

SCHOOL OF ARTS AND SCIENCES

STRATEGIC PLAN

2012 – 2017



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The Vision

The School of Arts and Sciences (SAS) seeks to be recognized as a national leader in restructuring the meaning and delivery of a liberal arts education designed specifically for the ever expanding needs and challenges of a 21st century world. The SAS offers a rigorous, high quality liberal arts core while emphasizing student research and inquiry through local, regional, national and international instructional and pre-professional industry experiences.

The Mission

The School of Arts and Sciences (SAS) at Paine College exists to provide a liberal arts education with an emphasis on academic excellence, ethical and spiritual values, social responsibility and personal development. These provisions provide Paine College students with an undergraduate education based on the tenets of broad-based intellectual inquiry, social justice, and political awareness in preparing the next generation of leaders to serve the African American community, the expanded national community and global communities. The SAS consists of three departments: Department of Humanities; Department of Mathematics, Sciences and Technology; and Department of Social Sciences. In addition to providing instruction in areas central to an exceptional liberal arts education, the SAS addresses complex issues particularly those that impact people of African descent. These three departments provide an enclave of development for students during their undergraduate years in the development of their approaches as well as solutions to the humanistic, social, and scientific issues that face the local community, region, and the world. Further, the departments provide high quality instruction, programs, and experiential learning opportunities that create premiere critical and creative thinkers and leaders across scholarly and artistic disciplines.

SCHOOL OF ARTS AND SCIENCES
STRATEGIC GOALS, OBJECTIVES, STRATEGIES
2012-2017

Goal 1: Development of the Academic Structure of the School of Arts and Sciences

Objective 1: *Articulate clear rationale and plan for the school's scholarly direction*

Strategies:

- Develop a description of the school's research profile and agenda with a view towards trends within the discipline and at benchmark institutions
- Prepare a detailed report on the school's areas of strength(s) and challenge(s); develop strategies to overcome the challenges
- Collect the data of the [previous divisions and departments] most recent ranking(s)
- Identify the survey(s), assessment tools, and the dates of the information used in the survey
- Provide a listing (e.g., competition for new undergraduate students, new programs of study, experiential learning opportunities) of three to five primary institutions with whom the school competes and the source of the information
- Provide a detailed plan for the continuation, expansion and introduction of degree programs towards creating academic distinction apart from benchmark institutions

Objective 2: *Faculty hiring in tandem with the overview and rationale for the school's scholarly direction*

Strategies:

- Provide a statement of each departments' goals and objectives
- Provide a description of the strategies for achieving the departmental goals through faculty recruitment, promotion and retention
- Provide a list of the expected recruitment venues (e.g., journals, scholarly associations, conferences, etc.) for each of the majors/degree programs
- Develop a rationale for recruitment, hiring, promoting and retention in line with the reform of existent undergraduate programs and proposed graduate programs

- Provide a statement of the contractual structure for joint appointments with other Arts and Science departments or programs consistent with each unit's Strategic Planning Report (SPR) Guidelines
- Develop policies and practices for recruitment of part time faculty, credentialing and review/oversight of their performance
- Develop a plan to acknowledge and “reward” professional development/scholarship (e.g., newsletter, website publication, etc.)

Objective 3: *Facilitate foundational research and original scholarship by faculty across discipline areas [within the School of Arts and Sciences]*

Strategies:

- Develop a prospectus of current research and scholarship of faculty at all levels (tenured, tenure-track, contract, and adjunct)
- Provide a description of the strategies for achieving the school's scholarly direction based on the current research and scholarship
- Provide a position paper on the ‘reach’ of the current faculty (locally, regionally, nationally and globally) in terms of their recognition for attendant research and scholarship
- Provide opportunities for faculty to receive research and professional development training to promote contextualization and global strategies and practices
- Identify faculty research networks and funding programs that will accelerate the current and projected research opportunities
- Provide funding to send faculty to network, enrichment and research programs and opportunities
- Provide research information for faculty through database creation and maintenance of an ‘opportunities list’ of publication and presentation venues for faculty
- Require all levels of faculty to invest in a commensurate level of professional development to the held faculty rank
- Conduct in-house research presentations, seminars and/or scholarly presentations (poster sessions)
- Develop faculty research facilities and acquire equipment/research and support materials to enable faculty to conduct campus-based research (research/study rooms, lab equipment/space, et.al.)

Objective 4: *Restructure degree programs towards an increase in the levels of instructional quality*

Strategies:

- Provide a brief description of the existent structure of the baccalaureate curricula in all majors [across departments of the school]
- Provide a discussion of the particulars of current and projected course offerings (e.g., frequency, class sizes, support services (tutorials, etc.) and non-faculty support services (graders, tutorial staff, etc.)
- Develop policies and practices for scheduling professors for teaching loads: instruction of lower-level and upper-level courses (i.e., discipline-focus of professors, years of teaching experience and/or industry experience, specialized training, etc.)
- Develop policies and practices for required course loads for tenured, tenure-track and contract faculty, noting exceptions (e.g., sabbaticals, reduced load for administrative duties, etc.)
- Provide a detailed study of public and private industry needs for recent college graduates
- Provide a detailed study of graduate and professional schools programs (traditional and contemporary) in preparing college graduates to be competitive for acceptance and fellowships, research assistantships, et.al.
- Develop a plan for new graduate programs, summer programs and study abroad programs in the facilitation of increasing enrollments towards additional resources for support of faculty recruitment, faculty hiring, financial aid and re/building of infrastructure.

Goal 2: Enhanced Student Instruction and Engagement

Objective 1: *Prepare students to excel in professions and assume leadership in a global society*

Strategies:

- Establish guidelines for engaging students in international educational opportunities during their four-years at the college
- Engage and encourage faculty to develop international courses, programs and travel opportunities (e.g., summer edu-travel)
- Provide financial resources and encourage faculty to engage in grants development to fund international programming
- Increase by 5% faculty and staff with international degrees and experience
- Recruit and increase by 5% the enrollment of non-USA citizens at Paine College
- Increase by 5% the number of students who study abroad or participate in a student exchange program

Objective 2: *Separate the General Education/Common Curriculum from the SAS to enable development of the majors curriculum*

Strategies:

- Review and recommend revision of the general education/common curriculum, which governs 95-100% of the first two years of undergraduate study
- Establish general education/common curriculum evaluation committee and identify strengths and weaknesses of the current general education/core curriculum and structure
- Conduct surveys of the students and faculty on skill acquisition levels based on the current delivery of the general education/common curriculum courses
- Submit committee report to recommend establishment of a School of General Education based on evaluations and feedback obtained from faculty and study surveys
- Establish, as a part of a School of General Education, a Pre-Freshman Summer Academy to prepare students for the college experience

Objective 3: *Increase student retention and graduation rates through a systematically organized advisement process in the majors/degree programs*

Strategies:

- Create an advisement mission statement
- Create an advisement handbook for the School of Arts and Sciences
- Create a required advisement training program for faculty
- Create a process for evaluating the success rate of advisers against the graduation rate success of students
- Require mandatory student advisement in the last two years
- Create an electronic advising program using the current LMS
- Recommend advisement of students in the first two-years within the proposed School of General Education in collaboration with discipline-based (majors curriculum) advisement

Objective 4: *Accelerate presence of safe and developmentally protective classroom and campus spaces*

Strategies:

- Request the implementation of inspections of classroom equipment on a semester [beginning] basis
- Request the development [through the Office of Student Affairs] of intervention and mediation training programs for faculty

- Request training through the Office of Campus Safety/Police in the event of safety crises (natural disasters, on-campus violence, threats, etc.)
- Request training and the development of a database with current information on health and wellness issues that impact students, faculty and staff (with recommendations for specific cases)
- Request Academic Affairs hold an annual session chaired by health and safety professionals at Faculty Opening Conference

Goal 3: Effective Administrative Organization and Use of Technology Infrastructure

Objective 1: *Prepare a flow chart to detail staffing/organizational productivity and financial productivity of the School of Arts and Sciences*

Strategies:

- Provide a clear statement to faculty and staff on policies for clear and centralized communications about and to disruptive and distressed persons (students, faculty and staff)
- Provide a clear written statement on the policy and clearance of visitors in classrooms and related school facilities through the Office of Academic Affairs
- Provide a clear written statement on the policy of ‘no’ children in classroom and laboratory spaces
- Clarify FERPA, HIPAA, ADA, Clery Act and state legal regulations regarding health, safety, and confidentiality for all campus members (faculty, staff, students) and responders
- Develop an organizational chart that details the structure of the School of Arts and Sciences and the relationships and relative ranks of its parts (positions, jobs, etc.)
- Provide a clear statement of how the organizational design cooperates with support units of the college
- Describe proposed personnel changes and the impact on productivity
- Analyze budgets of the department to determine best use of funds to support research, development and the creation of new programs
- Detail policies for cost effectiveness of the school (departments) in the areas of supply acquisition, long distance telephone usage, express mail, reproduction services, catering, etc.

Objective 2: *Increase use of ITS in support of departmental networking, teaching, communication and training*

Strategies:

- Describe current use of ITS in support of departmental training, networking, teaching and troubleshooting
- Describe projected needs for training in the expansion of eLearning - programming
- Survey faculty and students on current usage and areas of greatest need for training
- Use LMS to full capacity based on method of course delivery—ground, online or blended
- Study development of eLearning—online education programs—for new graduate level degree programs

Objective 3: *Establish a policy of ‘Green Practice’ throughout the School of Arts and Sciences*

Strategies:

- Establish a ‘Green Practice’ committee and identify strengths and weaknesses of the current policies
- Assess best practices in the use of paper, plastic, styrofoam, etc. in the delivery of programs and services
- Research best practices of vendors before contracting for services
- Implement school-wide recycling and donation programs

Goal 4: Accelerated Fund Development

Objective 1: *Increase visibility of faculty expertise and degree programs*

Strategies:

- Develop a webpage that highlights and features faculty expertise and accomplishments
- Develop a webpage that addresses funding areas and opportunities for sponsorship
- Highlight exemplary graduates and their careers on webpages of the school
- Partner with the Office of Enrollment Management in recruitment efforts
- Develop a high quality brochure of the School, its Departments, and degree programs
- Inaugurate a School Journal (new programs, grants, student and faculty highlights, etc.)
- Inaugurate a Speaker's Bureau, which is publicized on the SAS webpage and through the Office of Communications and Marketing

Objective 2: *Raise 25% of the School of Arts and Sciences budget in five years*

Strategies:

- Cultivate alumni as resources for fund development
- Develop partnerships with community (local and regional) organizations for in-kind development and resources
- Target multi-year grants that range from \$100,000 to \$1,000,000
- Target high profile international organizations for educational partnerships and programs

SCHOOL OF ARTS AND SCIENCES

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