

Strategic Plan – 2005-2010

College of the Sciences, Central Washington University

Mission:

The College of the Sciences prepares students for enlightened and productive lives through the intertwined endeavors of learning and research in the classroom, laboratory, and field. As practitioners of scientific inquiry, students and faculty create and apply knowledge to solving human, social and environmental problems. The college values instruction, research, and service as interdependent activities that enable human curiosity and discovery.

Goal I: Provide for an outstanding academic and student experience in the College of the Sciences.

- Ensure the viability, currency, and quality of instructional programs.
 - Maintain and strengthen the contribution of COTS disciplines to the university's general education program.
 - Maintain and strengthen the integrity of disciplinary major programs, including graduate programs.
 - Promote development and sustenance of interdisciplinary courses and programs to meet academic need and new direction.
 - Raise the visibility of cultural and intellectual diversity and global perspectives in the curriculum.
- Optimize efficiency to meet instructional needs in light of available resources.
- Maintain and strengthen faculty roles in mentoring student research experiences.
- Strengthen the role of faculty in academic advising.
- Recruit and sustain highly qualified faculty and staff to support enrollment goals, academic program quality, a dynamic curriculum, and the personal attention to students for which Central is recognized.
- Support faculty as scholars who engage in the lifelong creation and application of knowledge.
- Optimize instructional program effectiveness and the professional development of faculty and staff through assessment and evaluation.
 - Maintain and strengthen routine evaluation of all faculty at the department and college levels, including further refinement of performance criteria and processes.
 - Link faculty accomplishments to a reward system; link performance evaluation to professional development plans.
 - Support student assessment within academic programs upon entry to and exit from major.
 - Implement the results of program review in curriculum development, staffing, and resource allocation.
 - Maintain, strengthen, and report on college programs in support of accreditation and certification review.
- Enrich student experiences in college programs.
 - Encourage student involvement in research, field experiences, cooperative education, and community service.
 - Support the activities and roles of student groups within academic departments.
 - Build links with department and program alumni.
 - Maintain and infuse programs that give honors and awards for student achievement and research.
- Provide appropriate and up-to-date facilities, technologies, laboratories, and technical staff to inspire science instruction and scholarly work.
 - Develop revenue to support maintenance, replacement, and purchase of new equipment for department and faculty needs.
 - Obtain or reallocate funds to meet departmental needs for increased support of goods and services.
 - Enhance instructional technology in the classroom.
 - Provide for new and replacement computer hardware and software.
- Establish proximity among programs in order to foster interdisciplinary collaboration.

Goal II: Provide for an outstanding academic and student life in college programs and courses at the university centers.

- Foster center programs. These currently include degree programs in law and justice and general studies, as well as supporting course work or minor programs in science education, mathematics education, psychology, and selected other disciplines.
- Establish clear linkages between center students and the university community.
- Provide for student access to central services (registrar, financial aid, student computer labs).
- Meet specialized student scheduling needs by location.
- Recognize personal contact as an essential element of all university programs.
- Diversify modes of remote course delivery.
- Establish the seamless integration of community college to four-year degree programs.
- Strategically review and update articulation agreements.
- Support faculty in delivery of center programs.
- Establish tenure track to non-tenure track faculty staffing ratios at the centers similar to those in Ellensburg programs.
- Regularize expectations for instruction, faculty research, service, mentoring of students, and evaluation independent of location.
- Stabilize support for adjunct staffing.

Goal III: Provide for outstanding graduate programs that meet focused regional needs and achieve academic excellence.

- Maintain and enhance professional graduate programs that meet regional and national work force needs.
 - Sustain, refine, and develop graduate programs that respond to employer demand, as well as to immediate or credibly forecasted regional and national needs.
 - Manage professional program enrollment and staffing in response to workforce need in the context of the existing resource base.
 - Optimize the use of graduate assistantships in direct support of program goals, faculty-student research teams, and in supplanting faculty instructional effort in order to enable advisement of graduate student research and theses.
 - Establish and maintain appropriate research and office spaces for graduate assistants.
 - Maintain currency with legislated and professional association training standards.
- Foster graduate programs that contribute to basic research and to defining the university's regional intellectual niche.
 - Offer competitive remuneration for graduate assistantships in research-focused programs, including adequate stipends and full tuition waivers, in order to attract the strongest applicants.
 - Allocate and compensate faculty time for graduate program and thesis advisement.
 - Develop incentives for faculty to gain research grants that fund graduate assistantships.
 - Establish and maintain appropriate laboratory and office spaces suitable for graduate student research and instruction.
- Support clusters or communities of faculty with special expertise within or across disciplines through focused and interdisciplinary graduate programs.
- Optimize integration of graduate students into undergraduate academic experiences and the scholarly life of faculty.

Goal IV: Develop a diversified funding base to support curriculum and academic facilities, student and faculty research and scholarships, as well as faculty development, service and applied research in college disciplines.

- Maintain and enhance the college's high levels of success in attracting external grants and contracts in support of academic programs and research.
- Ensure the visibility of college contributions to university wide programs and grants.

- Support and reward faculty who diversify the resource base through grants and contracts that support the academic mission of the college.
 - Establish release time for faculty who gain grants that support students, fund faculty research effort, and generate indirect costs.
 - Establish release time for faculty who publish.
- Initiate a development program for private fund raising and alumni relations. Establish a dean's advisory or development council.
- Expand the COTS summer research program through larger numbers of grants and larger awards.
- Develop program plans suitable for state support in high demand areas.
- Maintain and enhance summer programs that return revenue to departments and colleges.

Goal V: Build partnerships that support academic program quality and student experiences in the college of the sciences, including those with private, professional, academic, government, and community-based organizations.

- Strengthen appropriate relationships between the college and off campus constituencies.
- Define a regional niche with respect to student and regional need.
- Emphasize and enhance distinctive regional roles of academic programs.
- Provide academic expertise of faculty in service and applied research for public and private constituencies.
- Promote student opportunities for internships, service learning, and partnerships with schools.
- Support faculty in service to their professions.
- Develop support for research partnerships between the university and other public and private constituencies, including a business research park.

Goal VI: Strengthen the college's contributions to the field of education.

- Strengthen the relationships between departments and professional education programs.
 - Secure and stabilize staffing for teacher education course work.
 - Strengthen the relationship between COTS and CTL; coordinate the COTS role in teacher preparation.
- Support science and mathematics education faculty in their role of enhancing regional teacher content knowledge and pedagogical practice in support of state math and science education standards.
- Integrate earth science into the Science Education program.
- Support science and mathematics education faculty development in diverse content areas.
- Become a leader in pedagogical research that informs teacher training, professional development and content area instruction.
- Use science and mathematics education faculty as a resource to enhance faculty professional development within the college, in the areas of curriculum, pedagogy, and assessment.

Goal VII: Create and sustain productive, civil, and pleasant learning environments.

- Recognize and support diversity of background, experience, belief, and perspective as the centerpiece of the intellectual life of the college.
- Develop an awards program that recognizes excellence among COTS faculty.
- Strengthen departmental cultures by articulation of common academic goals.
- Strengthen department and college culture by enabling mutual understanding of differing faculty roles and responsibilities.
- Develop a college level collegiality standard.
- Develop a facilities plan for the college that supports its academic mission.
- Work with university support units towards a collegial understanding the impact of all policies and procedures on student learning and on the academic mission of the university.

