

CASE Strategic Plan Development and Timeline Executive Summary

The College embarked on a strategic planning initiative aimed at long-term success and sustainability. To drive this effort, a planning committee was convened, comprising key leaders from the college:

- Mehrzad Boroujerdi (Vice Provost and Dean)
- David Duvernell (Department Chair of Biological Sciences)
- Megan Fowler (Business Operations Associate II)
- Beth Kania-Gosche (Department Chair of Education)
- Yue-Wern Huang (Associate Dean for Research and External Relations)
- Clair Reynolds-Kueny (Department Chair of Psychology)
- Klaus Woelk (Associate Dean for Academic Affairs)

The committee intends to create a comprehensive and actionable strategic plan that aligns with the university's goals while addressing unique challenges and opportunities within CASE. The process was designed to be inclusive, data-driven, and forward-looking, with input gathered from faculty, staff, students, and external stakeholders.

The strategic planning process involved multiple phases, including a thorough SWOT analysis to identify CASE's strengths, weaknesses, opportunities, and threats. Insights from this analysis and from a survey conducted by psychology graduate students served as a foundation for defining objectives that will guide the college's efforts in academic excellence, student success, research innovation, and community engagement.

A timeline was established to ensure accountability and progress, with key milestones including stakeholder consultations, draft reviews, and final plan approval. The finalized strategic plan will position CASE to thrive in an increasingly competitive higher-education landscape and enhance its contributions to Missouri S&T's mission and vision.

1. SWOT Analysis: In July 2024, a comprehensive SWOT analysis was conducted with input from CASE departments. Key findings include:

- **Strengths:** Diverse degree offerings, dedicated faculty, favorable class sizes in major courses, strong PhD placement, cutting-edge research, high scholarly and creative output, award-winning faculty and staff, upgraded facilities, and robust community ties.
- **Weaknesses:** Challenges in student enrollment and advising, marketing limitations, lack of university location appeal, insufficient faculty and staff recognitions, low graduate stipends, limited interdisciplinary collaboration, competitiveness at the R1 level, weak industry connections, low alumni engagement, aging facilities and equipment, and budget constraints.
- **Opportunities:** Developing flexible degree and certificate options, expanding summer course offerings, engaging non-traditional and international students, enhancing research and study abroad opportunities, improving program rankings and grant success, capitalizing on social media presence, regional outreach, summer camps, alumni connections, and summer programs like SPARC and REU.
- **Threats:** Engineering-focused narrative and reputation, uncertain administrative priorities, high tuition, low awareness of CASE programs, international visa challenges, bureaucratic curricular processes, insufficient outreach incentives, high faculty and staff turnover, limited space and

resources for growth, and reliance on enrollment increases amidst declining high-school graduates.

- 2. Survey:** Under the guidance of planning committee member and psychology department chair Clair Reynolds-Kueny, psychology graduate students conducted a survey to assess readiness for implementing a new CASE Strategic Plan. Of the 130 respondents—comprising departmental staff, faculty, and students—67% agreed that the timing is right for a new strategic plan, and 50% indicated a willingness to champion its initiatives. Additionally, 74% expressed strong alignment with CASE’s mission and vision, and 68% reported satisfaction with CASE as a place to work for or study. Despite these encouraging figures, only 25% believed that CASE currently has adequate financial, human, and institutional resources, and there remains a significant gap in understanding the college's existing mission, vision, and strategic goals.

A further analysis revealed distinct differences among stakeholders: Students emphasized the need for involvement in plan development, building upgrades, and new degree programs, while faculty and staff advocated for more resources, changes in the admissions process, and increased outreach to local high schools. Open-ended responses further underscored the need for greater transparency and engagement.

As part of their project, the psychology graduate students proposed a series of recommendations to successfully implement a new CASE strategic plan:

- **Increase Awareness:** Use email updates and social media to promote CASE’s mission and vision.
- **Enhance Readiness:** Host small group sessions to engage stakeholders and build champions.
- **Align Priorities:** Focus on improving retention and faculty/staff compensation to gain support.
- **Foster Engagement:** Create feedback loops and recognition programs to encourage participation.
- **Build Trust:** Share transparent updates on resource allocation and progress.

- 3. Mission and Vision:** Insights from the SWOT analysis, the survey, and the consecutive analysis by the psychology graduate students served as a foundation for crafting a new mission and vision for CASE’s future. The mission and vision statements reflect CASE’s commitment to addressing challenges, leveraging strengths, and pursuing innovative opportunities to achieve long-term success and sustainability.

- **Mission:** The College of Arts, Sciences, and Education is dedicated to offering an inclusive, transformative environment that cultivates critical thinking, pioneering research, creative expression, collaborative mindset, and academic excellence in a STEM-focused university. We motivate students to become innovative leaders who make a positive impact on their communities and the world.
- **Vision:** The College of Arts, Sciences, and Education aspires to educate future leaders by fostering an intellectually rigorous, inclusive, and collaborative environment focused on learning, discovery, and the generation of knowledge and creative works. We strive to expand access to educational and cultural opportunities, as well as establish pivotal partnerships, to enrich our local and global communities. Our goal is to inspire students, faculty, and staff to broaden their horizons and pursue intellectual excellence, empowering them to achieve their highest potential.

- 4. Strategic Initiatives:** Throughout the fall of 2024, the planning team convened regularly to identify strategic initiatives and actionable steps to advance the newly developed mission and vision:

- **Academic Excellence & Student Well-being/Success:** Enhancing student success through curriculum innovation, interdisciplinary partnerships, and experiential learning. Actions include improving advising and launching programs in emerging fields, with metrics like enrollment and retention guiding the progress.
- **Research & Innovation:**
 - *Enhancing Research Capacity:* Bolstering research efforts through upgraded facilities, faculty-driven initiatives, and interdisciplinary collaborations. Key priorities include modernizing and renovating facilities to support signature research areas, securing external funding, and fostering corporate partnerships.
 - *Advancing the Humanities and Social Sciences:* Strategically deploying CASE resources to promote creative and scholarly work in the humanities and social sciences, ensuring these fields receive robust support.
 - *Optimizing Seed Funding:* Conducting a comprehensive review of existing seed funding sources to maximize their alignment with strategic priorities. Addressing funding gaps by developing new mechanisms where needed to support high-impact projects.
- **Outreach & Engagement:** Building community connections and increasing institutional visibility through public scholarship, summer camps, and cultural events to amplify regional impact. Enhanced reporting, dynamic marketing strategies, and social media will increase participation and showcase contributions.
- **Enrollment Growth:** Focusing on recruitment and retention through scholarships, tailored marketing, and outreach. Initiatives include summer camps, transfer partnerships, and international recruitment, supported by metrics like application and enrollment data.
- **Advancement & Alumni Relations:** Securing philanthropic support and strengthening alumni engagement. Key goals include naming initiatives, a CASE fundraising plan, and career services expansion, targeting metrics like donor contributions and alumni engagement.
- **Employer and Employee Excellence:** Enhancing the mentoring processes for new hires and junior faculty, facilitating staff listening sessions, refining onboarding and orientation programs, and acting on insights from climate survey results to foster a supportive and inclusive workplace.

5. **Timeline:** With drafts for mission, vision, and recommendations for strategic actions finalized, the next phase centers around sharing the plan with key stakeholders, including CASE Departments, the Faculty Leadership Council, Dean's Leadership Council, and the Student Advising Board. The engagement of these groups is aimed at gathering valuable feedback and fostering broad collaboration. The steps outlined below emphasize a commitment to shared governance, ensuring that stakeholders are not only aligned with the plan's objectives but also are empowered to champion its successful implementation.

- **January 13:** Sharing this executive summary as well as supporting documents with department chairs to provide context for upcoming discussions.
- **January 15:** Devoting the department chair meeting entirely to discussing the strategic plan. Feedback from this discussion will be reviewed by the planning committee, and the plan updated as needed.
- **February 4:** Hosting a townhall meeting to answer questions and solicit feedback from CASE faculty and staff, incorporating relevant updates into the plan.
- **March 10:** Distributing a final draft to all stakeholders for review, inviting final suggestions and edits.

- **April 7:** Publishing the finalized strategic plan on Missouri S&T's news channels and social media platforms, ensuring broad visibility and transparency.

6. Looking Ahead: With the launch of a new Strategic Plan, the college is embarking on a transformative journey to elevate its academic community, foster innovation, enhance student success, and strengthen internal and external partnerships to achieve its goals. This plan reflects the collective vision and dedication of our faculty, staff, and students, whose valuable insights and unwavering commitment will be pivotal to its success.

As we move forward, our engagement and support will be critical to bringing this vision to life. Together, we will ensure that CASE not only adapts to the challenges of the future but thrives as a leader in education, research, and community impact.