

1. Strategic Enrollment Management
  - Continue to work on barriers to success for all programs.
  - Continue to recruit and enroll students into certificate/BS/MS programs.
  - Support advisor training (Master Advisor and proactive advisor)
  - Undergraduate/graduate research.
  - Workforce Development – Focus on career readiness, internships, College Career Expo, Blackboard Career site for CNAS students.
  - Continue to apply for external funding – MoSLAMP – Funded through 2022. Renewal due fall of 2022, NSF NOYCE.
  - Tutoring/mentoring support for students. Collaborations with Bear Claw. Implement NSF IUSE grant, if funded.
  - Learn more about texting students and how we might use it in CNAS.
  - Hosting competitions that bring K-12 students and their teachers on campus
  - Appropriate use of social media
  - Grant work that brings K-12 students and teachers to campus such as “CODERS”
  - Transfer student recruitment and connections with community colleges
  - Dual credit work with teachers and connections with HS students
  - Add another staff member to CNAS student success center. Review job descriptions and focus on a marketing/communication plan, advising and recruitment.
  - Begin to develop a plan to recruit URM students to CNAS
2. Evolving Academic Directions for Future Careers
  - Student/faculty research, external funding
  - Sustainability major, interdisciplinary with a base in geography
  - Develop long range plan for BSFS
  - Continue to recruit and enroll students into certificate/BS/MS programs.
  - Support dual credit teachers with online graduate level courses.
3. Global Engagement
  - Students for CSC graduate program and other CNAS graduate programs.
  - Biology working on a possible field station in Belize.
  - Agreement signed with Jamaica to work on sustainability.
  - MTH, BIO and CSC working on possible degree programs with China.
  - Student/faculty research
4. Inclusive Excellence Driving University Success
  - Continue to work on improvement of hiring guidelines and training for search committee members
  - Continue to invite diverse speakers for seminar programs
  - Support our faculty with more consistent mentoring programs.
  - Develop a recruitment plan for URM students entering CNAS which could include mailings to HS counselors.
  - DEI Dialogues will occur regularly with CNAS leadership.
5. Community Leadership and Partnerships
  - Partner with Career Center and local industry to enhance workforce development opportunities for students and graduates.
  - Bigger and bolder – Work on internships for graduate students
  - Look into making Videos about CNAS that target employers
  - Work with current partners to strengthen relationships
6. Infrastructure and Funding
  - Goal #1 – Finalize funding plan and design for addition/renovation of Temple Hall.
  - Goal #2 – Fund and plan for phase II of CNAS Master Plan – Cheek Hall.

## Biology Department

### **BIO Action Plan 2021-2022**

1. Strategic Enrollment Management
  - Up-date OTC transfer documents
  - New faculty attend Master Advisor training
  - Faculty discussion on barriers to success
  
2. Evolving Academic Directions for Future Careers
  - Approval of new Director for BSFS
  - Recruit and enroll students in certificate programs: Environmental Ed, Conservation Enforcement, Pre-pharmacy
  
3. Global Engagement
  - Survey of global issues included in courses completed in 2020-2021. Encourage faculty to include at least one new issue in their courses.
  - Field work for faculty/students in Belize
  - Design new collaborative academic program for China students
  
4. Inclusive Excellence Driving University Success
  - Continue to invite diverse speakers for seminar programs (ethnic minority and women)
  - Up-date department's faculty mentoring plan
  - Continue to share and discuss DEI issues via email and/or faculty meetings
  
5. Community Leadership and Partnerships
  - Enhance internship partnership with Wonders of Wildlife
  - Faculty/students continue to work with community groups: e.g., City Utilities, Dickerson Park Zoo, James River Partnership, Audubon Society
  
6. Infrastructure and Funding
  - Work with CNAS on planning for major renovation of Temple Hall
  - Faculty continue to submit grant proposals for research and teaching; encourage students to submit proposals

## Chemistry Department Action Plan 2021 – 2022

### 1. Strategic Enrollment Management and Retention

- Develop a departmental speaker list to visit local colleges (Evangel, Drury, Southwest Baptist, College of the Ozarks etc.) for graduate students recruitment
- Engage undergraduate and graduate students in outreach activities in local schools.
- Continue to work on barriers to success for all programs.
- Encourage faculty and staff to undergo Master Advisor and Proactive Advisor training.
- Work with Bear Claw to improve scheduling, availability of tutoring/mentoring services to students.
- Continue encouraging faculty that participate in undergraduate research mentoring.
- Develop two-plus-two articulation agreements with more community colleges.

### 2. Evolving Academic Directions for Future Careers

- Explore academic options whether some courses can be delivered with new and flexible modalities to meet student and employer needs.
- Explore the impact of changing the name of the department from “Chemistry Department” to “Chemistry and Biochemistry Department”
- Continue supporting dual credit teachers by offering evening classes.
- Continue promoting enrollment in Foundations Pharmaceutical Science Certificate program.
- Seek professional development opportunities for faculty and staff.
- Revise Chemistry Department Assessment Plan.

### 3. Global Engagement

- Continue recruiting international students thus increasing diversity, enriching learning environment and cultural perspectives.
- Identify and encourage opportunities for faculty to engage in international collaborations.
- Develop mentoring guidelines to enhance success and retention of junior faculty and staff.
- Develop ways of transforming Chemistry to be a more inclusive program by addressing challenges in the so called “weed-out” or “gate keeper” classes.
- Work on removing unnecessary barriers in our undergraduate Biochemistry and Chemistry program/track.
- Continue to invite diverse speakers for seminars.
- Continue to recruit diverse students.
- Seek/continue active participation in programs that support participation of diverse students in STEM activities ( example Louis Stokes Program).

### 4. Community Leadership and Partnerships

- Partner with local industry to enhance workforce development/internship opportunities for students and graduates.

### 5. Infrastructure and Funding

- Support faculty efforts to pursue external funding by providing incentives to attend workshops related to external funding sources (ACS, NSF, NIH, etc.)

## CS Action Plan 2021-2022

### 1. Strategic Enrollment Management

- Continue to work on CS introductory courses to improve student success which leads to better retention
- Have more data science related courses which can help with more students enrolling into the data science certificate
- Involve more undergraduate and graduate students in faculty research
- Provide support to the “CODERS” grant that brings K-12 students and teachers to campus which can help with student recruitment

### 2. Evolving Academic Directions for Future Careers

- Concentrate more on courses related to data science and robotics based on current and future demands
- Continue to recruit and enroll students into certificate/BS/MS programs

### 3. Global Engagement

- Work on possible degree programs with China and India
- Student/faculty research with other global institutions

### 4. Inclusive Excellence Driving University Success

- Continue to invite diverse speakers for seminar programs
- Support faculty with more consistent mentoring programs

### 5. Community Leadership and Partnerships

- Work with local employers on more internships and full-time positions for students
- Work on internships and full-time opportunities for graduate students who are primarily international

### 6. Infrastructure and Funding

- Finding more research lab space
- Explore collaborations with other departments, universities and actively seek federal funding as well as industry funding

## GGP ANNUAL GOALS FOR 2021-2022

### Strategic Enrollment Management

- We will review the Planning major curriculum and determine if existing courses can be combined, eliminated, or if alternative courses exist in other departments on campus. This will facilitate streamlining our major, help us deal with upcoming faculty turnover, and reduce barriers within the major to graduation.

- We will explore and pilot a marketing campaign targeted toward recruiting Planning majors from the current student body. Our goals are to build greater awareness of the Planning major and its career opportunities (i.e., brand awareness) and develop effective strategies for marketing the major to current students. We will explore best practices developed by the Hospitality Leadership department and identify other resources on campus for achieving this goal. Our hope is that this will be the first step toward developing a broader marketing strategy for all our majors and expanding that campaign to prospective student populations (high school students, transfer students, etc.)

### Evolving Academic Directions for Future Careers

- In collaboration with the Sustainability Academic Subcommittee and other relevant campus constituencies we will re-brand the **Geography** major as the **Geography and Sustainability** major. The revised program will include several options, including at least two *Sustainability major* tracks. The Sustainability major options will include interdisciplinary upper-level coursework that prepare students for careers in various segments of the emerging Sustainability workforce.

### Global Engagement

- GGP will offer study away programs or similar off-campus experiences that connect our students, our disciplinary concepts, and hands-on experiences in the context of other cultures. We currently have two to three programs tentatively planned for departure at various times through summer 2022. We will also partner with faculty in other departments to offer their Study Away programs as GRY 470 or GRY 353 (or pre-approving their trips for our major requirements).

- GGP faculty, primarily through OEWRI, will work on further developing a partnership with communities, local non-governmental organizations, and the University of the West Indies to enhance on-going work in the sustainable management of natural and cultural resources and the development of sustainable tourism.

### Inclusive Excellence Driving University Success

- In addition to hosting at least one seminar focused on issues of diversity and cultural awareness, GGP will increase student participation in the seminar by incentivizing students in our courses to attend.

### Community Leadership and Partnerships

- We will work on methods to increase the awareness of our majors regarding internships, research, and other hands-on experiences. We receive regular internship and research opportunity announcements, but it is sometimes challenging to get students to apply. Overcoming this will require encouraging students and reassuring them that they have the skills to offer a competitive application.

## Academic Profile

- Our department is increasingly offering online courses. This trend began prior to COVID and will continue after. At a departmental assessment retreat last academic year our faculty identified the peer evaluation of online courses for the purposes of reappointment, tenure, and promotion as a challenge we are not currently well-prepared to handle. We will approach FCTL for support and advice on how to better assess online teaching in the department and for RTP purposes and then revise our peer-evaluation of teaching rubrics and policies accordingly.

- We will explore the possibility of separating the GLG 110 Principles of Geology lab from the lecture and offering the lab as a separate course (as Chemistry does with CHM 160 and 161). Doing would give students more options for taking GLG 110 or GLG 171 and still getting lab science credit if they need it. It will also make transferring similar courses for other institutions simpler. Our exploration will include consideration of any negative or unintended consequences of making this change.

## Infrastructure

- GGP will continue to use existing space more efficiently through strategic re-assignment of lab, office, and teaching space. Our short-term goals are to (i) remodel the Temple 376 graduate student offices so that we can house more students in the current space, which is partitioned very inefficiently and (ii) convert Kemper 213 to a research lab and relocating the Kemper 213 computer lab.

## **HL Action Plan 2021 – 2022**

### **Strategic Goal 1: Increase Enrollment through Strategic Enrollment Management**

- Strategically expand outreach and recruitment efforts by participating in 10 unique recruitment activities each year.
- Enhance retention strategies to maintain an overall retention rate of 84% each year.
- Implement strategies that encourage student degree completion and 6-year graduation rates of at least 60%.
- Aggressively pursue digital marketing efforts to increase program awareness and stabilize/grow enrollment.

### **Strategic Goal 2: Prepare Students for Evolving Academic Directions for Future Careers**

- Strategically enhance career readiness to achieve a professional placement rate of at least 90%.
- Evaluate faculty research resources and professional development on an annual basis to ensure faculty have the tools needed to support relevant research productivity.
- Actively promote flexibility of program offerings and course modalities that enable students to balance work and life obligations.
- Review curriculum and assessment data annually to ensure students are achieving relevant industry and academic related benchmarks.

### **Strategic Goal 3: Provide Student Opportunities for Global Engagement**

- Engage in efforts to encourage collaboration between international and domestic students by implementing four global/international focused activities each year.
- Continue to build and expand international partnerships/research collaborations with at least one new international institution each year.

### **Strategic Goal 4: Support Inclusive Excellence to Drive University Success**

- Achieve a departmental retention rate of Pell-eligible (77%), First Generation (79%), Hispanic/Latino (81%), and Black African American (76%)
- Achieve a 6-year graduation rate of at least 50% for Black African American, Hispanic/Latino, First Generation, and Pell-eligible students.
- Support the career development of underrepresented faculty and staff.

### **Strategic Goal 5: Engage in Community Leadership and Partnership Opportunities**

- Develop and expand local partnerships to better address matters impacting the hospitality community.
- Support professional development and growth of the hospitality workforce.
- Support the pipeline of talent for the hospitality industry.

## Department of Mathematics Goals 2021-22

1. Strategic Enrollment Management
  - a. Continue to work on barriers to success: Pat Sullivan's MTH 103 project.
  - b. Continue to fund undergraduate research.
  - c. Revisit the AS transfer plan with OTC; communicate directly with OTC students.
  - d. Tutoring support for students. Two MTH TA will have part of their assignment working in the Bear Claw. MTH 101 TA's will spend one hour each per week in the Bear Claw.
2. Evolving Academic Directions for Future Careers
  - a. MAA PIC Math Award (Ngoc Do). We will offer a PIC course in Spring (industrial cooperation program).
  - b. Continue to support potential dual credit teachers with coursework.
  - c. Explore our major options and their role in potential future careers.
  - d. Pursue curriculum discussions around faculty assessment comments on core courses (503, 532, 540).
3. Global Engagement
  - a. 2+2 Transfer Agreement with Shandong Normal University (China). Shouchuan Hu will be taking the lead on this in Fall.
4. Inclusive Excellence
  - a. Hiring Goal: For the next five hires in Ranked Faculty positions the department is setting a target that at least three will be women and/or from underrepresented groups.
  - b. Insure inclusivity in invited speakers for colloquia.
5. Community Leadership and Partnerships
  - a. Develop a working relation with the e-Factory (PIC Math project).
  - b. Continue working with current partners (American National, local high schools)
6. Infrastructure and Funding
  - a. Continue working with Dean's office on master plan for Cheek Hall.
  - b. Continue patch and repair on Cheek Hall until (a) is achieved.



**PAMS Action Plan 2021-2022**

Sept. 2, 2021

**1. Strategic Enrollment Management**

- Continue to work on eliminating barriers to success, including lack of math and physics preparation and mental health issues, specifically for UG majors.
- Continue efforts to recruit and enroll students into BS Physics, Engineering-Physics double majors, MS Materials Science, and Computational Science Certificate programs.
- Continue to support proactive, master, and multicultural advisor training in PAMS
- Continue efforts in fostering strong undergraduate/graduate research efforts.
- Sustain efforts on student career readiness through internships and by providing career orientation curriculum to majors
- Continue to work collaboratively on external funding proposals geared toward students
- Use social/electronic media & web tools to recruit & maintain students
- Continue to support PAMS part of CODERS grant
- Increase efforts to attract transfer students, particularly at community colleges
- Establish connections with local dual credit teachers and HS students

**2. Evolving Academic Directions for Future Careers**

- Work toward filling lost Astronomy/Astrophysics faculty line to be able to sustain MNAS-Astronomy and UG-Astronomy & Astrophysics programs
- Continue to seek ideas for new major & certificate programs; e.g., biomedical physics certificate and interdisciplinary certificates
- Continue to update and refine BS/MS programs to align with emerging careers

**3. Global Engagement**

- Work on recruitment of graduate students for MS program in wider international pool
- Continue international collaboration by PAMS faculty and students in research
- Continue to advise PAMS students in study-away programs

**4. Inclusive Excellence Driving University Success**

- Continue support of faculty participation in committees, programs and grant proposals dealing with inclusive excellence
- Continue to invite diverse speakers for PAMS seminar series
- Work on developing a recruitment plan to attract URM students

**5. Community Leadership and Partnerships**

- Continue to partner with local industry on student internships
- Establish ties with local middle schools through CODERS work
- Continue to provide outreach activities in community, such as public viewing nights at Baker, PhysBiz visits, etc.

**6. Infrastructure and Funding**

- Work with the Foundation office to develop better strategies for attracting funding for a new classroom building at Baker observatory
- Continue to work on grant proposal for funding of PAMS infrastructure