# STRATEGIC PLAN

# 2020-2025

COLLEGE OF ARTS, SCIENCES, AND EDUCATION

## INTRODUCTION

CASE recognizes and values diversity among students, faculty and staff. This plan was created to explicitly and implicitly embrace these values, and advocate for respectful, equitable, and safe environments that are inclusive for all.

These values were also embraced in the process of developing this strategic plan, which was written by the members of the CASE Planning Committee with input from the entire CASE community.

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| ACADEMIC PROGRAMS AND OFFERINGS | MEASURES OF SUCCESS |
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| **Strategic Goal: CASE will offer data-driven, innovative, high-impact educational experiences allowing graduates to flourish in our dynamic, global society.** | • New and/or enhanced concentrations, minors, and certificates.<br>• Increased interdisciplinary offerings, community collaboration, and high-impact and inclusive practices at all campus locations.<br>• Reduced average time-to-degree for CASE students.<br>• Improved offerings and scheduling information for creating reliable degree plans. |
| **INITIATIVES** | **ACTION STEPS** |
| APO1: Encourage, facilitate, and support innovative degree initiatives in emerging fields within and across programs. | • Identify market needs.<br>• Provide resources for interdisciplinary collaboration in creating marketable degrees, certificates, and courses.<br>• Generate new and promote existing concentrations, minors, and certificates.<br>• Establish transparent procedures and criteria to determine either release time or other support needed to advance innovation and implement high-impact practices. |
| APO2: Honor our commitment to lifelong learning. | • Offer continuing education for professionals, certificate courses, and employer-sponsored job training. |
| APO3: Increase the effectiveness of decisions about program offerings. | • Use internal and external data (assessment, program review, market data, budget, enrollment, etc.) to create and adjust offering plans and schedules. |

| STUDENT SUCCESS<br><br>**Strategic Goal: CASE will meet students where they are, expanding access to a Ferris education and providing timely, effective whole-student support that removes barriers to degree completion.** | **MEASURES OF SUCCESS**<br>• Increased offerings for non-traditional and satellite campus learners.<br>• Professional development program available for all advisors.<br>• New student success and support initiatives implemented.<br>• Increased faculty participation in professional development that supports student success and retention. |
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| **INITIATIVES** | **ACTION STEPS** |
| SS1: Expand CASE offerings in the non-traditional learner and satellite campus communities. | • Seek opportunities connected to Plaza Roosevelt and other community partnerships.<br>• Review scheduling and delivery options for non-traditional students. |
| SS2: Prioritize advising. | • Implement a sustainable professional development model for new and practicing advisors, with clearly identified trainer responsibilities.<br>• Incorporate records review and discussion of applicable associate degrees or certificates into advising of non-returning bachelor program students. |
| SS3: Develop additional ways to support the needs of new and existing student populations across all campuses. | • Expand cohort development using FSUS sections linked to common first-year courses.<br>• Implement creative ways to expand student access to learning support options and access for academically challenging courses.<br>• Promote awareness of mental health issues and student support services, as well as strategies faculty may use to support these students.<br>• Promote professional development to enhance inclusive teaching practices |
| SS4: Advocate for equitable access to high-impact practices across all campuses. | • Reach out to collaborate with EIO.<br>• Promote additional and equitable research opportunities, internships, faculty support, etc. |

| INSTITUTIONAL EFFECTIVENESS<br><br>**Strategic Goal: CASE will enhance efficiency to support innovation, collaboration, inclusion, accessibility, and transparency.** | MEASURES OF SUCCESS<br>• Documented streamlining of college processes with fewer steps and less paper.<br>• Use of non-curricular program assessment data to inform decision-making and advocacy.<br>• Demonstrated use of Office 365 and other technology to address stakeholder needs. |
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| **INITIATIVES** | **ACTION STEPS** |
| IE1: Improve and streamline administrative functions and processes. | • Review department, College, and department-to-College workflow processes and simplify as applicable.<br>• Review department and College documents and transition paper-based items to paperless as applicable. |
| IE2: Apply CASE assessment practices to non-curricular programs residing in the College. | • Identify non-curricular programs and develop outcomes as needed.<br>• Create and implement assessment plans. |
| IE3: Leverage technology and university software to improve accessibility, inclusion, and efficiency in all CASE functions. | • Gather baseline data to identify stakeholder needs.<br>• Evaluate existing technology and identify ways to address unmet needs.<br>• Provide professional development specific to departments and other user groups. |

| PRIDE AND COMMUNITY<br><br>**Strategic Goal: CASE will provide empowering experiences and partnerships.** | **MEASURES OF SUCCESS**<br>• Increased program enrollment and retention.<br>• Increased alumni contact responses and event attendance.<br>• Increased experienceship/collaboration opportunities with community partners.<br>• Positive experienceship/collaboration feedback from students, faculty, staff, and community members.<br>• Modified hiring practices with an increased emphasis on diversity and inclusion. |
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| **INITIATIVES** | **ACTION STEPS** |
| PC1: Share our founders' emphasis on opportunity. | • Publicize CASE programs that highlight its diverse and unique nature.<br>• Strategically deploy student recruiters, particularly in underrepresented areas.<br>• Investigate and deploy hiring strategies that will improve diversity of faculty and staff. |
| PC2: Nurture a sense of safety, belonging, and validation for all members of the CASE community. | • Create promotion and advancement processes that ensure equitable opportunities and recognize a diverse array of contributions to the institution.<br>• Identify barriers to retention and develop strategies that improve degree completion for both underserved and underrepresented student groups. |
| PC3: Expand CASE alumni engagement. | • Feature alumni as ambassadors to external constituents and partners.<br>• Develop more effective ways to track and record alumni engagement.<br>• Expand alumni events and activities.<br>• Utilize multiple strategies to communicate and seek partnerships with alumni (e.g., social media, guest speaker invitations, advisory boards, etc.).<br>• Highlight CASE alumni accomplishments. |
| PC4: Pursue opportunities that strengthen partnerships with local communities. | • Increase CASE community engagement activities between students, faculty, staff, local governments, businesses, educational affiliates, and civic organizations.<br>• Strengthen CASE partnerships with communities and organizations. |

| ENHANCING RESOURCES | MEASURES OF SUCCESS |
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| **Strategic Goal: CASE will implement innovative strategies to enhance college resources.** | • Increased faculty and staff engagement in scholarship, creative endeavors, and innovation.<br>• Improved CASE involvement with the comprehensive campaign. |
| **INITIATIVES** | **ACTION STEPS** |
| ER1: Develop a model to support inquiry, innovation, and outreach that will increase grant-seeking and revenue-enhancing opportunities. | • Form College-wide committee to develop and implement a sustainable and transparent model to support staff and faculty seeking grants. |
| ER2: Engage with the ongoing comprehensive campaign. | • Enhance college participation in comprehensive campaign activities. |