).
 - ▶ Cross-unit grant initiatives and shared resource use.
 - ▶ Other...

- ***What's working now?***
- ***What could be strengthened?***
- ***Who can advantage us?***

Outreach – External Support

- ▶ **Cultivating External Support** – *Expand financial and reputational support.*

- ▶ Coordination with the university foundation to align donor interest with college needs.
- ▶ Alumni engagement plans (spotlights, mentoring, events).
- ▶ Targeted messaging for potential donors (e.g., support for scholarships, named programs).
- ▶ Involvement of faculty and students in donor cultivation efforts.

- ▶ Other...

- ***What's working now?***
- ***What could be strengthened?***
- ***Who can advantage us?***



College of Arts & Sciences

RESEARCH

CAS Focus Areas

- Growth
 - Retention – keeping what we have
 - Pipeline – drawing new students
 - Online offerings – serve constituencies
- Outreach
 - Messaging / advocacy – tell our story
 - Collaborations – inside and beyond CAS
 - Cultivating external resources – seek partners
- Research
 - Expanding the culture of scholarship
 - Developing opportunities – grants, economic partnerships
 - Grad programs – serve constituencies

Research

- ▶ **Goal:** Foster a vibrant and exciting research ecosystem in the College of Arts and Sciences
 - ▶ Build and expand our culture of research. **How can we create space for all faculty to see themselves as researchers and scholars?**
 - ▶ Encourage and support faculty scholarship. **What are the barriers faculty face when engaging in scholarship, and how can we help address them?**
 - ▶ Increase access to funding opportunities. **How can we make sure every faculty member knows what resources and supports are available for funding?**
 - ▶ Leverage graduate programs to enhance research capacity. **How can new/existing grad programs and incoming students contribute to a department's research mission?**
- ▶ **Our task today:** Consider each area, brainstorm ways to advance.
 - ▶ Include quick wins and longer term targets.

Research

► Expanding the Culture of Research

- Recognize and support a broad definition of scholarship, e.g. creative, applied, pedagogical, etc.
- Identify and celebrate existing research strengths.
- Encourage department/faculty exploration of cross-college and emerging research areas.
- Integrate research into departmental planning and annual goals.
- Other...

- *What's working now?*
- *What could be strengthened?*
- *Who can advantage us?*

Research

► Engaging in Scholarship

- Support all faculty in finding a path to scholarship – whether starting or re-engaging.
- Promote participation in conferences and scholarly communities.
- Highlight models of scholarship that align with teaching loads and service.
- Encourage participating in writing groups, brown bag lecture series, or other scholarly circles.
- Other...

- *What's working now?*
- *What could be strengthened?*
- *Who can advantage us?*

Research

► Funding Opportunities

- Expand awareness of internal and external funding options.
- Host regular workshops on grant writing, budgets, compliance, and project management.
- Explore community and industry partnerships as funding pathways.
- Support pre- and post-award processes (with Office of Research, Budget Office, Centers, etc.)
- Other...

- *What's working now?*
- *What could be strengthened?*
- *Who can advantage us?*

Research

▶ Graduate Programs

- ▶ Leverage graduate programs to strengthen research identify and capacity.
- ▶ Develop graduate programs aligned with emerging research fields.
- ▶ Position graduate students as key partners in faculty research.
- ▶ Support departments in mentoring graduate students toward scholarly productivity.
- ▶ Other...

- *What's working now?*
- *What could be strengthened?*
- *Who can advantage us?*