



REPORT TO THE
DEAN OF THE COLLEGE OF HUMANITIES AND SCIENCES

The Development of a Strategic Planning Framework for VCU's College of Humanities and Sciences: Priority Reference Tables



COLLEGE OF HUMANITIES AND SCIENCES DRAFT – NOT APPROVED

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January 3, 2014

CHS Report Supplement: Priority Reference Tables

Brief Overview of CHS Strategic Planning Framework. The College of Humanities and Sciences (CHS) is in the process of developing a strategic plan to help guide its various stakeholders toward meeting the lofty aspirations of Quest. During the fall semester of 2013, CHS Dean Jim Coleman sought input from the entire college community to help identify priorities to create a draft plan. Concept mapping was used to help characterize and define the identified priorities and to develop the framework for a strategic plan. CHS administrators, faculty, and staff (i.e., stakeholders) identified 125 priorities that were best classified into six primary components: Academic Faculty Support Systems, Administrative Efficiency and Optimization, College Interfacing and Exchanges, Development and Fundraising, Inclusive and Supportive Academic Contexts, and Undergraduate Teaching Excellence. These six components represent the basic structure of a strategic planning framework for the college.

Most components of the planning framework are multidimensional in nature. Specifically, components comprised of multiple domains are Academic Faculty Support Systems, College Interfacing and Exchanges, Inclusive and Supportive Academic Contexts and Undergraduate Teaching Excellence. The significance of one versus multiple domains is that some components are comprised of strategic priorities that further define a particular facet or feature of the framework. Components with a single domain are not of any lesser significance or value than components with multiple domains. However, there is substantial variation between components in their relative importance and impact in helping the college to meet or exceed university-level objectives. The 100-page technical report located on the college's Q: Drive describes the research methodology and analyses for generating and testing planning components and their domains.

Description of Priority Reference Tables. This supplement to the technical report provides quick reference tables that classify strategic priorities into levels or tiers (Tier I-III) based on CHS stakeholders' average ratings for relative importance and relative impact. Tier I strategic priorities were rated as most important and most impactful. In this tier, a specific priority was rated above the mean in both importance and impact relative to other priorities within a particular component or domain (i.e., High). Tier II strategic priorities were rated as either most important or most impactful. In this tier, a specific priority was rated above the mean in either importance or impact relative to other priorities with a particular component or domain. Tier III priorities were rated as less important and less impactful. In this tier, a specific priority was rated below the mean in both importance and impact relative to other priorities within a particular component or domain (i.e., Low).

The Priority Reference Tables in this report supplement are organized by planning components and their related domains. Each table provides an empirical reference for determining which priorities within a planning component likely will be developed further in the college's strategic plan. Tier I and II priorities will receive the greatest emphasis in the strategic plan. Tier III priorities may be considered for inclusion based on a number of factors to include (but not limited to) connectedness to other strategic priorities, opportunity funding, and university mission. A final determination of planning components, domains, and priorities to be included in the college's strategic plan will be made in consultation with the CHS Dean and key university stakeholders.

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: ACADEMIC FACULTY SUPPORT SYSTEMS				
DOMAIN #1: Research and Scholarship				
Strategic Priorities		Relative Importance	Relative Impact	
To implement a 2-2 teaching load policy in the College, in particular for active researchers and scholars.		High	High	Tier I
To encourage and promote faculty participation in international research conferences and projects.		High	High	
To protect faculty researchers from administrative initiatives which detract from their productivity.		High	High	
To recruit and retain high quality teacher/researchers.		High	High	
To increase the number of research leave opportunities for tenure/eligible faculty at all ranks.		High	High	
To offer small seed grants (~\$5,000) for research and scholarly work.		High	High	
				Tier II
To resource and support faculty scholarship areas (e.g., creative expression, public works) not limited to community-based or health-related research.		High	Low	
To significantly improve startup packages for new faculty.		Low	High	
				Tier III
To recruit faculty researchers with federal funding.		Low	Low	
To construct or purchase wet-lab research space on Monroe Campus.		Low	Low	
To create funding initiatives designed specifically for tenure-eligible faculty in the Humanities.		Low	Low	
To focus more on providing funds to sustainability-related research.		Low	Low	
To develop initiatives which support a visiting faculty scholars program.		Low	Low	
To allow faculty greater autonomy and control in determining software and technologies for instructional purposes.		Low	Low	
To expand services provided by the College grants office to make the funding process easier for faculty.		Low	Low	

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: ACADEMIC FACULTY SUPPORT SYSTEMS			
DOMAIN #2: Accountability and Performance-Based Incentives			
		Relative Importance	Relative Impact
Strategic Priorities			
To increase financial compensation for adjunct and collateral (term) faculty.		High	High
To provide department chairs with performance and/or retention funds to award to outstanding faculty each year.		High	High
To hold tenured faculty responsible when they do not meet expectations.		High	Low
To provide orientation for new adjunct faculty in all disciplines.		Low	Low
To increase incentives and salary of A&P faculty academic advisors.		Low	Low
To hire more classified staff at the department level so that faculty can focus on teaching and research.		Low	Low

Tier I

Tier II

Tier III

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: ACADEMIC FACULTY SUPPORT SYSTEMS				
DOMAIN #3: Pathways to Professional Success				
		Relative Importance		Relative Impact
Strategic Priorities				
To raise faculty salaries to market rate.		High		High
To provide formal and routinized mechanisms for converting term faculty lines to tenure lines when it would benefit the department.		High		High
To increase the number of tenure-eligible faculty.		High		High
To provide more training for faculty and staff on financial areas and grants management.		Low		Low
To increase faculty pay rate for summer courses.		Low		Low
To provide more support to junior faculty members, in terms of seed funding and faculty mentorship.		Low		Low
To invest in and maximize use of limited facilities and workspaces for faculty.		Low		Low

Tier I

Tier II

Tier III

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: ACADEMIC FACULTY SUPPORT SYSTEMS				
DOMAIN #4: Empowering Academic Units				
		Relative Importance		
Strategic Priorities				
To improve resource allocation models so that understaffed departments/programs can meet course-offering demands.		High		Tier I
To develop strategies that help departments to rely less on adjunct and collateral faculty.		High		
To provide PIs with more fiscal support staff to enable them to conduct the projects they are funded to do.		Low		Tier III
To develop models that allocate more indirect costs back to the funded PIs.		Low		
To centralize student advising in order to free up faculty for scholarly activities.		Low		
To increase funding for STEM disciplines, including funding for new hires, teacher training, and research.		Low		

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: ADMINISTRATIVE EFFICIENCY AND OPTIMIZATION			
DOMAIN #1: Administrative Efficiency and Optimization			
		Relative Importance	Relative Impact
Strategic Priorities			
To develop mechanisms that increase faculty and staff involvement in college-level decisions that directly impact them.		High	High
To reduce redundancies by streamlining processes (e.g., paperwork) between the College and academic units.		High	High
To design a budgeting model that rewards departments and their faculty for developing more efficient and sustainable processes; innovation; workload production; etc.		High	High
To reduce significantly the amount of administrative work that Chairs and others are now required to do (APR, AQR, WEAVE, etc.).		High	High
To receive a more equitable distribution of tuition dollars that accurately reflects the amount of instruction we provide to the university.		High	High
To review the college's existing budget for inefficiencies as well as opportunities.		High	High
To increase the operating budgets of each department.		High	High
To monitor and streamline data collection efforts and trainings by the University and College that serve to burden faculty.		High	High
To institute standard operating procedures related to grant processing, financial tasks, et cetera.		High	Low
To provide support to academic units for advertising and promotions, print and social media communications, and website development.		Low	High
To absorb or offset charges and fees to departments for use of university venues for sponsored events, e.g., visiting scholars or artists.		Low	High

Tier I

Tier II

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COMPONENT: ADMINISTRATIVE EFFICIENCY AND OPTIMIZATION

DOMAIN #1: Continued

				Tier III
To increase administrative staffing in the dean's office to support more timely processing of paperwork.		Low	Low	
To decentralize CHS control to the department level so that units that have the resources can respond to "quest" like opportunities.		Low	Low	
To link departmental funding to degree production.		Low	Low	
To transfer some common sense decision-making tasks to service center directors.		Low	Low	
To include smaller CHS departments (e.g., Military Science) in the budget development and prioritization process, space allocation considerations, and future technology/technology security planning efforts.		Low	Low	

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: INCLUSIVE AND SUPPORTIVE ACADEMIC CONTEXTS			
DOMAIN #1: Professional Development and Training			
		Relative Importance	Relative Impact
Strategic Priorities			
To increase the salaries of classified staff to competitive levels throughout the College.		High	High
To focus on raising morale of staff with more professional development opportunities geared to specific duties.		High	High
To take seriously and find resolutions for employee complaints about not being treated fairly by his/her supervisor.		High	High
To follow through on appropriate measures in dealing with staff who are not performing adequately in their positions.		High	High
To provide opportunities for highly experienced and / or highly qualified staff to advance by using their knowledge & competencies.		High	High
To provide more professional development training opportunities for all College employees - faculty and staff.		Low	High
To impose sanctions against department chairpersons / supervisors who provide unjustified annual reviews of faculty / staff performance.		Low	Low
To encourage staff member participation in the larger College and university efforts by allowing those who wish to add a small % of service to their EWPs.		Low	Low
To establish a staff council that has a vote in College operational matters, which is consistent with the shared governance model in University Council.		Low	Low
To institute accountability measures for department administrators based on the degree to which they support and facilitate their faculty's contributions to the four themes of Quest.		Low	Low

Tier I

Tier II

Tier III

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: INCLUSIVE AND SUPPORTIVE ACADEMIC CONTEXTS				
DOMAIN #2: Culture of Inclusiveness and Wellness				
		Relative Importance		Relative Impact
Strategic Priorities				
To equalize gender inequities in pay.		High		High
To increase transparency of CHS administrative decisions.		High		High
To ensure those in supervisory positions are encouraged to be non-biased.		High		Low
To advocate for VCU to find a way to offer domestic partner benefits.		Low		High
To work toward a culture of empowerment and teamwork.		Low		Low
To be proactive in developing specific initiatives to promote employee wellness and work/non-work balance.		Low		Low

Tier I

Tier II

Tier III

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: INCLUSIVE AND SUPPORTIVE ACADEMIC CONTEXTS			
DOMAIN #3: Promoting Diversity			
Strategic Priorities		Relative Importance	Relative Impact
To hire more minority faculty and administrators to reflect the demographic of students, especially in the sciences.		High	High
To promote an environment in which diversity is truly valued.		High	High
To increase ethnic diversity among faculty, specifically African American, Hispanic / Latino, and Pacific Islander.		High	High
			Tier I
			Tier II
To create and implement programs which promote an inclusive work environment.		Low	Low
To encourage more multicultural and sensitivity training for administrators and faculty.		Low	Low
			Tier III

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: COLLEGE INTERFACING AND EXCHANGES					
DOMAIN #1: Graduate Programming					
		Relative Importance		Relative Impact	
Strategic Priorities					
To increase the salaries/stipends of the Graduate Teaching Assistants to be competitive with other universities.		High		High	Tier I
To increase the funds available to recruit highly qualified GTA for labs and recitations.		High		High	
To provide health insurance and other benefits for graduate teaching assistants.		High		High	
To build competitive Ph.D. programs in signature areas.		High		Low	Tier II
To eliminate or help to offset the out-of-state fee differences for graduate students.		Low		High	
To become the intellectual resource for VCU and the broader Richmond community.		Low		High	
To explore the value of revenue generating Ph.D. programs.		Low		Low	Tier III
To increase marketing and promotional support for our graduate programs.		Low		Low	
To be more effective in utilizing graduate assistants for administrative support, classroom teaching, and lab instruction.		Low		Low	

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: COLLEGE INTERFACING AND EXCHANGES			
DOMAIN #2: Interdisciplinary Exchanges			
		Relative Importance	Relative Impact
Strategic Priorities			
To host scholarly conferences and meetings of national and international prominence.		High	High
To increase funding and logistic support for activities (such as seminars, colloquia, workshops etc.) aimed at bringing scholars to VCU.		High	High
To provide more opportunities and support for cross-disciplinary, cross-departmental, and cross-campus collaboration.		High	High
Tier I			
To develop interdisciplinary centers and institutes within the college that cut across departments.		Low	Low
To build more partnerships and cooperation between and amongst the "hard" sciences "soft" sciences and humanities.		Low	Low
To increase funding for interdisciplinary and cross-department programs to include more administrative support for those programs.		Low	Low
To select a few signature programs (i.e., departments, centers) to invest in that will increase the national profile of the College.		Low	Low
To create a College-wide lecture series that incorporates multidisciplinary and interdisciplinary subjects.		Low	Low
Tier III			

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: UNDERGRADUATE TEACHING EXCELLENCE			
DOMAIN #1: Establishing Excellence in Teaching			
		Relative Importance	Relative Impact
Strategic Priorities			
To value excellent teaching by providing rewards for high quality instruction and student mentorship.		High	High
To encourage and reward research activities that fully and productively engage undergraduate and graduate students.		High	High
To provide funded undergraduate research assistant lines in research active departments.		High	High
To prioritize funding for curriculum enhancement and innovation (e.g., capstone courses, upper-level courses).		High	High
To develop new research, teaching and office space that allows for growth of the unit and supports best practices in teaching and research.		High	High
To cap or limit the number of classes with large numbers of students.		High	High
To modernize teaching lab spaces, either through renovation or building new spaces.		High	Low
To provide greater autonomy to programs that would like to control the numbers of undergraduate majors via selection, testing, or tuition rate.		Low	High
To provide incentives for team-teaching, innovative teaching pedagogies, etc.		Low	Low
To support/reward departmental initiatives to diversify the modalities through which courses and programs are offered - e.g., on-campus, hybrid, online.		Low	Low
To research the efficacy of offering on-line courses.		Low	Low
To build dedicated space for the College that allows for more student and faculty interactions.		Low	Low
To offer well-designed distance learning courses for our students.		Low	Low

Tier I

Tier II

Tier III

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: UNDERGRADUATE TEACHING EXCELLENCE			
DOMAIN #2: Enhancing Undergraduate Education			
		Relative Importance	Relative Impact
Strategic Priorities			
To institute policies which prevent students from retaking the same course more than 3 times.		High	High
To implement policies (e.g., minimum GPA) that hold undergraduate students to a higher standard of academic work.		High	High
To cultivate an educationally enriched and intellectually engaging environment for our students.		High	High
To restore the focus to providing a high quality liberal arts education.		High	High
To reduce the number of students per class to provide each student with more engaged teaching experiences.		High	High
Tier II			
To strengthen opportunities for students of all disciplines to explore the world as part of their academic work.		Low	Low
To expand opportunities for undergraduate honors theses.		Low	Low
To actively lobby VCU to create student living/learning opportunities focused on specific disciplines in the humanities and sciences.		Low	Low
To provide more opportunities for undergraduate students to perform lab-based research projects.		Low	Low
To develop a universal assessment of undergraduate writing across disciplines.		Low	Low
To provide additional service-learning and study abroad opportunities for students.		Low	Low
To create a multi-disciplinary, internationally focused curriculum that will help prepare our undergraduate students for the world in which they will work.		Low	Low
Tier III			

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: UNDERGRADUATE TEACHING EXCELLENCE			
DOMAIN #3: Engagement Principles			
		Relative Importance	Relative Impact
Strategic Priorities			
To align and promote the College as the foundation learning experience from which all outside disciplines build upon.		High	High
To develop dynamic recruitment models that continue to increase the academic profile of incoming students, while maintaining the diversity of the student body.		High	High
To further define what community engagement means in terms of teaching, scholarship, and service.		Low	Low
To build a stronger relationship with ASPIRE (Academic Scholars Program in Real Environments).		Low	Low
To add and / or integrate into curriculum more coursework that explores LGBT issues and experiences, and have a better LGBT Index rating overall.		Low	Low

Tier I

Tier II

Tier III

**VCU's College of Humanities and Sciences
Strategic Planning Framework
Priority Reference Table**

COMPONENT: DEVELOPMENT AND FUNDRAISING					
DOMAIN #1: Development and Fundraising					
		Relative Importance		Relative Impact	
Strategic Priorities					
To place a greater value on alumni relations and fundraising activities to help bring the resources into the College and respective schools, departments, and programs.		High		High	Tier I
To increase total number of endowments in the College.		High		High	
To create a development and alumni organization appropriate for VCU's largest and most complex college.		High		High	
					Tier II
To promote sustainable industry partnership building.		Low		Low	Tier III
To establish an alumni house outside of Richmond.		Low		Low	
To be more actively involved in real business needs via partnering with local businesses to help advance knowledge that will be used in hospitals, politics, and communications.		Low		Low	
To create a communications/development position in some of the larger departments who can engage alumni on a more individual level.		Low		Low	