



Knowledge and Education
for a Life Experienced

2016 – 2021 Strategic Plan
College of Arts & Sciences

APPALACHIAN STATE UNIVERSITY



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COLLEGE OF ARTS AND SCIENCES MISSION

As a model twenty-first century, nationally recognized core college, the College of Arts and Sciences (CAS) at Appalachian State University combines the best characteristics of liberal arts and research institutions in both its teaching and scholarship. In doing so, the college is committed to recruiting, supporting, and retaining high quality and diverse faculty in order to produce the highest levels of instruction and scholarship, and to attract, educate, and graduate outstanding students. The College of Arts and Sciences

aims to develop a distinctive identity built upon our university's strengths, traditions, and unique location. Our value lies not only in service to the university and local community, but through inspiring, training, educating, and sustaining the development of our students as world citizens.

"What makes (my professor) a great teacher and mentor is that she takes such a vested interest in turning her students into the best of themselves. She wants her students to think, to understand, to feel that they are capable, to challenge themselves, and to never accept an answer for answer's sake. She wants us to see what she sees in us: potential." – Robb



SUPPORT OF COLLEGE MISSION

The role of the college office and its staff is to provide leadership for all the programs and departments, faculty, staff, and students. The college works closely with department chairs and program directors, along with staff in those offices, to ensure that university and college policies are followed, that quality academic instruction is taking place, and that faculty and staff are well supported.

The college office provides the following services: support for management of enrollment; contracts (faculty, staff, graduate assistantships); budget allocation and oversight for yearly and summer school budgets, education and technology budgets, distance education,

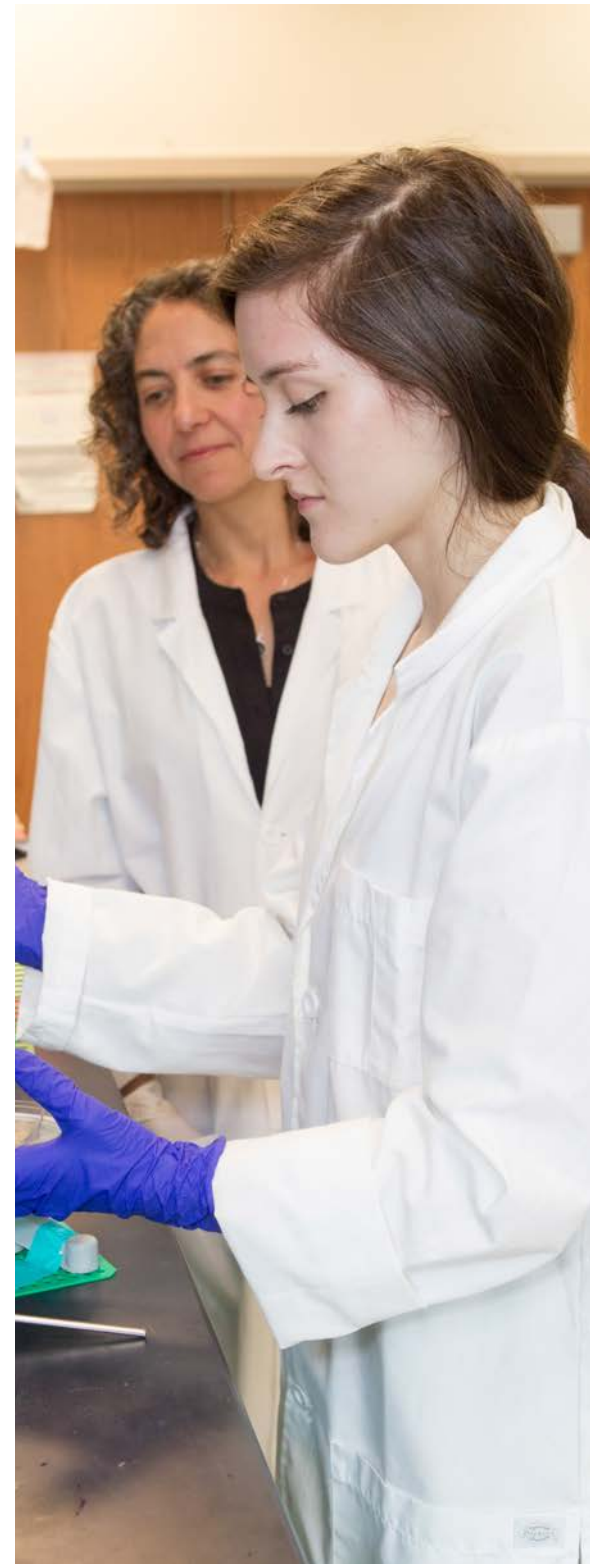
and foundation and F&A accounts; position management; position search support; scholarship oversight; college assessment and review; annual reviews for chairs and college employees; advocacy for new and current programs; and college lectures (Dean's Advisory Council Interdisciplinary Lecture and Morgan Lecture). The college supports the Center for Appalachian Studies, the Center for Judaic, Holocaust, & Peace Studies, the National Park Service Liaison, the University Humanities Council, the Dewel Microscopy Facility, the Visualization Lab, an Animal Facility, and a fully-equipped machine shop and electronics shop. It also offers orientation and training for new chairs,

"My time at ASU prepared me for graduate school better than I could ever have hoped for. I miss the majestic mountains, softly-flowing rivers and wonderful people of Boone.

– Sam

program directors, and administrative assistants, as well as training for promotion and tenure decisions, post-tenure review, and retention offers. The college also provides communications for college-wide programs and advocacy for financial support for college initiatives as well as recognition of staff, students, faculty and alumni at events such as Honors Day, Commencement (Winter and Spring), Faculty and Staff Awards Night, the Annual Staff Luncheon, the Annual College Faculty Meeting and Reception, and the Annual Chair Dinner. The College Advising and Student Services Hub (CASSH) provides graduation checkout, senior checks, change of major, internships and special course form processing, student advising, and training for department/program advisors. Our Executive

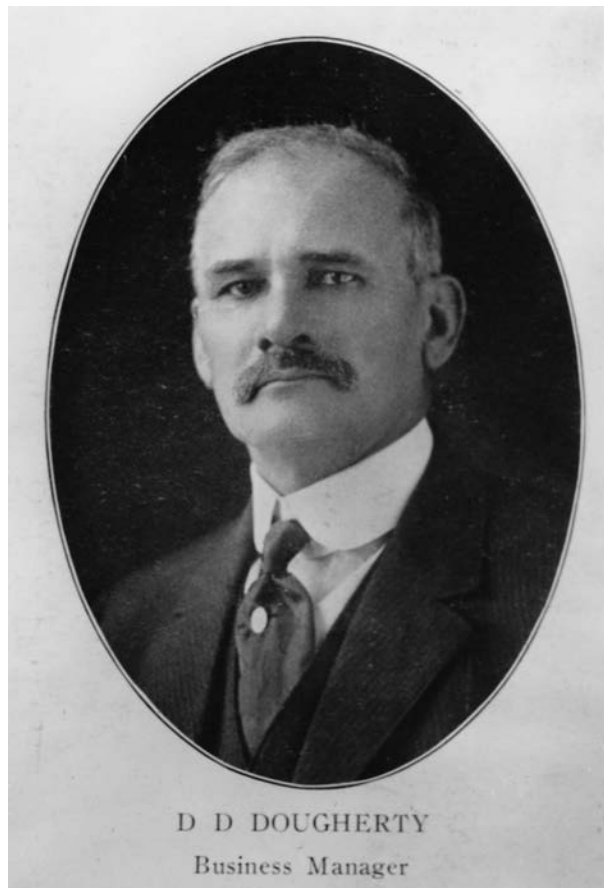
Director of Development works in partnership with the dean to raise awareness of the college's programs, cultivate potential donors, and maintain stewardship with the college's supporters. The Development Director also works to support the mission of the College's Advisory Board. Primary responsibilities are outlined in the college's Chair Manual. The college reports to Academic Affairs as one of the seven colleges at Appalachian State University.



"Undergraduate research allowed me to feel part of a community and to learn how the 'real world' functions. Research gave me problem solving skills and helped me understand why I need them"

– Sarah

COLLEGE HISTORY



When the Dougherty brothers founded Watauga Academy in 1899, courses in the liberal arts were key to its mission to prepare quality teachers to teach youth in the “lost provinces” of western North Carolina. As the Academy became Appalachian Training School and then Appalachian State Teachers College (ACTS), those important core courses in the liberal arts continued to provide the foundation for students readying themselves for professional teaching

positions. Eventually, those faculty and staff that ensured a strong liberal arts tradition became part of a college unit.

The history of the College of Arts and Sciences begins with the change to its mission by the North Carolina Legislature in 1957 when the North Carolina Legislature recognized the teaching of liberal arts at Appalachian Teacher College as part of a statewide expansion of higher education. The legislature stated,



“

THE COLLEGE OF ARTS AND SCIENCES ENDEAVORS TO PROVIDE A LIBERAL EDUCATION WHICH IN TURN WILL BE APPROPRIATE TO BUILD UPON FOR SPECIALIZATION IN THE NATURAL SCIENCES, SOCIAL SCIENCES, HUMANITIES, AND MATHEMATICS.

"The primary purpose of...
Appalachian State Teachers College
shall be the preparation of young
men and women as teachers,
supervisors, and administrators for
the public schools of NC, including
the preparation of such person for the
master's degree. Said institutions may
also offer undergraduate instruction
in the liberal arts and sciences and
such other programs as are deemed
necessary to meet the needs of its
constituency and the state and as
shall be approved by the NC Board
of Higher Education, consistent with
appropriations made therefor."

Ten years later in 1967, the role of
ASTC was expanded when it was
designated a "regional university." At
that time the name of the University
was changed from Appalachian State
Teachers College to Appalachian
State University and the role of the
university was expanded to include
instruction at both the undergraduate
and graduate levels and to conduct
research and extension programs. In
1968, with that expanded mission, the
title of Dean of Academic Affairs was
changed to Provost to more accurately
describe the function of that position
as the chief academic officer. Other
organization shifts in 1968 included the
establishment of four new colleges:
the General College, the College of
Arts & Sciences, the College of Fine
and Applied Arts, and the College of
Education.



On July 1, 1968, Dr. William Strickland, the chair of the Department of Philosophy and Religion, was named the first dean of the College of Arts and Sciences. He held a Doctorate in Theology from Southern Baptist Theological Seminary. In 1970, Strickland described the college like this:

"The College of Arts and Sciences endeavors to provide a liberal education which in turn will be appropriate to build upon for specialization in the natural sciences, social sciences, humanities, and mathematics. In an attempt to fulfill the needs of an increased student body, this college has progressed more in size than any other one at Appalachian. Thirty-nine new professors and two new chairmen [sic] have been added to the faculty since last year. This brings the faculty total to one hundred and sixty. Newly constructed Sanford Hall was added as an educational facility on July 7, 1969. This classroom building houses five departments: Math, English, Foreign Language, Philosophy and Religion, and Political Sciences. Two new programs have been added since last year. A Master of Arts degree is now offered in general theoretical psychology and chemistry. New programs are in the planning for Social Sciences Political Science, and Biology."

In 1982, two years before Dean Strickland retired from his position as dean, he said the following about Arts & Sciences:

"The curriculum for the college provides



Dr. William Strickland

an extensive variety of possibilities for our students and those majoring in other colleges. We have no specific reasons for wishing to see it changed. However, this college is always sensitive to changing needs of our society and continually reviews our course and program offerings, making changes when they seem warranted. We find the College of Arts & Sciences an exciting setting in which to work. We, the students and faculty, have a valuable opportunity to pursue our interests and to develop together. We feel that our highly qualified, dedicated faculty and our continued record of attracting students into our programs provide reasons for our optimism for the future of the college."

Strickland retired June 30, 1984. Dr. James W. Byrd, Ph.D. in Physics, replaced him. Byrd had served 18 years as Chair of the Physics department at East Carolina University before coming to Appalachian. In 1986, Donald Sink was appointed the first associate dean for the college. When Byrd was asked about the role of the college in a student's career he said,

"Every degree program at the university has a core of information that ought to be common information to all people. A large part of this information comes from this college. We want students to become well-educated people, not just well trained robots. The College of Arts & Sciences provides courses in the humanities, social sciences, and natural sciences, which help a student to gain a better understanding of the world around him. There are fourteen departments within the college. A student gets an opportunity to become a well-rounded person... A trained person knows how to make a living; an educated person knows how to live."

Byrd resigned in 1991 and Dr. Don Sink, Ph.D. in the Department of Chemistry and Associate Dean for the college was named Arts and Sciences' next dean. That same

year, Interdisciplinary Studies [IDS] joined the departments of Arts and Sciences after moving from General College. This took the college up to 15 departments with 2800 students in the college.

Dean Sink retired in 1998 and Dr. Faye Sawyer, Associate Dean of Arts & Sciences became the interim dean during 1998-1999. After a national search, Dr. Linda Bennett, Ph.D. in Political Science and former Chair of the Political Science Department at Northern Kentucky took over as dean, July 1, 1999. Asked about the value of liberal arts, she remarked, "While skills in the workplace will change, the skills needed to adapt to change are essential. Those things that endure are an ability to think well, and to have a base of information across the classic areas of the liberal arts. These are the things that help you adapt."

Dr. Don Sink





I.G. Greer Hall circa 1970

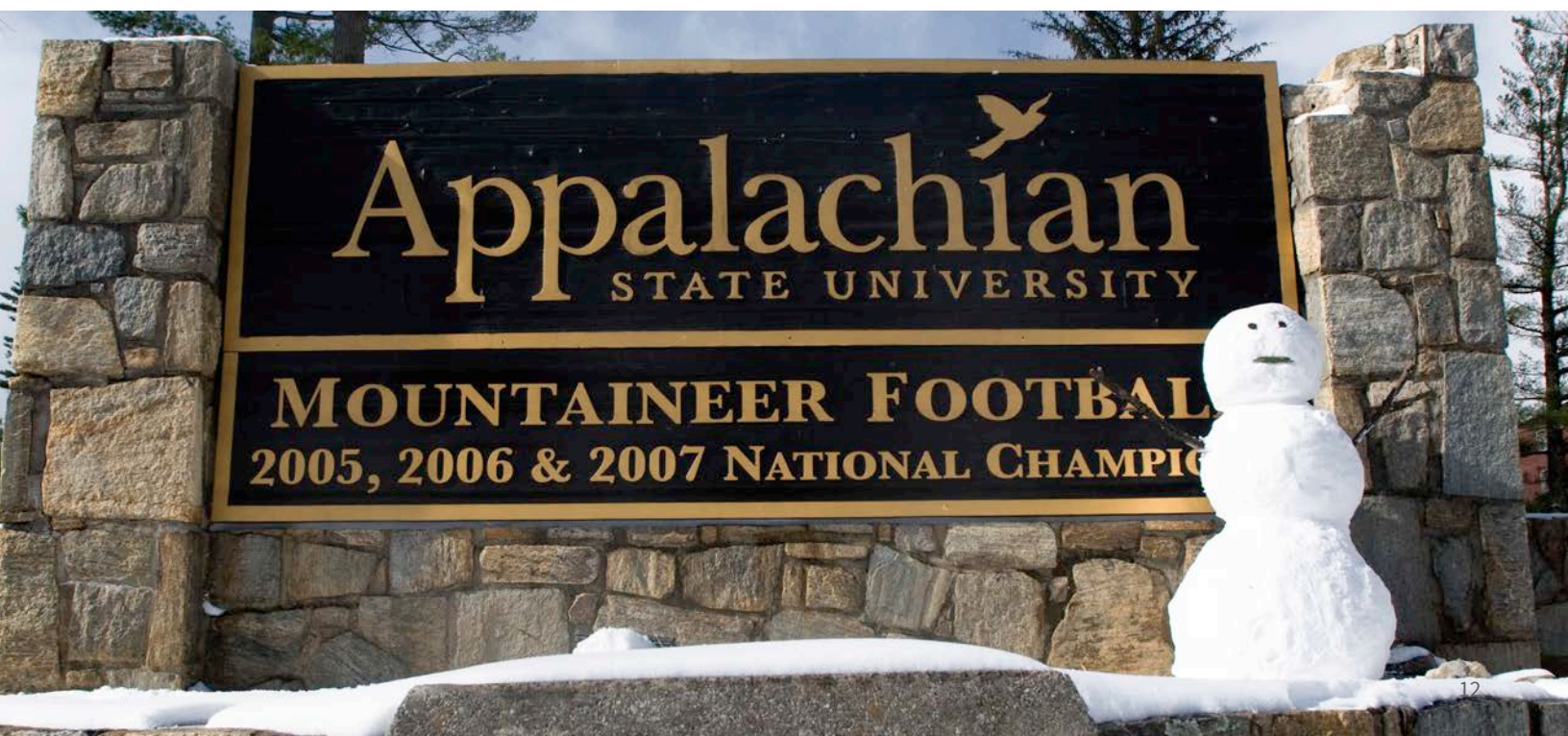
In spring 2003, Bennett resigned to take a Provost position in Indiana and Chair of the Department of Psychology, Dr. Stan Aschleman, became acting dean. In 2004, Aschleman became Appalachian State University's Provost and was replaced by interim dean Dr. Neil Lineback from the Department of Geography and Planning. A national search was held in 2004 and Dr. Robert Lyman, a Ph.D in psychology, was hired. He became dean of the college on July 1, 2005. When asked about his goals, Dean Lyman said, "We would like to continue our high quality education, expand the curriculum, and bridge the gap without-of classroom learning." In spring 2008, Lyman left Appalachian State University for a job as Provost at Southern Mississippi University. Dr. Anthony G. Calamai, Chair of the Department of Physics and Astronomy, became interim dean on July 1, 2008.

Following a national search, Calamai was appointed dean of Arts and Sciences on July 1, 2009. Calamai's deanship, which spanned eight years, was the second longest in the history of the college. He retired as the dean of Arts and Sciences on June 30, 2016. Dr. Neva J. Specht, Professor of History, was appointed interim dean for the 2016-2017 academic year.

STRATEGIC PLANNING PROCESS

Following the College of Arts and Sciences self-study and periodic comprehensive review during 2014-2015, the college chose to focus on the following strategic areas in the process of developing our strategic directions. Those areas included: 1) faculty and staff development, 2) academic quality, 3) promoting diversity and inclusion, 4) serving people and communities, and 5) maximizing efficiencies. A group from each of the college's divisions including Humanities, Social and Behavioral Science, and Natural and Mathematical Sciences

reviewed possible strategic directions and developed strategic initiatives for each direction. The recommendations from each of the three committees were reviewed and discussed by the dean's office and a draft of a strategic plan was created. The draft was shared with the Dean's Advisory Council and fully vetted by the CAS faculty and staff before being finalized.



STRATEGIC AREAS

STRATEGIC AREA: FACULTY AND STAFF DEVELOPMENT



Strategic Direction 1: Provide College of Arts and Sciences faculty with additional resources for teaching, scholarship, service, and engagement

INITIATIVES:

1. Identify and prioritize department, program, and center needs through discussion with chairs, directors, faculty, and staff.
2. Develop more transparency for resource allocation within the college and provide clear outcomes for how the resources support the college mission.
3. Enhance resources for faculty members in the areas of scholarship and teaching.
4. Develop and enhance tools for student assessment, evaluation, and faculty teaching peer observation.
5. Prioritize fundraising to support college initiatives for teaching, scholarship, service, and engagement.
6. Increase startup funds for new hires.
7. Increase service contract funding to provide better equipment for quality instruction and scholarship.
8. Provide position support for OCSAs across the college.
9. Develop a program in which senior faculty members mentor junior faculty.

STRATEGIC AREA: FACULTY AND STAFF DEVELOPMENT



Strategic Direction 2: Recognize the critical role of staff (EHRA/SHRA) in the function of the college and support staff development

INITIATIVES:

1. Promote and support staff development opportunities.
2. Recognize, acknowledge, and continue to value staff's contribution to the college mission.
3. Work with the Office of Human Resources to create options for flex time (working away from campus) during adverse weather policy.
4. Advocate for merit raises for staff.
5. Improve and maintain staff accessibility to policies and procedures by creating a staff manual.

STRATEGIC AREA: ACADEMIC QUALITY



Strategic Direction 3: Provide appropriate faculty space and technology for all units to conduct quality instruction related to the mission of the college

INITIATIVES:

1. Identify areas of need or areas in need of upgrade.
2. Develop a long-term plan for upgrading or acquiring new technologies.
3. Develop a long-term plan for acquiring new space or upgrading current space.
4. Increase efficiency of technology use in classrooms.

STRATEGIC AREA: ACADEMIC QUALITY



Strategic Direction 4: Support and manage its curriculum to meet the needs of our students, community, and state

INITIATIVES:

1. Take lead in the state-wide discussions about the need to integrate Arts and Sciences with colleges of education.
2. Encourage the use and teaching of concepts of sustainability throughout the college curriculum.
3. Initiate targeted conversations and resource sharing with UNC system institutions regarding cross-college collaborations.
4. Increase academic interaction among faculty, students, and community by hosting more local and regional conferences, symposia, and doing more professional outreach and engagement with constituents.
5. Support departments and programs using assessment and data driven evaluation to review current programs, create new programs, and make decisions about their status.
6. Prioritize new program proposals that target graduate education and include online or hybrid teaching.
7. Continue to support and advocate for the importance of a broad-based education that values explicitly the humanities, social sciences, and the STEM disciplines as key to our students' post-graduate lives.
8. Support departments and programs to determine teaching methodologies best suited for their curriculum.



STRATEGIC AREA: EMBRACING AND ENHANCING DIVERSITY



Strategic Direction 5: Provide more access and support for students

INITIATIVES:

1. Identify new sources of funding for both need-based and merit-based scholarships.
2. Develop recruiting materials for students with diverse backgrounds.
3. Develop support systems for diverse students through faculty mentors and advising.

STRATEGIC AREA: EMBRACING AND ENHANCING DIVERSITY



Strategic Direction 6: Seek to enhance and support a diverse faculty and staff

INITIATIVES:

1. Identify new sources of funding for new hires and make diversity and inclusion a top priority for college development.
2. Communicate proven strategies to units and provide support and resources to recruit, hire, and retain a diverse faculty and staff.
3. Increase leadership opportunities for faculty and staff from under-represented groups.
4. Ensure a welcoming and supportive environment for all faculty and staff.
5. Provide ongoing training to all faculty and staff to prevent and address all forms of workplace violence, as defined in the Appalachian State University Policy Manual.
6. Increase resources and services needed to attract and support diverse faculty and staff.
7. Develop a program in which senior faculty members mentor junior underrepresented faculty.

STRATEGIC AREA: SERVING PEOPLE AND COMMUNITIES



Strategic Direction 7: Support and manage outreach and engagement to meet the needs of our students, community, and state

INITIATIVES:

1. Encourage staff to use their Community Service Leave and volunteer in the community.
2. Encourage and facilitate interdisciplinary undergraduate and graduate research experiences that include community partners.
3. Implement a professional development program for faculty interested in providing outreach and engagement activities.
4. Implement a college task force to help identify targeted programs for development growth; identify potential for innovative programs.
5. Encourage the creation of more service learning/civic engagement courses in the college.
6. Serve K-12 teachers in the region and state by providing summer workshops for their recertification.
7. Prioritize and support engaged instruction and scholarship in all areas of sustainability.



STRATEGIC AREA: MAXIMIZING EFFICIENCIES THROUGH SUSTAINABLE PRACTICES



Strategic Direction 8: Communicate more fully with our constituencies

INITIATIVES:

1. Develop a formal, broad-based communications strategy to better tell the college's story in traditional and online media to a variety of on- and off-campus constituents.
2. Identify resources and hire a full-time communications officer.
3. Provide more consistent communication with students, faculty, staff, and alumni.
4. Strive to make all forms and paperwork consistent across the college and seek to minimize the need for hard copies utilizing fillable documents and online forms.
5. Charge each department with articulating the connections between its teaching, scholarship, and service and the needs of students, community and state.
6. Develop a consistent system across the college so that departments can maintain data on their graduates and job placement.



STRATEGIC AREA: MAXIMIZING EFFICIENCIES THROUGH SUSTAINABLE PRACTICES



Strategic Direction 9: Provide appropriate space and staffing to improve academic advising support for students and faculty across the college

INITIATIVES:

1. Acquire positions to hire additional advisors.
2. Write position upgrades for current student service employees.
3. Develop a new hybrid model of advising with departments that includes professional faculty advising.
4. Improve quality of academic advising for all units.
5. Enhance online advising resources available to students.
6. Improve and maintain strong communications between CAS advising staff and department and University College advisors.
7. Improve student awareness of and responsibility for their own academic records and college requirements.

STRATEGIC AREA: MAXIMIZING EFFICIENCIES THROUGH SUSTAINABLE PRACTICES



Strategic Direction 10: Provide organizational structure for the college that will maximize quality of instruction and cost efficiencies for a sustainable future

INITIATIVES:

1. Assess and evaluate the college's organization at the unit level.
2. Continue to meet Delaware Study metrics for FTE/SCH ratio.
3. Develop college metrics to evaluate "right size" for different levels of courses including face-to-face, online, and hybrid to maintain quality teaching.
4. Support departments in maintaining high quality instruction, assessments, and strong student evaluation mechanisms.
5. Support the professional development of faculty toward development and assessment of effective online teaching.

CAS STRATEGIC PLAN MAP TO APPALACHIAN STATE UNIVERSITY STRATEGIC PLAN

<i>Knowledge and Education for a Life Experienced</i>	<i>How CAS Strategic Directions (SD) map to Appalachian's Strategic Directions and Initiatives**</i>
CAS SD 1 – Provide College of Arts and Sciences faculty with additional resources for teaching, scholarship, service, and engagement	ASU SD 2, Int. 1; ASU SD 3 Int. 1; ASU SD 6, Int. 1
CAS SD 2 – Recognize the critical role of staff (EHRA/SHRA) in the function of the college and support staff development	ASU SD 5, Int. 1, 2
CAS SD 3 – Provide appropriate faculty space and technology for all units to conduct quality instruction related to the mission of the college	ASU SD 2, Int. 3; SD 6, Int. 3
CAS SD 4 – Support and manage its curriculum to meet the needs of our students, community, and state	ASU SD 3, Int. 1, 2, 3, 5
CAS SD 5 – Provide more access and support for students	ASU SD 4, Int. 5
CAS SD 6 – Seek to enhance and support a diverse faculty and staff	ASU SD 4, Int. 1,3, 4
CAS SD 7 – Support and manage outreach and engagement to meet the needs of our students, community, and state	ASU SD1, Int. 6; ASU SD 3, Int. 1,3, 4, 5
CAS SD 8 – Communicate more fully with our constituencies	ASU SD 3, Initiative 4
CAS SD 9 – Provide appropriate space and staff to improve academic advising support for students and faculty across the college	ASU SD 1 UG Experience, Int. 2; ASU SD 2 Int. 3
CAS SD 10 – Provide organizational structure for the college that will maximize quality of instruction and cost efficiencies for a sustainable future	ASU SD 1, Int. 1; SD 2, Int. 3

ASU Strategic Directions

ASU SD 1: Creating the Transformational Educational Experience

ASU SD 2: Advancing Knowledge and Addressing the Challenges of Our Region, State, and World through Creativity and Innovation

ASU SD 3: Engaging the State, Region, and World

ASU SD 4: Embracing Diversity of Thought, Belief, and Community

ASU SD 5: Preserving Faculty and Staff Excellence



1968 - 2018

Join us in the coming years as we celebrate
50 years of outstanding teaching,
scholarship and service



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