



Strategic Plan

College of Arts and Sciences

East Tennessee State University

2017-2026



Strategic Planning at East Tennessee State University:

The university plan is intended to be the guiding document for academic and administrative units when developing and prioritizing their strategies for achieving the strategic goals of the university and to guide budgeting and resource allocation decisions. The hope is that decision-making will become a more decentralized process that will encourage innovation among the units, and this template is an extension of that process.

VISION

Developing a world-class environment to enhance student success and improve the quality of life in the region and beyond.

MISSION

ETSU provides a student-centered community of learning, reflecting high standards and promoting a balance of liberal arts and professional preparation, and continuous improvement. The university conducts a wide array of educational and research programs and clinical services including a comprehensive Academic Health Sciences Center. Education is the university's highest priority, and the institution is committed to increasing the level of educational attainment in the state and region based on core values where:

PEOPLE come first, are treated with dignity and respect, and are encouraged to achieve their full potential; **RELATIONSHIPS** are built on honesty, integrity, and trust; **DIVERSITY** of people and thought is respected; **EXCELLENCE** is achieved through teamwork, leadership, creativity, and a strong work ethic; **EFFICIENCY** is achieved through wise use of human and financial resources; and **COMMITMENT** to intellectual achievement is embraced.

VALUES

ETSU endorses the value of a liberal education and provides enriching experiences in honors education, student research and creative activity, study abroad, service-learning, and community-based education.

ETSU honors and preserves the rich heritage of Southern Appalachia through distinctive education, research, and service programs and is actively engaged in regional stewardship.

ETSU affirms the contributions of diverse people, cultures, and thought to intellectual, social, and economic development.



ETSU offers students a total university experience that includes cultural and artistic programs, diverse student activities, a variety of residential opportunities, and outstanding recreational and intercollegiate athletic programs.

ETSU awards degrees in over one hundred baccalaureate, master, and doctoral programs, including distinctive interdisciplinary programs and distance education offerings that serve students from the region and beyond.

CORE GOALS

Six institution-wide areas of focus are fundamental to the University's vision, mission and future success:

- 1. Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom.**
- 2. Ensuring the diversity and inclusion of people and ideas.**
- 3. Empowering employees to make ETSU a great place to learn, work, and grow.**
- 4. Supporting Excellence in Teaching.**
- 5. Expanding the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines.**
- 6. Leading the region forward through community engagement and service.**



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Letter from the Dean

The College of Arts and Sciences is the largest and most diverse college at ETSU, encompassing the arts and humanities, social sciences, and natural sciences. It is the liberal arts base of the university, providing a large majority of the courses that comprise the general education curriculum. The college is committed to teaching excellence in all of its forms, to innovative research, scholarship, and creative activity, and to service to the university, our various professions, and our community.

The size and breadth of the college add complexity to the development of a concise, well-defined plan and a multi-step process was used in its development, involving department chairs and directors of non-academic units, and their further involvement of their faculty and staff. As an initial step, growth opportunities and possible strategic initiatives were gathered from all departments and non-academic units. We conducted an initial SWOT/C analysis with all of the department chairs. We then conducted focus groups based on how departments viewed themselves, as well as with representatives of the non-academic units, where opportunities and initiatives were discussed, and a number of possible future directions were identified.

Department and unit faculty and staff developed brief synopses of their strengths and activities, which are included in this document, and they reviewed drafts and provided feedback on our proposed strategic directions within each of the six key areas that provide the strategic framework of the ETSU Strategic Plan 2016-26. The chairs then appointed a smaller task force, with representatives from the arts, humanities, social sciences, natural sciences, and the non-academic units, to conduct a further review. This group decided it would be useful to conduct a second SWOT/C analysis, this time doing so within each of the six key areas. The results of these SWOT/C analyses are combined and presented beginning on page 16.

We have sought to be inclusive in the development of this plan, showing that each department/unit within the college can contribute to one or more of the focus areas and, as we have addressed possible new programs, we have looked for synergies and adjacent opportunities for programs within our college, and



beyond. As noted above, we have followed the pattern of the university's strategic plan in addressing its six key areas, which means that certain college commitments, such as to the Arts Initiative, may be found in a number of different sections of the plan.

We view this strategic plan as a living document that will be updated regularly as new opportunities arise and challenges are met. Its development has been a team effort.

Sincerely,

A handwritten signature in cursive script that reads "Gordon Anderson".

Gordon Anderson, Dean
College of Arts and Sciences

College/Unit Overview

Strategic Mission and Vision

The mission of the College of Arts and Sciences is to support the 18 academic departments, 3 Centers of Excellence, and 3 museums in their efforts to help students develop responsive intellects: minds attuned to the beauties, the demands, and the opportunities within our natural, social, and cultural worlds.

Shared Values

- Build a strong and diverse faculty.
- Maintain high-quality undergraduate and graduate programs.
- Encourage interdisciplinary approaches to learning.
- Establish new graduate programs in appropriate areas.
- Expand faculty and student research and increase research collaborations within and beyond the college.
- Promote community involvement.
- Maximize cultural opportunities in the region.

College Overview

The College of Arts and Sciences offers more than 50 percent of all student credit hours at ETSU and is home to over 250 full-time faculty and staff. Disciplines across the college range from Art to Astronomy, from Bluegrass to Biology, and from Communication Studies to Criminal Justice. In total, the college includes 18 academic departments, three Centers for Excellence, and three museums and galleries. The college also houses the Medical Professions Advisement Program and the Behavioral Health and Wellness Clinic.

Faculty in the College of Arts and Sciences are nationally and internationally known researchers and scholars who are actively engaged in their various academic fields. They are also dedicated teachers and mentors to the more than 3,700 undergraduate/graduate students within the college. Programs across the college provide opportunities for undergraduate and graduate research in every department, with 200 undergraduate students directly involved in research projects with faculty. In addition to the many majors and minors available, students may also elect to pursue a variety of study abroad programs, field trips, internships, and community activities.

The college is expanding its offerings at sites in Kingsport, TN, and Sevierville, TN. The college offers the world's first bachelor's degree in Bluegrass, Old Time, and Country Music Studies, as well as being the hub for a university-industry, enterprise-level partnership with Adobe, also the first of its kind. The ETSU Marching Band has consistently grown over three years to become the largest in university history. In fall 2018 the Hands On! Regional Children's Museum will relocate to Gray, TN, and partner with the college's Natural History Museum to create an



all-ages discovery center with state-of-the-art exhibits and educational programs. Finally, after years of anticipation, the James C. and Mary B. Martin Center for the Arts will open in fall 2019.

In short, faculty and staff in the College of Arts and Sciences influence the lives of students and community members through their diverse contributions and programs that make it the largest, most vibrant college on the ETSU campus.

Department / Unit Highlights, Points of Pride

Academic Departments

Appalachian Studies

The Department of Appalachian Studies is a flagship program in its field and the only full academic department devoted to the study of the Appalachian region. In 2010, the Department implemented the B.A. in Bluegrass, Old Time, and Country Music Studies, the world's first baccalaureate degree in this kind of music. This program is widely acknowledged as the leading program in its field; according to the *Raleigh News and Observer*, "when it comes to collegiate bluegrass programs, the gold standard is East Tennessee State University's bluegrass, old time, and country music program." The program has produced a number of alumni who have achieved renown in the profession, including Kenny Chesney, Barry Bales, Becky Buller, Tim Stafford, and Adam Steffey. From 2013-2017, ETSU alumni,



students, faculty, and staff were nominated for more than 180 music awards in the industry, winning 60. In 2013, the department launched a master's degree program in Appalachian Studies, one of only two in the world, and offers a graduate certificate in Appalachian Studies. The Department benefits greatly from its partnership with the Center for Appalachian Studies and Services (CASS), a Tennessee Distinguished Center of Excellence. The Center includes the Regional Resources Institute, the Archives of Appalachia, and the B. Carroll Reece Museum. (Photo credit: Dan Boner, Director, Bluegrass, Old Time, and Country Music Studies. ETSU Bluegrass Pride Band)

Art and Design

The Department of Art and Design is accredited by The National Association of Schools of Art and Design (NASAD). With 10 studio disciplines spanning several campus buildings, our program is comprehensive, and we are the largest arts program at ETSU, as well as the only one with a terminal degree. Our mission is to teach students a high level of craftsmanship along with a working knowledge of contemporary artistic discourse. This mission is enhanced by the focused projects that are developed in every major through our capstone courses and thesis

requirements in the BA, BFA, and MFA degrees. We have an outstanding faculty roster that includes exhibited artists, published authors, and a Guggenheim fellow. Our affiliation with the Mary B. Martin School of the Arts at ETSU provides major funding for an eclectic calendar of visiting artists, curators, art historians, and exhibitions. The Slocumb Galleries on campus and our satellite Tipton Gallery in downtown Johnson City have year-round exhibitions featuring the work of our students, faculty, and regional, national and international visiting artists. The Reece Museum on campus also provides a venue for department programming, and students in our BFA and MFA programs are given opportunities to work closely with the museum.

Biological Sciences

Our primary mission in the Department of Biological Sciences is to enhance understanding of the processes that define life, the relationship of form to function, the study of diversity, and the dynamics of organic evolution. We accomplish this mission through our combined activities in teaching, research, and service. We offer a major in biology leading to the Bachelor of Science with current concentrations in biochemistry and secondary education. A third



concentration in Biomedical Science will be available in 2018. The department also offers the MS in biology with concentrations in biology, microbiology, and biomedical sciences. We have one of the larger undergraduate enrollments in the college with many of our students having a pre-health focus. Activity in research is a major priority for our faculty, with over \$8 million in total research funding generated during the last ten years and an average publication rate of 25 papers per year. The greatest strengths of the department include the diversity of faculty expertise, which translates into diverse course offerings for

students, our efforts to provide undergraduate students with hands-on laboratory experiences and engage them in research, and our efforts to enhance teaching quality and to maintain a well-funded research program that yields high-impact publications.

Chemistry

The Department of Chemistry offers a major with a basic concentration in chemistry and American Chemical Society-approved concentrations in chemistry, chemical physics, and biochemistry. The department also offers the M.S. degree in all 4 major divisions of chemistry. A significant number of our undergraduates pursue a pre-pharmacy curriculum and we are developing a 3+1 program to ease the transition of students to the ETSU Gatton College of Pharmacy. A key strength of the department is our growing links with local industry that provide training opportunities for undergraduate and graduate students. Potential growth areas in the department include materials and industrial chemistry, drug discovery, and forensics.

Communication and Performance

The Department of Communication and Performance offers a Bachelor's degree in Communication Studies and a Master's degree in Communication & Storytelling Studies. We also offer undergraduate minors in Storytelling and in Communication Studies. Broadly, we look at how people engage each other and their communities both personally and professionally. We focus on the relationships people form, the identities they create and change, the narratives they live by, and the stories they tell. Our students hone their craft as professional communicators while they examine how communication and story shape social meaning, build connections within and across populations, and foster social transformation. Upon graduation, they enter the workforce or graduate school with excellent training and professional competence, and they are meaningfully employed across a wide spectrum of job fields.

Criminal Justice and Criminology

The mission of the Department of Criminal Justice and Criminology is to educate students regarding the causes of crime and society's response to crime and its control. The Department has one of the largest undergraduate enrollments in the college, and it offers a MA degree as well as the only graduate certificate in Forensic Document Examination in the US, with students coming from all areas of the US, and internationally from countries such as Israel, South Africa, and Italy.

Graduates of the program are heavily represented in federal law enforcement (FBI, Secret Service, ATF, US Marshals, Border Patrol, and Customs) as well as local and state agencies. Many graduates of the MA program have gone on to doctoral studies at major universities in the US and are now employed as professors at leading colleges and universities across the country. Many graduates have gone on to law school and are now attorneys in private practice, public defenders, district attorney generals, criminal court judges, and state legislators.

Geosciences

The Department of Geosciences offers diverse and varied academic, research, and outreach oriented programs. ETSU is at the heart of the southern Appalachian Mountains, a very ancient mountain mass once the size of the current Rocky Mountains, close to caves and streams, faults and gullies, and the Appalachian Trail. Students have many opportunities to study Geosciences in the field. In addition to local field trips, every year the department offers a Field Experience class that travels to study the geography and geology of other regions. In recent years, the department has visited a



volcano in Hawaii, kayaked through a mangrove swamp in Puerto Rico, hiked the Grand Canyon, and collected 3-billion-year-old rocks in Canada!

The BS degree program brings together the depth and breadth of Geosciences by offering concentrations in Geography, Geology and Environment, Geospatial Science, and Paleontology. The Master of Science in Geosciences degree program offers concentrations in Geospatial Science and Paleontology; its Graduate Certificate Program in Geographic Information Systems attracts regional professionals and students from various departments to obtain GIS skills. Many Geosciences students present research at professional conferences, and several have published their research in scientific journals.

History

History is the study of humans as revealed by the past. The study of history is an indispensable intellectual endeavor for students who desire to understand and appreciate the human condition in all its diversity, as well as the historical process that has shaped their personal lives. The Department of History offers a wide array of courses in the history of Asia, Africa, Europe, Latin America, and the United States, all designed to acquaint students with the complexities of today's multicultural "global village" and to deepen their understanding of the events, opinions, ideas, and facts they will need to make informed political, social, and personal judgments throughout their lives. The Department of History also supports several minors: Africana Studies, Appalachian Studies, China Studies, Religious Studies, and Women's Studies.

The study of history provides an appropriate background for almost any career. The history degree is particularly useful in preparation for professional and graduate studies, in fields such as law and religion. The non-professional historian can find a rewarding career in teaching, archival work, museums, journalism, government, administration, and other occupations that call for a strong liberal arts background.

Literature and Language

The Department of Literature and Language offers the Bachelor of Arts and Master of Arts degrees in English as well as the Bachelor of Arts degree in Foreign Languages with



concentrations in French, German, and Spanish. We offer minors in Applied Spanish, Classical Studies, Creative Writing, English, Film Studies, French, German, Japanese, Linguistics, Spanish, Technical Writing, and Women's Studies. We provide courses to support programs and minors in other departments, including Africana Studies, Appalachian Studies, Environmental Studies, and

Religious Studies. In addition to the traditional Master of Arts in English, we offer a graduate certificate program in Teaching English to Speakers of Other Languages (TESOL).

We provide our students with many opportunities to continue learning beyond the classroom. We host the Southern Appalachian Conference on Literature (SASCOL), ETSU Celebrates Creative Writing, and the bi-annual Milton Marathon. Students are provided unique opportunities to grow as writers and editors through the student creative writing journal *The Mockingbird* and the bi-lingual newspaper *El Nuevo Tennessean*. Experience in interpretation and translation is made possible by our department's Language and Culture Resource Center (LCRC), which connects students to non-English language communities. Through the Women's Studies and English programs, our department offers internships for students to give back to the community and work in fields they may pursue upon graduation. Additionally, we offer several scholarships and merit awards for students pursuing English, Foreign Languages, and Women's Studies.

The faculty regularly publish books, book chapters, articles, reviews, poems, short stories, novels, and electronic media in areas as diverse as our interests and as comprehensive as our curriculum.

Mathematics and Statistics

The mission of the Department of Mathematics and Statistics is to promote the goals of East Tennessee State University by offering high-quality educational programs in Pure and Applied Mathematics, Statistics, and Mathematics Education, conducting original research in Discrete Mathematics, Mathematical Modeling and Computation, and Statistics, and providing service to the university and the community. The department is outstanding in encouraging and supervising undergraduate and graduate student research projects. Thus, research is not an experience for a select few but for all students. The faculty are all highly qualified and their specialties represent a broad spectrum of the mathematical sciences. They are fully engaged in activities to enhance their instructional expertise, while continuing to be highly research-active.

Media and Communication

The reason for media and communication is simple: to combine theory with action leading to professional careers. We operate as a "private school" for a public university price. Our class sizes are small, and we focus on project-based learning. We bring industry partners and experiences into our classroom to prepare students for lifelong careers. Our students graduate as members of an exclusive community of media makers who make a difference in the world. ETSU is the first university in the world to teach with Adobe's Experience Cloud at the enterprise-level combining real-world business experiences with a liberal arts foundation. We bring the real world into the classroom regardless of whether you are a filmmaker, brand and social media strategist, media content specialist, media analytics professional, journalist, or

digital marketing communication professional interested in public relations, advertising, or media research.

Music

The Department of Music at East Tennessee State University offers undergraduate concentrations in performance, music education, and jazz studies. Just over 150 students major or minor in music each year, participating in an annual concert season that includes over 200 performances by ensembles, students, faculty, and guest artists. The Department of Music faculty are an eclectic mix of individuals, including Grammy-winning artists, often-published composers,



sought after conductors, and internationally recognized performers. The East Tennessee State University Department of Music is a thriving community of talented individuals that offers the best possible preparation for a professional career in music!

Philosophy and Humanities

The Department of Philosophy and Humanities promotes the practice of philosophical reflection by developing students' ability to understand and evaluate their most basic beliefs and values through reasoning clearly and critically about all areas of experiences, religion, art, politics, and morality. Our faculty are dedicated teachers and active scholars who publish and present work in national and international academic journals and conferences. The Department offers a Bachelor's degree in Philosophy with concentrations in general Philosophy, Religious Studies, and in Justice, Ethics, and Law. In addition to contributing to the general education of ETSU students through classes in philosophy, religious studies, and interdisciplinary humanities, the department offers a variety of courses in core areas such as ethics and political philosophy, metaphysics and epistemology, and the history of philosophy as well as specialized courses that complement other disciplines such as philosophy of law, philosophy of science, existentialism, bioethics, philosophy of art, philosophies of feminism, philosophy of mind, environmental philosophy, and philosophy of religion. The department also offers minors in philosophy, religious studies, and interdisciplinary humanities.

Physics and Astronomy

The Department of Physics and Astronomy offers a BS degree in Physics, and it offers minors in Physics and in Astronomy. The faculty in the Department specialize in astrophysics, observational astronomy, biophysics, and computational physics. The Department operates an astronomical observatory and planetarium on campus which are used in the education of our students. Our department is also a founding member of the Southeastern Association for Research in Astronomy (SARA). The SARA Consortium operates research-grade telescopes on



Kit Peak in Arizona and at Cerro Tololo in Chile. The Department owns a collection of computers running both *Microsoft Windows* and *Linux*. Our faculty are actively involved in carrying out sophisticated computational modeling and data analysis in a variety of areas in physics and astronomy. The Department is well known for including undergraduate students in research. Many of our students have presented papers at professional scientific conferences and have been authors in refereed scientific journal articles. The

Department has been among the leaders in the College of Arts and Sciences in obtaining external grants for research.

Political Science, International Affairs & Public Administration

The Department of Political Science, International Affairs & Public Administration studies power and decision-making within and between countries. It focuses on government, politics, law, public policy, and international relations. The Department of Political Science, International Affairs, and Public Administration offers majors in both Political Science (B.A./B.S.) and International Affairs (B.A.), and also offers minors in Political Science, International Affairs, Legal Studies, and Public Administration. The Department also offers a Masters of Public Administration (MPA) degree. It hosts the Pre-Law Advisement service for the University, participates in the Tennessee Legislative Internship Program and the Model United Nations Program, conducts summer study abroad programs in China and in Poland and the Czech Republic, and sponsors student organizations like the Pre-Law Society and a local chapter of the national Political Science honor society Pi Sigma Alpha. Political Science provides an undergraduate and graduate education for students with career interests in law, government, public service, international affairs, and non-governmental organizations.

Psychology

The ETSU Department of Psychology advances the scientific understanding of human behavior and mental processes, first by conducting and applying original and substantive scientific inquiry, and second by apprenticing students, through both hands-on experience and classroom didactics, in the process of conducting and applying original and substantive scientific inquiry. At the undergraduate level we offer Bachelor of Arts and Bachelor of Science degrees in four concentrations of study: general, clinical, child, and health professions. At the doctoral level we offer a Ph.D. in Clinical Psychology with a focus on rural behavioral health and practice in the context of integrated primary health care. We also offer a PhD in Experimental Psychology with a focus on translational research in the areas of developmental, cognitive, social, and behavioral psychology. The department has a number of strengths including dedication to and recognition of excellence in teaching, research, and service as indicated through very high teaching evaluations and graduate student teaching awards, a high grant submission rate and level of grant funding, and extensive publication in peer-reviewed journals (often with student co-authors). Further, the Psychology Department is committed to promoting awareness and understanding of diverse identities and experiences and to the knowledge of how they impact the discipline. This dedication to diversity and inclusivity is apparent in coursework, research, applied practice, and advocacy efforts.

Sociology and Anthropology

Sociology and Anthropology are social science disciplines that focus on the study of humans (past and present), culture, and social institutions through a holistic and comparative lens. Teaching and research strengths in the Department of Sociology and Anthropology include medical anthropology; applied sociology and anthropology; archaeology; research methods (ethnographic, qualitative, and quantitative); and Appalachian studies. In addition to bachelor's degrees and minors in anthropology and sociology, and a master's in sociology, the department offers minors in Culture and Health, and Archaeology. The interdisciplinary Culture and Health minor provides students who intend to enter the health professions with diverse, cross-cultural knowledge and experiences surrounding health, illness, and treatment. Medical schools and the health professions are extremely competitive, and schools are looking for well-rounded students who have experience related to diversity and cultural competency. The objectives of the minor include introducing students to the ways in which culture affects health, illustrating how anthropological and sociological perspectives facilitate effective health care, and showing how applications of cultural frameworks in clinical settings enhance the well-being of both patients and providers. The department offers archaeological fieldwork opportunities for students regularly and has archaeological research facilities at the Valleybrook Campus and an Archaeological Field Station at Pickett State Park. The department also houses the Applied Social Research Laboratory (ASRL), which offers hands-on training for undergraduate and graduate students in all facets of research and evaluation design and methods through its support of researchers on campus and clients throughout Appalachia.

Theatre and Dance

The ETSU Department of Theatre and Dance offers professional training in a liberal arts setting. Accredited by the National Association of Schools of Theatre (NAST), we prepare undergraduate students for careers in the performing arts and theatre education by providing a broad-based foundation in theatre and dance. Our diverse faculty and staff, working professional artists dedicated to advancing the discipline, maintain a focus on individualized mentoring. Our program is distinct in that it addresses each student's needs whether they seek a career as performer, designer, technician, educator or other chosen profession. Through experiential, hands-on learning, we strive to produce well-rounded graduates who are skilled in thinking critically and who contribute as artists and citizens to the lives of their communities, the region, and the larger society.



The department produces 4-5 fully mounted main stage productions yearly that give students ample opportunities for experiential learning both onstage and behind the scenes. For example, in 2017-18 our productions included *Playhouse Creatures* by April De Angelis, *The Diary of Anne Frank* by Frances Goodrich and Albert Hackett, adapted by Wendy Kesselman, *The Flick* by Annie Baker, *Dead Man's Cell Phone* by Sarah Ruhl, and *Mr. Burns, a Post-electric Play* by Anne Washburn. In addition to the 4-5 fully mounted main stage productions we produce yearly, we also produce several studio productions every semester. These studio productions often grow out of classroom exercises or are developed by our student group known as the Patchwork Players.

Non-Academic Units

Advancement

The Development Office within the College of Arts and Sciences raises current use and endowment gifts to support students, faculty, and research within the college. The College of Arts and Sciences is filled with doers, thinkers, and creators in both our student body and our faculty. Active philanthropy through the Development Office enables the college to support our faculty and students in their endeavors as well as engage in important challenges that face our University and region.

Center of Excellence for Appalachian Studies and Services

The Center of Excellence in Appalachian Studies and Services (CASS) began as an institute in the 1970s and became an inaugural state Center of Excellence in 1984 for "coordinating a program

of research and public service relating to the sociological, economic, and cultural aspects of life in Southern Appalachia. The Center later achieved designation as a Distinguished Center of Excellence, and it includes the Regional Resources Institute, the Archives of Appalachia, and the B. Carroll Reece Museum. The Archives of Appalachia is one of the world's premier collections of materials related to the Appalachian region, containing more than 84,000 sound recordings and nearly 8000 moving images. The Reece Museum, which houses more than 20,000 artifacts, is one of only 13 museums in Tennessee to be accredited by the American Alliance of Museums. The Center administers the Appalachian Teaching Project and the Tennessee Governor's School for the Scientific Exploration of Tennessee History.

Behavioral Health and Wellness Clinic



The Behavioral Health and Wellness Clinic is a training clinic operated by the Department of Psychology. The training clinic is part of the APA-accredited doctoral program in Clinical Psychology. Most of our clinicians are graduate students supervised by licensed psychologists in the Department of Psychology and from the community. We are licensed by the State of Tennessee as a Mental Health Facility and adhere to the APA Code of Ethics for Psychologists and the Tennessee Code governing Psychologists and Mental Health Facilities.

The mission of the Behavioral Health and Wellness Clinic is to provide high quality psychological services in a training environment using methods developed by science to help our clients lead healthy and productive lives. The Clinic offers culturally sensitive services to people of our region.

Center for Advisement and Student Excellence

CASE advisors and staff encourage our students' personal and academic growth through individual counseling, seminars and workshops, oversight and support of student organizations, first-year experience classes, guest lecturers, and professional school recruitment events. We work with freshmen, sophomores, and new transfer students in all majors within the College of Arts and Sciences, as well as students pursuing admission to professional school in the health care fields.

Language and Culture Resource Center

The Language and Culture Resource Center (LCRC) brings together the non-English-speaking and English-speaking communities in East Tennessee, promoting cultural events and festivals like Hispanic Student Day, the Corazon Latino and the Hispanic Health Fair: Feria de Salud. The

Center provides community-based learning experiences for ETSU students, through service-learning opportunities and scholarship support, a Portuguese and a Spanish conversation table, and a global movie night series.

In addition to serving the Hispanic student population and Hispanic community in East Tennessee, the Center provides translating and interpreting services and support for communities whose languages are Spanish, Portuguese, Arabic, Yoruba, and Vietnamese.



Center of Excellence in Mathematics and Science Education

The ETSU Center of Excellence in Mathematics and Science Education supports the advancement of mathematics and science education, K - 16, through direct services, technical assistance, partnerships, research, leadership institutes/workshops, and as an information conduit providing standards-based resources to schools, districts, teachers, and community members.

Mary B. Martin School of the Arts



The Mary B. Martin School of the Arts was founded in January 2009. The school was established following a generous endowment to name the school for Mary B. Martin, a life-long resident of Johnson City and graduate of ETSU (BA Chemistry, 1962). The primary goal of the Mary B. Martin School of the Arts is to provide a focal point for the arts at ETSU that will create a new level of awareness of the visual and performing arts among faculty, staff,

students and the general public, and to bring to the region a program of public performances and exhibitions that will bring greater distinction to both the University and the region. Ground was officially broken September 8, 2017 on the Martin Center for the Arts, a \$53 million facility that will contain performance, instructional and teaching space, as well as a performance hall

with seating for 1,200 guests. Funding for the arts center was made possible through a state appropriation, private donations and a partnership with the City of Johnson City.

Center of Excellence in Paleontology

The Center and its award-winning Natural History Museum at the Gray Fossil Site serve as a gateway to the University through recruiting students, educating the public, and producing high-quality research. As part of the educational and research enterprise of the College of Arts and Sciences, the Center, Museum and Fossil Site provide accurate and current information about paleontology and natural history research through excavations, discovery, exhibits, and outreach programs. The Center's Museum is the repository for the college's paleontology collections and is responsible for their care and preservation into perpetuity. The collections are used for exhibits, programming and research.



Strengths, Weaknesses, Opportunities, and Threats/Challenges

The College of Arts and Sciences Chairs and Associate Deans conducted two SWOT/C analyses. In the first, we looked more globally testing the CAS climate. In the second, we discussed our strengths, weaknesses, opportunities, and threats/challenges with particular attention to the six areas of the university strategic plan. Below is a summary of both SWOT/Cs.

Strengths

- Distinctive and unique programs, interdisciplinary programs, and programs that support diversity and inclusion.
- Collaborative and interdisciplinary courses and courses that support diversity and inclusion.
- Ability to change and adapt quickly to changing educational challenges.
- College community invested and engaged in student learning, personal growth, and helping students become good stewards of shared values, diversity, and participatory citizenship.
- Commitment to professional advisement of students during their first two years.
- Offices, such as the Language and Culture Resource Center and Women's Studies, which promote and ensure diversity and inclusion beyond individual departments.
- Open, warm, and welcoming atmosphere, commented on by parents, students, job candidates, new faculty, and visitors.
- New and transparent budget model, if properly maintained.
- New facilities such as the Martin Center for the Arts and planned buildings such as the proposed Humanities building.
- Abundant field sites in Appalachian region for geological, geographical, paleontological, ecological and environmental outdoor laboratories for research and teaching.
- B. Carroll Reece Museum, The Archives of Appalachia, Basler Lecturers, The ETSU Arts Initiative, Mary B. Martin School of the Arts, all of which offer opportunities for innovation and collaboration.
- Educational benefits for employees.
- Support for teaching and professionalization for faculty such as CAS workshops for instructors, CAS faculty awards, Faculty Council.
- Research opportunities for students in both the Arts and Sciences.
- Internal funding for travel, including the Travel Award for Arts and Sciences Faculty, and research, and support for seeking outside funding.
- Undergraduate and graduate student research opportunities, faculty and students collaborative research.
- Strong programming to promote community outreach and engagement beyond the main campus.

Weaknesses

- Lack of marketing resources and consistent emphasis on promotional plans.
- Lack of salary equity for faculty and staff and impact on morale.
- Old and crowded facilities, whether offices, classroom, or labs.
- Inconsistent availability and access to enrollment data, which renders coordination of our efforts with those of the Office of Admissions difficult and confusing.
- Generational gaps among faculty endangers continuity of institutional memory and experience, sometimes results in confusion in goals and communication, and may fail to keep all faculty across the college motivated and willing to stay current in their fields.
- Reluctance on the part of some faculty to allow students to use electronic devices in the classroom for fear that such devices interfere with learning.
- Insufficient department budgets limit travel and research funding.
- Lack of clear processes for obtaining necessary graduate assistants for teaching and research activities.
- Lack of competitive graduate stipends affecting ability to recruit students.
- Department responsibilities encroach on time for research.
- Imbalance in the three areas deemed necessary for tenure and promotion in some department tenure and promotion guidelines.

Opportunities

- Governor's education incentives and positive commitment to higher education offer hope for growth in areas foundational to the entire University, including the General Education Core, the Liberal Arts and the Sciences, particularly in regard to most of the disciplines included in STEM emphasis.
- Market affordability of ETSU compared to other universities in the region.
- Opportunities to increase regional activities, to further engage with and expand into areas throughout our region, with particular attention to academically underserved areas and communities with growing minority populations.
- Increase dialogue in the college and with the larger community and region to create positive opportunities to address diversity issues.
- Local governance by the Board of Trustees should provide for faster development and approval of curriculum and programs than was possible under the Tennessee Board of Regents. Streamlining of timelines and processes should afford the college with a new level of flexibility.
- The college teaches the soft skills (the ability to communicate articulately, to engage in critical analysis, to think broadly, and to be comfortable in diverse environments and with diverse peoples) that regional and national studies consistently indicate job recruiters and employers are seeking.
- Engage more actively in national and international collaborative teaching and research.

- Increase support of students for research and travel to professional conferences.
- Recent investments in downtown Johnson City for development and improvement offer a better civic environment. The growth of artistic and cultural centers in Johnson City and in such places as Asheville, along with increased emphasis on the region as a desirable place to live and retire are all elements which help to increase the attractiveness of ETSU to new faculty, staff, and students. College coordination in the gathering and dissemination of regional artistic and cultural events should be considered in order to raise the regional profile of the college.
- The Ballad Health merger presents considerable opportunities for research and service.
- Increase access to data and external channels of communication to promote and increase diversity and to alter perceptions of regionalism and isolation for mainstream society.
- Continue to support an increased awareness of equity issues.

Threats/Challenges

- Millennial literacy and the ability to engage in complex thinking and problem solving, impacted by social distractions for students.
- Perception that investment in a higher education is not worth the monetary cost.
- Perception that as a regional university, ETSU and the college are regionally and culturally isolated.
- Regional demographics, including the fact that most of our students come from a five or six county area, and perceptions of regional and cultural isolation have an impact on our level of diversity and inclusion.
- Tennessee Promise: state's education policies benefit technical and community colleges.
- Economic and financial disparities in the region.
- Changes in tax laws, which penalize scholarships and graduate student stipends.
- Failure to adequately define and to defend life-value of the "liberal arts" in a politically conservative area.
- Ability of centralized and administrative functions to respond and act in a timely manner where it hinders the college's ability to execute a consistent, expeditious strategy of growth and development.
- Ability of outsiders from the University or other groups to form positive interactions within the community as part of fulfilling a strategy or initiative.
- Increased complexity and the need to understand and communicate effectively regarding changes in policies and in budgetary decisions.

Financial Strategy and Plan

The university's recent commitment to decentralized planning and a new budget model has impacted and will continue to impact the financial strategy and plan adopted by the College of Arts and Sciences. As policies and procedures associated with the budget model continue to be finalized, the college will continue to follow the basic principles of addressing budget structure issues, rewarding positive outcomes, and investing in growth.

The New Budget Model

The implementation of the new budget model at the university level for the allocation of funds to the colleges derived from credit hour production is a major step in empowering the academic units to strive toward their strategic goals. While our credit hours, and hence our budget, are dependent in some measure on our numbers of majors, the College of Art and Sciences is in a unique position in that up to 45% of our credit hours are derived from students who are enrolled as majors outside of our college but take a large portion of the general education curriculum in classes provided by our departments in English, the natural and social sciences, mathematics, and the arts and humanities.

While the overall impression and impact of the new model is deemed positive, the college does maintain at this stage some level of concern over the potential variability of the outcomes and its impact on the available funding to the college year over year. Fluctuating enrollment both inside and outside of the college can result in major swings in the budget model allocation of funds. Proper recognition of this volatility should be accounted for in both the allocation of funds within the college and in a strategy to maintain a proper reserve to buffer such swings.

Further changes in university policy now allow for the colleges and units to accrue and maintain a reasonable carryover balance, with 50% of the net funds unspent each year being retained. The college intends to adopt practices that encourage a high level of fiscal responsibility within its own departments and units to balance an effective use of funds in the current budget year with an incentive for areas to take advantage of the ability to carryover such balances to address future department and college needs.

Collectively the college must make proactive decisions that anticipate any volatility in the budget model process and drive effective use of funds, and fund carryovers, and allocate new money in order to provide a stable financial foundation to help pursue our strategies and goals.

Basic Financial Principles

Within the financial constraints of the base budgets and new funds that may be allocated under the new budget model, the college intends to abide by three basic principles in its decision making and priorities, as well as setting procedures that codify a systematic implementation of these choices:

- 1) **Address budget structure issues.** This includes settling previous budget deficits, developing permanent funding for a reasonable level of part-time staffing, making allocations to department and unit operating budgets to fund them at levels consistent and equitable with similar departments or units, increasing part time faculty and lecturer salaries, and addressing near-term needs critical to the ongoing operation of the college.
- 2) **Reward positive outcomes.** Critical to the successful implementation of the new budget model, and to reach desired outcomes of the college's departments and other units, is to consistently make budgetary decisions that reward positive outcomes, particularly in the areas of student recruitment and retention that drive the budget model. This effort will provide positive feedback to those that achieve their goals, and also instill a behavior pattern that should strengthen efforts towards reaching goals and push initiatives towards successful outcomes.
- 3) **Invest in strategic growth.** As discretionary funds are available, the college will make financial decisions consistent with our strategic plan to support the focus areas of the university. We will seek to invest in initiatives that support the strategic growth agenda, diversity, employee empowerment, and excellence in teaching, scholarly research, and service. However, we recognize that in some cases resources may be limited, or funds may need to be reallocated, and hard choices will need to be made among a list of opportunities and needs that will always be far greater than our ability to address them.

Strategic Initiative Implementation

The College of Arts and Sciences will develop a robust and disciplined process and structure for implementing its strategic initiatives and developing actionable projects and plans. The implementation process will include components that ensure consistent and timely follow-up to open issues, the identification of issues and barriers, and key process follow-up steps to aid in the assessment of progress towards more detailed goals and outcomes. The process will include identifying champions for particular initiatives, and setting key milestone and goals. We also recognize that existing initiatives may be revised, and new ones developed, as further opportunities or challenges arise.

Succeeding in Our Strategic Focus Areas (Major Strategic Initiatives)

1. Supporting a strategic growth agenda that maximizes the student experience both inside and outside the classroom.

Strategic focus area: Support projects and initiatives that drive increased enrollment in our unique offerings and in programs where we have an advantaged offering aligned with growth opportunities.

- Continue investment in the flagship Bluegrass, Old Time and Country Music Studies program housed in **Appalachian Studies**, including developing options for improved and consolidated facilities, and expansion of audio production course offerings. Assess longer-term collaboration with **Music** to develop a commercial music concentration or degree program. Invest in expanded marketing and recruitment for Scottish and Irish Studies, Old Time and Traditional Appalachian Music, and interdisciplinary programs in Heritage Interpretation/ Museum Studies.
- Leverage the enterprise-level academic alliance with Adobe through **Media and Communication**, with an aggressive emphasis on growing enrollment at both the undergraduate and graduate levels. Support department efforts to develop university and community projects to expand the skill set and learning outcomes of the students in the program. Establish ambitious enrollment targets and provide reasonable resources to support meeting those targets.
- Increase the marketing and promotion of the **Music** Department to greater surrounding areas with a goal of reaching 300 majors by 2025. Improve familiarity with the music offerings through increased outreach and recruiting. Invest in a greater travel budget for groups and ensembles to reach out to high schools. Provide resources for more on-campus programming. Develop new programming and initiatives to take full advantage of the new Martin Center.

Strategic focus area: Enhance and expand existing academic programs to improve the competitiveness of the departments and the college to better attract and retain new students.

- Support initiatives in **Sociology and Anthropology**, namely, an increased focus on the Culture and Health minor as a companion program, and possibly a future concentration in the Anthropology major, for recruitment of pre-health professional students; development of destination program in Applied Sociology

at the graduate level in conjunction with the expanded Applied Social Research Laboratory; and development and marketing of an online Sociology major.

- Establish an online Master’s program in **Criminal Justice and Criminology**, the first in the state of Tennessee. Evaluate opportunities for continued program differentiation through the development of programs related to Homeland Security or Cybersecurity. Develop an advisory board and increase alumni interactions to showcase connections to the job market, specifically at federal and state agencies, as well as the broadness of employment opportunities.
- Continue to support **Art and Design** through its rapidly growing Graphic Design major with investments in new digital resources, and faculty members, with a goal of reaching 200 majors. Support anticipated transformation of the foundations curriculum, as well as infusion of technology, development of both 3D and 4D approaches, and cross-disciplinary efforts to drive differentiation and growth of both undergraduate and graduate programs. Identify a more permanent downtown presence to showcase student and faculty work, and develop plans for expansion space for growing programs.
- Take advantage of ETSU’s location in the Southern Appalachians where there are thousands of acres of habitat that can serve as a field laboratory for environmental study, in addition to many geological features that are unique to the region. Develop an effective marketing strategy to make ETSU a “go to” place for field **Biology**, as well as **Geosciences**.
- Support growth in enrollment of pre-health students through improved marketing of the health sciences at ETSU, as well as programs in the College of Arts and Sciences, including the pre-health living learning community, and the new Health Professions concentration in **Psychology**, as well as a possible new interdisciplinary concentration in **Biology**.
- Seek to recruit new high school student populations through science fairs, high school tournaments and bowls, and by tapping into their interest in speech and debate. Maintain the competitiveness of the ETSU Speech and Debate Team at the national level.

Strategic focus area: Evaluate and develop significant interdisciplinary opportunities that would grow our academic offerings across departments and among colleges, providing new majors, minors, or concentrations to attract new students in adjacent and new discipline spaces.

- Evaluate longer-term opportunities within the **environmental science** area that would include collaboration with the College of Public Health, College of Business and Technology, and departments in Arts and Sciences including **Appalachian Studies, Biology, Chemistry, Geosciences, and the Natural History Museum.**
- Assess the potential for significantly increasing the incorporation of forensics into existing programs and departments including **Criminal Justice, Chemistry, Geosciences, and Biology.** This could also include elements of forensic psychology, and even forensic nursing, and geospatial and other data analysis depending on the extent of the opportunity.
- Pursue curricular programming and research in Data Science in collaboration with the Colleges of Business and Technology, and Public Health, and the Office of Research and Sponsored Programs. This could also include the use of geospatial data analysis.
- Form a university-wide collaboration around digitization, imaging, scanning, and 3-D printing, and 3-D augmented/virtual reality in Geographic Information Systems to take advantage of growing trends in industry and the public sector, leverage scattered resources in the university to focus on improving our own internal implementation and outcomes, and assess opportunities to adjust academic programming to improve relevant learning outcomes and skill development for students in multiple disciplines.

Strategic focus area: Continually improve our academic offerings in core areas to better deliver content and drive learning outcomes.

- Investigate opportunities to share faculty expertise and other resources with area colleges in the area of foreign languages to allow broader coverage of different languages, as well as develop further collaborations with external business units. Seek to develop collaborations between **Foreign Languages** and units in the College of Business and Technology and other disciplines that would provide enriched opportunities for students in a range of disciplines.
- Evaluate the creation of a Masters in Creative Writing in the **Department of Literature and Language**, further development of English as a Second Language at the undergraduate level, and development of a focus on the expansion of Rhetoric and Composition both within the department and across the college.

- Further support opportunities for **History, Languages and Literature, Philosophy,** and other university units to work together through interdisciplinary initiatives, such as additional resources in current areas of strength in twentieth century studies, Appalachian studies, and the Appalachian Premodernists, in order to maximize student mentorship opportunities, coursework options, and faculty/student collaborations across humanities fields and beyond.
- Seek to develop a new direction for the **Department of Communication and Performance** after two department restructurings in the last three years, exploring new areas of professional and community applications for both storytelling and communication studies training, and strengthening the partnership with the International Storytelling Center and enhancing the program by identifying appropriate performance/lab space.
- Enhance collaborations among **Physics and Astronomy, Mathematics and Statistics,** and the fledgling engineering program, to provide increased undergraduate course offerings, and training and research opportunities.
- Collaborate with the Clemmer College of Education in enhancing recruitment and providing unique learning opportunities for future middle and high school math and science teachers.
- Take advantage of the newly formed **Theatre and Dance Department** and its planned curriculum revision, as well as the upcoming opening of the Martin Center for the Arts, to grow its programs and extend its collaborations both on and off campus. With anticipated sustained growth in the current major, investigate the possibilities of a stand-alone Dance major, and a major in Musical Theatre in collaboration with **Music.**

Strategic focus area: Invest in facilities, technology, and equipment that will enable growth of our leading programs.

- Develop and pursue plan for relocation of the **Reece Museum** to downtown Johnson City that may enable expansion of its mission and public outreach.
- Develop plan for consolidation of the **Bluegrass, Old Time, and Country Music Studies** program in one facility, possibly a new building, allowing for expansion of the audio production curriculum, practice and teaching space in order to support the continued growth of this distinctive program.

- Develop plan for improved instructional space for **Music**, either renovation of Mathes Hall or in a new building.
- Develop options for a new **Art and Design** building or buildings, addressing critical issues of size and scope, inappropriate workspaces, and safety concerns.
- Through the **Mary B. Martin School of the Arts**, coordinate construction and completion of the **Martin Center for the Arts**, planning for staffing, operations, furnishing, equipment and supplies, leveraging the partnership with Johnson City and ETSU stakeholders to maximize facility use, and developing programming consistent with the goals and mission of both the university and the School of the Arts.
- Continue to develop plans for a new humanities building on campus, including utilization schemes and fundraising efforts.
- Seek to invest resources for the infusion of technology into the traditional sciences, but also into the more traditional arts disciplines including Art, Music, and Theatre.

Strategic focus area: Develop initiatives that support and complement university recruitment and retention efforts.

- Engage in recruiting efforts and communications to prospective Arts and Sciences majors (both freshmen and transfers) that complement university and enrollment services actions.
- Continue to coordinate on behalf of the university recruitment of out-of-state students who are eligible for Creative Arts Scholarships.
- Assess the benefit of directing additional resources towards advising within the Center for Advisement and Student Excellence (CASE) to cover the entire 120 credit hours of undergraduate progression. Such a plan would allow faculty advisors to act as professional and career mentors.
- Evaluate the need for a college-level marketing position.
- Continually assess effectiveness of learning support courses, supplemental instruction in the sciences, and use of other incremental resources to improve early student success.

2. Ensuring the diversity and inclusion of people and ideas.

Strategic focus area: Invest in college resources that support and promote diversity.

- Support the re-emergence of the **Language and Culture Resource Center (LCRC)** within the college with an initial foundation of engagement with the Hispanic student population and the area's Hispanic community.
- Seek to promote **Film Studies, Women's Studies, Africana Studies** and other interdisciplinary programs more widely within and beyond the college.
- Evaluate the likely outcomes of investing resources to support a college-wide Director or Associate Dean of Diversity to provide a centralized role for both college diversity initiatives and linkages to university resources and programs.

Strategic focus area: Coordinate college-wide efforts with other resources and units within the university.

- Develop opportunities to work with the Multicultural Center with resources, programming, service, and support.
- Work with the Office of Equity and Diversity to develop hiring and other practices that positively impact faculty and staff diversity.
- Build partnerships with Student Affairs to maximize the impact of campus programming on our majors.

3. Empowering employees to make ETSU a great place to learn, work, and grow.

Strategic focus area: Invest available funds and resources in departments and units that allow for an increase in operating funds earmarked for professional development, travel, research support, and training.

- Assess current operating and travel budgets across academic departments and units to determine needed and equitable levels of funding.
- As funding permits, allocate temporary and/or permanent funds to departments in support of specific initiatives that support the goal and strategic focus area.
- Systematically address funding levels consistent with faculty hiring, student enrollment, and credit hour production changes.

Strategic focus area: Evaluate and address adjunct and lecturer pay structures in order to improve employee satisfaction, reduce turnover, and improve the learning experience for students.

- Assess and model different pay level scenarios within the college for both adjunct and lecturer-level salaries versus work output.
- Coordinate with HR and relevant University functions to assess impact on compensation and pay structures.
- Determine feasibility of different pay scenarios given current and anticipated view of available non-committed funds.

4. Supporting Excellence in Teaching.

Strategic focus area: Support effective and innovative teaching methods and strategies.

- With the recognition of different learning styles and increase in the use of various forms of technology among our student body, we will seek to support the efforts of faculty members to develop improved classroom and laboratory teaching activities.
- Working with ITS, the college will support the efforts of faculty and departments to develop high quality, effective on-line courses and programs.
- The college will support, materially and otherwise, faculty who work collaboratively with others through the Center for Teaching Excellence to enhance the quality of student education at ETSU.

Strategic focus area: Review our courses in the general education core to ensure they are relevant, have appropriate learning outcomes and measures, and meet the needs of students pursuing majors across ETSU's several colleges.

- The College of Arts and Sciences contributes nearly 90% of the courses in the ETSU general education core, providing a vital liberal arts education to all of our students. Working with GEAC, and separately, we will systematically review current courses and possible additions to the general education core, seeking to ensure that all ETSU students receive an appropriate liberal arts education and develop the skills that will enable them to be successful in the changing career paths they will follow in the future.

Strategic focus area: Support instructional initiatives that drive efficient production of student credit hours and optimal faculty teaching loads while continuing to be attentive to student learning outcomes.

- Several departments, including Biology, Chemistry, History, Psychology and Sociology, teach a number of courses in large sections. While the university has a limited number of large classrooms, we will review the effectiveness of their use, while supporting efforts to enhance the classroom experience.
- The natural sciences have long offered lower level courses in large lecture sections with smaller laboratory sections. Communication and Performance has more recently offered SPCH 1300 in a large class with smaller breakout sections. We will work with departments as they consider alternative section sizes and delivery methods with a view to improving the student experience and efficiency.
- Whereas it may be important that faculty seeking tenure and promotion have developed a repertoire of courses, there are situations where faculty members have taught an inordinate number of different courses. We will work with departments to streamline faculty teaching loads so they can focus on the quality of their teaching, as well as being able to devote time to research and service.

5. Expanding the foundation for scholarly (research and creative activity) excellence and innovation in all disciplines.

Strategic focus area: Support scholarship, research and creative activity through effective application of the university's workload policy.

- The ETSU workload policy provides considerable flexibility to departments in establishing faculty workloads that meet the needs of the department while making effective use of each faculty member's interests and strengths. Some departments in the college have developed variable workloads but many have not. We will encourage and provide incentives for departments to make use of this flexibility in order to increase their level of scholarship.

Strategic focus area: Increase the level of external grant and contract funding in several areas in the college.

- Establish appropriate targets for external funding by department and develop plans to reach those targets.
- Continue to provide, in cooperation with the Vice Provost for Research, startup packages that meet the needs of incoming faculty in areas where external funding is expected and to monitor the return on investment.
- Assess the need for pre- and/or post-award support at the college level.

Strategic focus area: Expand grant and research activities through innovative ideas for collaboration and service.

- As part of an overall initiative to expand funded research in the sciences, encourage the Departments of **Biological Sciences, Chemistry, and Geosciences** to consider ways to grow and strengthen their graduate programs and increase their level of both graduate and undergraduate research. This process may include adjacent areas such as environmental science, materials and forensics, as well as collaborations in Pharmacy, Medicine, and Public Health.
- Participate in the data science and other research opportunities to be afforded by the establishment of Ballad Health.
- Establish a state climate office (SCO) at ETSU, as Tennessee and Massachusetts are currently the only states in the country without a SCO. This step would likely lead to the addition of a fifth concentration within the Geosciences major and the only climatology-specific program in the state.

6. Leading the region forward through community engagement and service.

Strategic focus area: Expand and improve access to our museums, collections, archives, and related resources both physically and virtually.

- Seek means to make the materials housed in the Natural History Museum, the Reece Museum, and the Archives of Appalachia more readily available through digitization.
- Evaluate opportunities to collaborate and share digital technologies, specifically imaging and printing, and deployment that provides better use of resources, and the potential for academic growth.

Strategic focus area: Provide access to affordable, evidence-based behavioral healthcare for families in our surrounding region through the Behavioral Health and Wellness Clinic.

- Assess financial and personnel resource needs to ensure consistent staffing and adequate budgetary support for annual operations at the Behavioral Health and Wellness Clinic.
- Maintain current insurance contracts and develop additional opportunities for reaching underserved client populations in our community.
- Develop a systematic plan for assessing impact of services in the context of other available behavioral healthcare in the region.

Strategic focus area: Leverage our Centers of Excellence to create positive exposure for the underlying academic programs, college, and university through outward facing programs and initiatives.

- Evaluate and seek to enhance the impact of the Centers of Excellence in Appalachian Studies and Services, Paleontology, and Mathematics and Science Education on local education agencies, and the region.
- Evaluate and secure resources to establish a Center for the Humanities at ETSU within the College of Arts and Sciences. The function of such a Center would be to organize public lectures and panels on topics of contemporary or current interest where various perspectives within the humanities can contribute insight and deeper understanding.



Strategic focus area: Maximize the utility and use of the **Martin Center** to foster community engagement and outreach to the region, and to promote our academic arts programs.

- Continue to support final project design, construction, and pre-operating assessments.
- Develop operational guidelines and use protocols.
- Provide assessment of staffing and operating needs.
- Develop marketing and promotional plans for facility opening and ongoing programming.

Strategic focus area: Intensify and expand efforts for advancement, fundraising, and alumni connections and interactions.

- Hire an additional development officer for the college in order to expand alumni and donor relations, and to support the university's capital campaign.
- Seek to develop new and varied opportunities for our alumni to connect with faculty and students within and beyond the classroom.
- Assess the impact of establishing a Dean's Circle (Advisory Council) to assist the college in developing opportunities through professional expertise and financial assistance to support the mission of the college.
- Increase collaborations between employers and corporate partners and our academic departments.

[End of document]

Revision Notes:

July 2018: Adjusted for transfer of Social Work to the College of Clinical and Rehabilitative Health.



Student artists Hannah Oakes, Ashlyn York, and Katie Murphy pose next to the 5x8 canvas painting created during the Homecoming football game in October 2017.