CAS Strategic Plan

The First Year

2018-19

GeorgiaState University | COLLEGE OF ARTS & SCIENCES

Overarching Initiatives

Hire for excellence and ensure an inclusive environment:

- Established the Dean's Equity and Engagement Working Group to advise Associate Dean for Faculty Development Kathryn McClymond and her team on a continuing basis
- Developed standard language to include in all CAS job ads designed to diversify our candidate pools
- Developed "Best Practices in Faculty Searches" training that was offered to faculty search committee chairs on voluntary basis in 2018-19 (to be required of search committee chairs beginning summer 2019)
- Offered search advocate training to Dean's Equity and Engagement Working Group (under consideration as a program to be offered to all CAS faculty beginning in the 2019-20 academic year)
- Appointed two faculty associate positions in the Dean's Office: (1) a Dean's Faculty Associate for Faculty Development focused on faculty mentoring and (2) a Senior Faculty Associate for Faculty Advancement focused on supporting faculty progression through the ranks of promotion and tenure
- Determined faculty development workshops to offer during summer 2019 and AY 2019-20.

Create and invest in mentoring and development:

- Formed a faculty working group to collaborate with and advise the dean's faculty associates
- Established two-pronged mentoring strategy that (1) builds mentoring into faculty orientation and established review moments so all faculty receive mentoring and (2) offers workshops on a voluntary basis targeting issues that present challenges to timely promotion
- Developed focused workshops for specific groups of faculty (including department chairs) addressing specific issues to be offered in the coming year
- Launched one-on-one faculty mentoring and advisement program (MAP) following successful pilot involving three departments
- Created a website to share resources and best practices with faculty and create a sense of community among CAS faculty

Metrics: To arrive at our metric for diversifying the CAS faculty, we gathered data on faculty composition (gender and race/ethnicity) and time in rank, drilling down to the department level. We compared CAS faculty composition and times in rank for tenure-track and lecturer-track faculty with data from the 2017 NSF survey of earned doctorates by discipline area and with other colleges of arts and sciences. We set an aggressive goal to bring all of our departments at or above the national average for underrepresented minority faculty within five years.

Metric	Baseline Year/Term	Baseline	3-Year Target	5-Year Target
Percentage of departmental faculty population from underrepresented minority (URM) groups as compared to national averages of earned Ph.D.s by broad discipline	Fall 2018*	48% of departments at or above national avg. for discipline (11 of 23)	75% of departments at or above national avg. for discipline	100% of departments at or above national avg. for discipline

We also gathered data on the faculty advancement from associate professor to full professor and senior lecturer to principal senior lecturer. We developed metrics that close the gap between men and women and minority vs. majority faculty.

Metric	Baseline Year/Term	Baseline	3-Year Target	5-Year Target
What percentage of professors were delayed in their promotion to full professor based on time in rank?	Fall 2018	40% (66 out of 164)	30%	15%
What percentage of principal senior lecturers (PSL) were delayed in their promotion to PSL based on time in rank?	Fall 2018	25% (14 out of 57)	20%	15%
Median time-in-rank of faculty at associate professor before promotion to full professor	Fall 2018	(6 - 8.5 years)	At least 70% CAS faculty at 7 years or below	95% CAS faculty at 7 years or below

*2019 CAS faculty data compared to 2017 Survey of Earned Doctorates data

GOAL 1 Maximize Academic and Career Success for Undergraduates

1.1 Career Empowering Education: Prepare students for current and future workforce needs

- **Career integration working group report:** Associate Dean for Strategic Initiatives Dr. John Augusto convened a group of Arts & Sciences faculty to develop a report on how best to support career integration across our academic programs and teaching practices in the college. The working group's report identifies numerous challenges, opportunities, and recommendations for moving forward. View the full report.

- **New academic programs:** To prepare our students for rewarding careers and advanced academic study, we developed several new career-oriented undergraduate programs this year. Some programs have launched while others are recently approved or still in development.

Ecology, Evolution, and Organismal Biology	Concentration	B.S., Biology
Biology and Nutrition	Dual degree	B.S., Biology M.S., Nutrition
Naval Science	Minor	Military Science
Cybersecurity	U.Cert.	Computer Science
Data Science	U.Cert.	Computer Science
Pre-Genetic Counseling	U.Cert.	Biology
Sustainability	U.Cert.	Geosciences
Water Science	U.Cert.	Geosciences

- **Community and industry partnerships:** The college signed several MOUs with Atlanta-area partners this year. The agreements listed below will add to the career-building signature experiences we offer our students.

Facebook	Engineer-in-Residence	Computer Science
O'Briant Group	Ethnographic research partnership (GRA funding)	Anthropology
WellStar Health System	Medical ethics graduate fellowship	Religious Studies
Dallas Austin, Music Producer	Artist-in-Residence	Creative Media Industries Institute
Tom Luse, Film/Television Producer	Artist-in-Residence	Creative Media Industries Institute
Erik Gordon, Entrepreneur	Entrepreneur-in-Residence	Creative Media Industries Institute

- **University College to Career initiative:** Dr. Angela Christie, Senior Lecturer in the Department of English, was appointed faculty director of the College to Career Quality Enhancement Plan (QEP). Six other faculty members in Arts & Sciences were selected as College to Career faculty fellows. Additionally, five Arts & Sciences departments received QEP incentive grant funding to implement career integration plans during 2019.

- **Humanities Inclusivity Program:** The college's Humanities Research Center (HRC) and its director Dr. Denise Davidson played a key role in securing a $1.25 million grant from the Andrew W. Mellon Foundation to create the Humanities Inclusivity Program (HIP) at Georgia State. As a pipeline program, HIP is designed to prepare Georgia State undergraduates from underrepresented groups to succeed in entering doctoral programs in the humanities. The HRC remains involved in the implementation of this program.

Metrics: To measure the progress of our career empowering education initiative, we are starting with credit-bearing internships. Within three years, we expect that all 23 of the college's departments will offer at least one internship course. We also set a goal to increase student participation in credit-bearing internship courses by at least 10% within the next five years.

Metric	Baseline Year/Term	Baseline	3-Year Target	5-Year Target
Minimum of one internship course offered per degree program	Fall 2018	80%	100%	100%
Increase enrollment in internship courses	AY 2017-18	1,126	1,182 (+5%)	1,239 (+10%)

GOAL 2 | Strengthen and Grow Distinctive Graduate and Professional Programs

2.1 Enhance the quality of our graduate programs:

- Published online program profiles for each Ph.D. program in the college. Each profile displays program-level data such as admissions and enrollment trends, faculty to student ratio, student demographics, time to degree, graduation rate, and post-graduation plans.
- Identified common non-course milestones for each program in the college and developed a process and mechanism for collecting details regarding the completion of these milestones.
- Input details regarding milestone completion dates, advisor assignments, and committee composition for every graduating master's and Ph.D. student in fall 2018 and spring 2019.
- Created a revised, electronic program of study using DegreeWorks to display milestone data points along with course completion information and other details relevant to progress toward completion to graduate students and faculty advisors in real-time.

2.2 Develop professionally-oriented graduate programs: The college developed four new professional master's program concentrations that have enrolled or started to admit students.

Museum Studies	M.A., Anthropology	First students enrolled SP19
Professional Politics	M.A., Political Science	First students enrolled SP19
Digital Media Strategies	M.A., Communication	First students enrolled FA18; New applications up 35% after one year
Big Data and Machine Learning	Master of Science in Analytics and Data Science	Admitting students for FA19

2.3 Optimize graduate funding:

- Convened a working group chaired by Donald Hamelberg (Chemistry) that collected and reviewed department and college data on how we are resourcing graduate student support in the college.
- Based on the recommendations of the working group, the Dean's Office asked each department to propose a graduate funding model that fits their mission and considers the optimal size of their graduate program, student to faculty ratio, stipend levels, and time to

degree. These were submitted in spring 2019 and will be used to develop college-level recommendations next year.

Metrics:

2.1 Tracking our efforts to enhance the quality of our graduate programs will center on three metrics: (1) median time to degree for Ph.D. programs, (2) 10-year completion rates for Ph.D. program, and (3) five-year completion rates for master's programs. These metrics are nationally recognized and used for measuring the health of graduate programs by organizations such as the Council of Graduate Schools and the National Science Foundation. We will consider targets for graduate completion rates next year.

Metric	Baseline Year/Term	Baseline	3-Year Target	5-Year Target
No Ph.D. program with median time-to-degree at 7+ years	FY15-FY17	2 programs at 7 years	1 program	0 programs
5-year master's completion rate	FY11-FY13 cohort	76%	TBD	TBD
10-year Ph.D. completion rate	FY05-FY07 cohort	62%	TBD	TBD

2.2 We established baselines for new and total master's students in the college using a three-year average to account for uncontrolled variation from year to year. We set as our target to grow by 2% in new and total enrollment after three years, and 5% in new and total enrollment after five years. We plan to set enrollment growth targets for each new program in Year 2.

Metric	Baseline Year/Term	Baseline	3-Year Target	5-Year Target
Increase new master's enrollment	FY16-FY18 Avg.	433	442 (+2%)	455 (+5%)
Increase overall master's enrollment	FA15-FA17 Avg.	930	949 (+2%)	977 (+5%)

2.3 We completed the assessment of graduate funding this year. Benchmarks for funding master's and Ph.D. students will be established in Year 2.

Metric	Y/N	Timeframe
College-wide assessment completed	Y	1st year
Benchmarks established for funding of master's and doctoral students in the college (e.g., avg. stipend amounts, ratio of GTA:GRA positions, and percentage of students supported by internal funding vs. external funding)		2nd year

GOAL 3 Increase Impactful Research

3.1 Increase research productivity and grow collaborative research:
- Identified metrics and goals for collaborative sponsored projects
- Introduced new faculty mentoring and development programs focused on boosting research productivity and advancing faculty through the ranks of promotion and tenure

3.3 Strengthen research administration and infrastructure:
- Created and filled new college research officer position to manage the college's grants and contracts services unit and strengthen our administrative collaboration with the Office of Sponsored Projects and Awards (OSPA).
- Added two new G&C II staff members, improving our ability to provide post-award support to our PIs
- Two G&C officers are scheduled to take the CFRA and CPRA exams to become nationally certified research administrators by the end of 2019

3.4 Raise the profile of our research:
- Launched new Humanities Research Center to improve the visibility of the important work being done by humanities scholars at Georgia State and by humanists more generally
- Hired new director of communications and public relations for the college
- Initiated development of a strategic communications plan that will put a clearer emphasis on externally-focused, digital-first initiatives and promotion of high-impact research projects and discoveries generated by CAS faculty, staff, and students
- Started to rebuild the college's communications and public relations team
  - Created and filled new digital storyteller and social media manager position whose duties include disseminating stories about our research and exploring innovative ways to tell these stories
  - Created new research writer position to be hired in Year 2. This position will monitor research activity across the college and proactively reach out to CAS faculty and other researchers to identify the most compelling work to highlight for news releases, feature stories, and other forms of storytelling designed to elevate this work in the eyes of university leadership and external audiences.
- Organized media training day geared to CAS faculty and other researchers

Metrics:

3.1   One way to quantify collaborative research is to count sponsored projects with multiple investigators. We conducted an internal review of all proposals that included multiple PIs, co-PIs, co-Is, and sub-awards both incoming and outgoing in the last two fiscal years to arrive at our benchmark number and determine targets for the next five years.

Metric	Baseline Year/Term	Baseline	3-Year Target	5-Year Target
Increase collaborative proposals while increasing total proposals by at least 2% each year. Collaborative proposals defined as: • Proposals with Co-PI or Co-I • Sub-awards (GSU as prime and GSU as sub)	FY18	236/59%	248/60%	260/62%

3.3   To strengthen research administration in the college, we set a goal to increase the qualifications of our staff. Encouraging our Grants & Contracts officers to become nationally certified promotes professional development among our staff and raises the quality of research services available to CAS faculty.

Metric	Baseline Year/Term	Baseline	3-Year Target	5-Year Target
Increase percentage of the college's G&C officers who are nationally certified as CFRA or CPRA	Spring 2018	17% (2 of 12)	25% (4 of 12)	75% (9 of 12)

3.4   In Year 1 we focused on putting new structures, people, and plans in place that will help promote research and discovery coming out of Arts & Sciences. We will consider ways to quantify and track these efforts in future years.

Metric	Y/N	Timeframe
Humanities Research Center launched	Y	1st year
New college director of communications and public relations hired	Y	1st year
Strategic communications plan for the college developed		2nd year

GOAL 4 — Address the Complex Challenges of Cities

4.1 Support multidisciplinary research on cities and the quality of urban life:
- The college's Center for Neighborhood and Metropolitan Studies (CNMS) compiled a list of CAS faculty with urban-focused and/or Atlanta research interests, expanding the center's constituents from eight to 23 faculty from 10 departments
- CNMS awarded seed and travel grants to support faculty and graduate students from different disciplines pursuing urban-focused research activities and projects

4.2 Increase opportunities for students to engage in urban-related learning experiences:
- Developed proposal to streamline the process for students to earn the City Scholar designation, which was approved by the University Senate and adopted by the university
- Conducted a review of all upper-division courses in the college to identify additional courses that meet the criteria for the City Scholar designation; Added six courses that will count toward the designation effective fall 2019

4.3 Be a trusted and sought-after partner in Atlanta:
- **Educate Atlanta's next-gen workforce:** As reported under Goals 1 and 2, we developed several new career- and professionally-oriented programs of study for undergraduate and graduate students this year.

Undergraduate	Ecology, Evolution, and Organismal Biology	Concentration	B.S., Biology
	Biology and Nutrition	Dual degree	B.S., Biology M.S., Nutrition
	Naval Science	Minor	Military Science
	Cybersecurity	U.Cert.	Computer Science
	Data Science	U.Cert.	Computer Science
	Pre-Genetic Counseling	U.Cert.	Biology
	Sustainability	U.Cert.	Geosciences
	Water Science	U.Cert.	Geosciences

Graduate	Museum Studies	Concentration	M.A., Anthropology
	Professional Politics	Concentration	M.A., Political Science
	Digital Media Strategies	Concentration	M.A., Communication
	Big Data and Machine Learning	Concentration	Master of Science in Analytics and Data Science

- **Build partnerships and collaborations:**
  - o As reported under Goal 1, the college signed several MOUs with Atlanta-area partners to create hands-on, career-oriented learning experiences for our students.

Partnerships	Facebook	Engineer-in-Residence	Computer Science
	O'Briant Group	Ethnographic research partnership (GRA funding)	Anthropology
	WellStar Health System	Medical ethics graduate fellowship	Religious Studies
	Dallas Austin, Music Producer	Artist-in-Residence	Creative Media Industries Institute
	Tom Luse, Film/Television Producer	Artist-in-Residence	Creative Media Industries Institute
	Erik Gordon, Entrepreneur	Entrepreneur-in-Residence	Creative Media Industries Institute

  - o We formed an Industry Advisory Board to advise the Department of Computer Science on workforce needs in technology and computing. Board members include executives from IBM, GE, Anthem, Stanley Black & Decker, Lockheed Martin, and other large employers.

  - o Through the Creative Media Industries Institute (CMII), we have significantly expanded our relationships with industry, government, and non-profit leaders and organizations as follows:
    - ▪ Housed Foundry45, a virtual reality and advertising content creation agency, as an enterprise-in-residence
    - ▪ Collaborated on innovative projects with Panasonic, United Way, All 3 Media, Hi-Rez Studios, Atlanta Film Society, Futurus, ByteCubed, Santander Bank, and Arnold Worldwide
    - ▪ Represented Georgia State on the boards of organizations such as the Producers Guild of America, Georgia Chamber of Commerce, Metro Atlanta Chamber of Commerce, Georgia Film Academy, Women in Film and TV Atlanta, and Georgia Game Developers Association
    - ▪ Hosted delegations from the Governor's office; state legislature; Georgia Office of Economic Development; Georgia Research Alliance; and universities from Germany, Nigeria, South Africa, and the U.S.

Metrics: City scholar courses are designed to help students develop competence in urban issues through a substantial focus on aspects of city life and hands-on experience in investigating or addressing inherent problems and opportunities. Expanding the list of eligible courses and enrollment in these courses will help support initiative 4.2 by increasing the urban-related learning experiences we offer. To start with, we set modest three- and five-year enrollment growth targets. Within the next two years we will reassess whether there are other aspects of our goal to be Atlanta's college of arts and sciences that we can quantify and track.

Metric	Baseline Year/Term	Baseline	3-Year Target	5-Year Target
Enrollment in City Scholar courses	AY 2017-18	193	212 (+10%)	231 (+20%)

GOAL 5   Increase Global Research, Learning Experiences and Outreach

5.2 Expand globally-oriented learning experiences:

- Added nine study abroad programs in 2018-19, including a Pre-Med Clinical Internship in Greece, TEFL Teaching Contexts in Argentina, Dynamical Neuroscience in Ukraine, and Remnants of War in Vietnam.
- Increased student participation in outbound study abroad and exchange programs by 38% (191 students) compared to 2017-18.
- Initiated development of new winter break study abroad model, which may yield at least one new program by December 2019
- Explored opportunities to establish Collaborative Online International Learning (COIL) and virtual exchange programs; Submitted two applications for COIL funding
- Developed proposal to streamline the process for students to earn the Global Scholar designation, which was approved by the University Senate and adopted by the university
- Conducted a review of all upper-division courses in the college to identify additional courses that meet the criteria for the Global Scholar designation; Added 223 courses that will count toward the designation effective fall 2019
- Secured a $640,000 grant from the U.S. Department of Education to support the Center for Urban Language Teaching and Research (CULTR), which promotes career readiness through language study and the development of global and cultural competencies. CULTR is directed by Dr. Bill Nichols, associate professor and chair of the Department of World Language & Cultures and PI on the U.S. Department of Education grant.
- Secured over $100,000 in external funding from multiple sources to support Korean language, linguistic and cultural studies at Georgia State (PI: Hakyoon Lee, assistant professor, Department of World Languages & Cultures)

5.3 Increase global engagement and outreach:

- Signed more than 10 new MOCs and MOUs to establish new partnerships and build on existing partnerships with universities around the globe; Signed more than five program-specific agreements to establish research, faculty, and student exchanges
- Established new Atlanta Global Studies Center (AGSC) in partnership with Georgia Institute of Technology to improve access to advanced language learning and to deepen knowledge of global and intercultural issues for students, faculty, and the public. AGSC is co-directed by

Dr. Tony Lemieux, professor of global studies and communication and director of the Global Studies Institute.

- Completed two sessions of a new six-week English-language certificate program for high school English teachers from Brazil. Dr. Eric Friginal, professor of applied linguistics and director of international programs for the college, is the program director with Dr. Alison Camacho (spring 2018) and Dr. John Bunting (summer 2019) from the Department of Applied Linguistics & ESL.

Metrics: In Arts & Sciences we offer a range of globally-oriented learning experiences both on and off campus. These different experiences are captured in the metrics we selected to help us track globally-focused student learning.

Metric	Baseline Year/Term	Baseline	3-Year Target	5-Year Target
Enrollment in Global Scholar courses	AY 2017-18	2,976	3,124 (+5%)	3,273 (+10%)
Number of globally-oriented learning experiences completed by Arts & Sciences students • Students participating in faculty-led study abroad • Students participating in international exchanges • Students earning Global Scholar distinction • Students earning Certificate of Language Ability	AY 2017-18	551	850 (+55%)	1,100 (+100%)