

ACADEMIC AFFAIRS

Mission

Academic Affairs provides career and transfer degree programs, continuing education classes and academic support services that use available technology in a manner consistent with academic integrity and a focus on student learning.

Vision

Academic Affairs will exemplify academic excellence in both instruction and academic support and will be the state's leader and a national model in the use of instructional technology.

Core Values

Excellence-We seek excellence in all our endeavors and we are committed to continuous improvement.

Intellectual Freedom- We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Diversity-We respect others and value diversity of opinions, freedom of expression, and other ethnic and cultural backgrounds.

Integrity-We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

Service – We believe that serving others is a noble and worthy endeavor.

Stewardship of Resources- We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

Goals, Critical Success Factors, Objectives, and Strategies

Goal One. Ensure the highest quality in classroom instruction and academic assessment. Encourage the development of life skills in students.

Critical Success Factors:

- Reduce formal grade appeals by 25%
- Entry-level placement rates will have an error rate of less than 5%
- All credit courses and academic programs will have specific and measurable educational objectives
- All faculty will meet or exceed qualifications established by regional accrediting agency
- All faculty will participate in annual staff/professional development activities
- Faculty will average at least 4 out of 5 points on student evaluation questions directly related to instruction.
- Service Learning opportunities for students increased 50%
- Internship opportunities available in a majority of Associate of Applied Science programs
- Student Activities Transcripts will document all formal volunteer efforts, Service Learning and Leadership Activities by students.

***Objective 1.1:** Instructional practices and procedures will accurately document and appropriately reward student learning through an established grading system.*

Strategies:

- Monitor all instructional evaluations, classroom observations and student complaints to identify legitimate concerns about course and grading procedures.
- Take necessary corrective actions to ensure proper documentation of student learning and the appropriate assignment of grades in academic courses.

***Objective 1.2:** All courses and programs will have specific, measurable educational objectives used to evaluate student learning.*

Strategies:

- Provide professional development opportunities for faculty members that focus the development and appropriate use of educational objectives.
- Ensure inclusion of educational objectives in all course syllabi and academic programs.
- Assess students' mastery of certificate and degree programs educational objectives.
- Use those findings to improve the certificate and degree programs.

***Objective 1.3:** Academic assessment will properly place students in courses and accurately assess their general education competencies.*

Strategies:

- Assess students' entry-level and general education competencies using reliable and valid measures.
- Place students in developmental and college-level courses that match their skill levels.
- Use the findings of the entry-level and mid-level assessments to improve developmental and general education course content and procedures.

Objective 1.4: *Develop job skills, leadership skills and an attitude of service to the community in students.*

Strategies:

- Encourage faculty to attend workshops and conferences that focus on Service Learning.
- Ensure faculty has current information about Service Learning activities on campus and provide resources to faculty members seeking to incorporate or expand these activities.
- Inventory Associate in Applied Science programs to determine which have internship opportunities embedded in their curricula.
- Encourage faculty in Applied Science programs to add internship opportunities when appropriate.
- Encourage faculty members to promote and appropriately reward leadership development and service activities by students in their programs.

Goal Two. Expand opportunities and support for professional development by faculty and staff that enhance the quality of instruction, focus on student learning and encourage attitudes consistent with the highest level of service to students.

Critical Success Factors:

- All faculty members will attend workshops on instruction, learning styles, retention and/or assessment of student learning at least once a year
- 25 full time faculty members will attend and/or present at local, regional or national professional conferences each year
- 2 full time faculty members will participate in faculty exchanges, summer institutes, off-campus seminars or similar programs each year
- All staff will attend workshops that focus on providing and maintaining the highest level of service to students each year
- 15 staff members will attend and/or present at local, regional or national professional conferences each year
- A majority of faculty and staff will participate in professional organizations

***Objective 2.1:** Provide professional development workshops and seminars that focus on quality of instruction, student learning styles, retention and/or the assessment of student learning.*

Strategies:

- Provide in-service activities, workshops, seminars and other resources on campus designed to improve instruction and student retention.
- Monitor the participation of faculty members in these activities.

***Objective 2.2:** Encourage faculty to participate in professional activities such as conferences, workshops, off-campus seminars and professional organizations.*

Strategies:

- Inform faculty and staff of opportunities for off-campus professional development and for participation in professional organizations.
- Support faculty and staff wishing to participate in professional development activities and professional organizations, within existing resources.

***Objective 2.3:** Ensure that staff develop and maintain an attitude consistent with the highest levels of service to students.*

Strategies:

- Provide in-service activities, workshops, seminars and other resources on campus that focus on customer satisfaction and good customer relations.

Goal Three. Ensure course and program offerings, academic services, staffing, budget and facilities appropriately support the mission and goals of the institution.

Critical Success Factors:

- All degree programs will have functioning advisory committees
- 30 more full-time faculty members
- 10 more full-time staff
- 9,000 headcount enrollment per semester
- 800 graduates per year
- All academic support services receive average rating of at least 4 out of 5 points on student satisfaction surveys
- Endowed lectureships in all divisions
- Library electronic access will be equal to best practices at comparable institutions
- Library holdings increased from 15,000 to 26,000
- Instructional facilities square footage increased by 45%
- Multimedia capabilities will be added to 15 existing classrooms
- All new instructional space will have multimedia capabilities
- All distance learning technologies will remain current

***Objective 3.1:** Ensure that course and program inventories are current, including only courses and programs that are efficient, effective, viable and appropriate to the mission and goals of the institution.*

Strategies:

- Evaluate all academic courses and programs to determine their efficiency, effectiveness and viability.
- Develop recommendations regarding the revision, deletion or addition of academic courses and programs based on that evaluation.
- Revise, add or delete academic courses and programs as indicated by the recommendations of the evaluation process and the available resources.

***Objective 3.2:** Ensure that the technical support available to faculty is equivalent to the best practices found in comparable institutions.*

Strategies:

- Establish minimum standards of technical support for faculty members, for traditional classrooms and for facilities being used for distance education equivalent to the best practices in comparable institutions.
- Continuously monitor—and upgrade when appropriate—the technical support available to faculty members, in the classroom and in the facilities used for distance education to ensure those minimum standards are met.

Objective 3.3: *Provide staffing, budget, equipment, materials and facilities necessary to support the courses and programs appropriate to the mission and goals of the institution.*

Strategies:

- Evaluate the patterns of academic staffing, budget allocations and facilities usage.
- Reassign and/or add faculty, fiscal resources and facilities based on the results of these evaluations.
- Explore external funding sources including grants, donations, loans and partnerships that could assist in providing the support for courses and programs.

Goal Four. Develop new and expand existing outreach programs and services.**Critical Success Factors:**

- 5 new support programs and/or academic services that target underrepresented and/or underserved groups
- 2,250 minority students enrolled
- Retention rate of minority students equal to overall student retention rate
- 50% increase in Continuing Education offerings
- Add to existing community functions at least one activity related to academic programs or services that is open to the community

Objective 4.1: Offer new programs and services designed to encourage underrepresented populations to develop and achieve appropriate academic goals.

Strategies:

- Compare the students' demographics with those of the community to identify potentially underserved groups.
- Evaluate the feasibility of offering programs and/or services to those underrepresented groups.
- Initiate new programs and/or services targeting underrepresented groups when those programs are feasible and consistent the mission and goals of the institution.

Objective 4.2: Monitor and evaluate the success of these new outreach programs and/or services. Use the results of these evaluations to ensure effective and appropriate outreach programs are available to the community.

Strategies:

- Develop retention strategies and support services specifically targeting students in these new outreach programs.
- Annually evaluate and report on the success of outreach programs.
- Develop recommendations and plans for improvements based on these evaluations.

Objective 4.3: Develop and evaluate the success of these new outreach programs and/or services. Use the results of these evaluations to ensure effective and appropriate outreach programs are available to the community.

Strategies:

- Canvass academic programs and services for ideas about additional activities that could serve the community.
- Develop and provide the resources needed to host the communities activities considered appropriate.

Goal Five. Develop viable cooperative and articulation agreements with other educational, governmental and private organizations.

Critical Success Factors:

- 5 new cooperative agreements with career technology centers and/or private organizations
- 5 new articulation agreements with other colleges and universities

Objective 5.1: Ensure all cooperative and articulation agreements are viable.

Strategies:

- Annually review and evaluate all cooperative and articulation agreements to ensure that they are effective, efficient and consistent with the mission of the institution.
- Revise or eliminate outdated and unproductive cooperative and articulation agreements.

Objective 5.2: Expand the programs and services provided students through cooperative and articulation agreements.

Strategies:

- Develop new and/or expanded cooperative and articulation agreements when appropriate.
- Expand existing cooperative and articulation agreements to include new programs and services when appropriate.

Goal Six. Actively participate in an enrollment management system.

Critical Success Factors:

- Faculty serve on all committees and subcommittees of the Enrollment Management system
- Academic scheduling, staffing and facilities accommodate 45% enrollment increase while maintaining quality of instruction, equipment and facilities
- Error rate of less than 5% in the proper assessment and placement of students

***Objective 6.1:** Ensure that enrollment management is the result of close collaboration between Academic Affairs and Student Services.*

Strategies:

- Recommendations in the Academic Plan and the Enrollment Management Plan will support the same overall institutional goals and priorities.
- The annual institutional Academic Plan and Enrollment Management Plan will be distributed campus-wide.

***Objective 6.2:** Ensure that Academic Affairs and Student Services anticipate, plan for, and influence patterns of enrollment in a manner consistent with the goals and mission of the institution.*

Strategies:

- Recommendations from the Academic Plan and Enrollment Management Plan will be used in the academic scheduling, strategic planning and the budgeting development process.