

COLUMBUS STATE UNIVERSITY  
COLLEGE OF ARTS AND LETTERS  
FY 2008 LEVEL 2 PLAN

Part 1: College Mission and Goals

Our mission is to promote learning in the fine arts, humanities, and social science disciplines that comprise the College of Arts and Letters. Our teaching contributes to the University core curriculum, to undergraduate major programs, and to selected graduate programs, with the aim of promoting graduates' success in further study, employment, and responsible citizenship. We also promote learning about these disciplines in the local, regional, and global communities.

1. To practice excellence in the promotion of learning.
  - a. Increase the number of full-time faculty in proportion to student enrollment.
  - b. Staff at least 75% of the sections of each core course with full time faculty.
  - c. Increase department operating budgets.
  - d. Maintain, improve, and develop graduate programs where possible and appropriate.
  - e. Ensure that part-time faculty have access to office space and services.
  - f. Promote international experiences for faculty and students.
  - g. Provide non-credit life-long learning programs.
2. To enroll promising students and graduate educated citizens.
  - a. Support recruitment.
  - b. Support First Year Experience programs.
3. To hire, retain, and develop outstanding faculty.
  - a. Adjust faculty salaries to national averages by 2011.
  - b. Expand the scope of and financial support for faculty development.
  - c. Increase sabbatical participation.
4. To contribute to a diverse and inclusive campus community.
  - a. Attract minority faculty, especially African-Americans.
  - b. Increase international student population in COAL majors.
  - c. Provide programming with culturally diverse content.
5. To contribute to extracurricular experiences of COAL students.
  - a. Support student professional and social organizations.
  - b. Maintain liaison with Student Affairs re services for downtown students.
6. To increase external funding.
  - a. Increase membership and donations from existing support groups.
  - b. Develop alumni-based support groups.
7. To optimize the use of technology in instruction and administration.

8. To maintain and improve academic facilities.
9. To promote continuity of effective leadership.
10. To build and sustain a culture supportive of COAL's mission.
  - a. Promote non-faculty professional development.
  - b. Adjust staff salaries to appropriate benchmarks.
11. To develop and sustain partnerships that support COAL's mission.

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Goal		Planning Initiative	Cost	Planned Impact (Outcome)
Institutional	College			
1	1a 1b	Increase number of full-time faculty.	680K (17 positions @ 40K each)	Staff at least 75% of sections of each core course with full time faculty. Achieved F 06 for 5 of 15 core courses; aggregate core part-time sections = 51% of total core sections.
1 3	1c 3b	Increase operating budgets.	\$40,000	Increased operational (30K) and faculty development (10K) spending.
1 8	1e 8	Relocate new Department of Modern and Classical Languages to FOB.	unknown	Improved quantity and quality of office and teaching space, including better provision for part-time faculty.
3	3a	Improve ratio of faculty salaries to national norms.	496K to correct	Faculty salaries will approximate national averages.
6	6b	Collaborate with Advancement on operating endowments and alumni-based fund raising.	Minimal	Increased discretionary funds.
10	10	Increase non-faculty professional development; assess staff salaries in comparison to appropriate benchmarks.	Analysis minimal; adjustment unknown.	Increased investment in non-faculty resources.

COLUMBUS STATE UNIVERSITY  
COLLEGE OF ARTS AND LETTERS  
FY 2007 LEVEL 2 PLAN ASSESSMENT

Goals		Planning Initiative	Assessment and Use of Results
Institutional	College		
1	1a 1b	Prioritize new position requests by proportion of core sections taught by full-time faculty. Conduct replacement and new position searches.	Priorities developed; no new position relevant to core funded. Replacement searches completed.
1 3	1c 3b	Request increased operating budgets; supplement current year budget as feasible.	Request made, not funded.
1 8	1e 8	Complete planning of RiverPark facilities and begin relocation of Departments of Art and Theatre; relocate foreign language faculty (preferably as new department), preferably to academic space vacated in FAH.	Departments of Art and Theatre relocation. Department of Language and Literature divided into Department of English and (new) Department of Modern and Classical Languages. Space in FOB committed to new department but not yet available.
3	3a	Measure FY 2007 and FY 2008 progress in adjusting faculty salaries to national norms.	NB: Preliminary data, without VPAA's adjustments for equity and for promotions, show no aggregate progress (cf. averages of 89% and 90% of CUPA average by discipline and rank., medians of 84% for both years). New non-temporary hires (N=8) average 100% of CUPA average.
3	3c	Develop COAL strategy for promoting sabbaticals and selecting faculty.	Two faculty applied successfully for sabbaticals.
6	6b	Collaborate with Advancement on operating endowments and alumni-based fund raising.	Draft case submitted per Advancement request.
7	7	Secure space and additional equipment for MAC writing lab; expand services of Language Lab; increase multimedia classrooms.	All COAL assigned general classrooms multimedia equipped. MAC lab spaced and equipped. Insufficient funding to expand Language Lab services.
9	9	Hire chair of Department of Art and Director of School of Music; redesign procedures to take advantage of new associate dean structure.	Accomplished.
10	10	Increase non-faculty professional development; assess staff salaries in comparison to appropriate benchmarks.	Encouraged participation in Human Resources development program.
11	11	Participate in MCSD's planning for fine arts magnet school.	Nothing further heard from MCSD.

COLLEGE OF ARTS AND LETTERS  
FY 2008 PLAN AND FY 2007 ASSESSMENT  
EXECUTIVE SUMMARY

The most successful planning initiatives for FY 2007 were relocation of Art and Theatre, creation of the Department of Modern and Classical Languages, and the first applications for sabbaticals under current policy. The latter two are low cost and the first adequately funded. The important initiatives of increasing faculty and improving faculty pay suffered from lack of resources. Funding is thus a vitally strategic factor for the initiatives in the FY 2008 plan.