

Key Goals, Objectives, and Operational Plans: Division of Academic Affairs, 2014-15

The following goals, objectives, targets (success criteria), and operational plans for the Division of Academic Affairs are linked to the University's Strategic Plan for 2014-17. The language of the goals and objectives are taken directly from the University Plan.

Key Long-Term Strategic Objective: To reach an enrollment of 20,000 students within ten years in a fiscally responsible manner while strengthening high academic standards

Target: Increase enrollment by 500 per year.

Operational Plan:

1. Increased number of recruiters from 6 to 14, including 4 out-of-state (IL/OH, TX, NY/CT, PN/NJ). (Accomplished spring 2014). Keep staffing at 14 and evaluate effectiveness of recruiters.
2. Implemented recruiting call center. (Accomplished fall 2013). Effectively use call center to increase yield
3. Implemented customer relations software. (Accomplished spring 2014). Monitor effectiveness of software.
4. Increase nursing graduate student enrollment by 200 per year, 2013-16. Enrollment targets were met or exceeded for first two years.
5. Continue to use Mitchell-Moulton Scholarship program to attract highly qualified students
6. International recruitment office was reorganized over last two years. Continue increased number of international recruitment trips. Work with that office to develop enhanced international recruitment plan.

University Goal 1: Maintain and enhance an innovative and vibrant educational environment that supports teaching and promotes learning.

University Objective 1: Improve academic success among undergraduate and graduate students and promote student engagement with learning.

Targets:

1. Increase 1st year retention rate to 77% by 2018.
2. Increase 6 year graduation rate to 50% by 2024.

Operational Plan:

1. Continue growth in participation in learning communities by 5% per year.
2. Continue and maintain quality of academic services for students, including JagAlerts, JagPals, Supplemental Instruction, and Metacognition Workshops.
3. Implemented Degree Works for registration during spring and fall semesters 2014. Promote effective use of the software by students and advisors.

Key Goals, Objectives, and Operational Plans: Division of Academic Affairs, 2014-15

4. Continue to implement Student Success Collaborative Software (This software uses degree maps and data analytics to aid unit planning and reporting, and assist with academic advising). All colleges/schools should be using the software by fall 2015.
5. Implement first year student advising center by fall 2015.
6. Continue to improve effort to reduce D/F/WD's in developmental and freshmen level math courses.
7. Continue progress in implementing degree maps for degree programs – complete at least one college/school by spring 2015 and 10 additional programs by fall 2015.
8. Continue progress in posting 4 year class schedules for academic programs.
9. Implement Scholars Initiative to facilitate academic success among scholarship students.
10. Implement First Four program, including first fall convocation in fall 2015.
11. Implement Course Redesign Initiative by fall 2015 for foundational courses using increased capacity in Innovation in Learning Center.
12. Develop retention small grants program for students with unmet financial need.
13. Develop tuition rebate program for students who complete degrees in a timely manner.
14. Study, and perhaps propose, increase in admission standards to phase out conditional admits.
15. Study, and perhaps propose, new admission cutoffs in order to screen out marginally qualified late deciders.
16. Expand JagRoots, mentoring program for students of color.

Target: Continue and improve high impact programs to stimulate student engagement.

Operational Plan:

1. Continue honors, service learning and undergraduate research programs.
2. Continue QEP in Team Based learning, maintaining, or perhaps increasing number of faculty and students participating (depending on availability of resources). Evaluate effectiveness of TBL for improving student learning.

University Goal 1

University Objective 2: Improve student learning outcomes.

Target: For programs with licensure exams or other exit exams, 100% of programs will meet targets with the expectation of pass rates of at least 90% for a majority of programs.

Operational Plan: Deans will be responsible for incorporating this objective/target in their respective college/school assessment plan and for developing and implementing appropriate strategies to meet this target.

University Objective 6: Recruit, recognize, develop, and retain high quality faculty.

Target: As enrollment grows, hire sufficient numbers of faculty to keep up with demand.

Key Goals, Objectives, and Operational Plans: Division of Academic Affairs, 2014-15

Operational Plan: Authorize searches in Marine Sciences, Computing, Engineering and elsewhere as needed.

University Goal 1:

University Objective 7: Develop and maintain high-quality online and blended courses and programs to accommodate wide-ranging learner needs and experiences.

Operational Plan:

1. Continue operational plan from Eduventures report to include the following elements:
 - a. Implement project management approach to production of on-line and blended courses, including hiring of additional professional staff.
 - b. Develop plans for improving marketing of programs and delivery of student services (admissions, financial aid, and student support services) to distance education and limited residency students.
 - c. Continue to identify new on-line and limited residency programs for development. Implement Sports Management Masters (if approved by ACHE).
2. Move Innovation in Learning Center to main campus by Jan. 2015.
3. Increase number of on-line and blended courses that satisfactorily meet Quality Matters standards.
4. Increase number of faculty participating in professional development activities related to teaching and learning, including use of electronic tools.
5. Analyze costs and benefits of establishing a university testing center.
6. Maintain USAonline system downtime to less than 1% and first call support resolution to greater than 90%.

University Goal 1:

University Objective 8: Increase the incorporation of global perspectives into the educational environment.

Target: Increase number of students participating annually in study abroad to 200 (from 60) by 2017.

Operational Plan: Challenge Director of International Education and Deans to meet targets (plan will include development of new scholarship program, improved promotional activities, development of new briefer study abroad opportunities.) Use contract with 3rd party provider to develop programming opportunities and promotion to students and faculty.

Key Goals, Objectives, and Operational Plans: Division of Academic Affairs, 2014-15

University Goal 2: Advance the research, discovery, and creative activities of the University.

University Objective 1: Increase the opportunity and success for USA faculty, post-doctoral fellows, and students in seeking and carrying out transformative research, discovery, and creative activities

Targets:

1. Increase number of grant proposals submitted annually by 10%.
2. Increase dollars awarded annually by 10%

Operational Plan: Challenge and support deans to meet targets. Work with VP for Research on incentive plans for faculty, including awarding of reassigned time (from teaching to proposal development) for research active faculty.

University Goal 5: Strengthen the financial standing of the University using strategies that recognize and address financial and market realities in higher education.

University Objective 4: Continue to expand and strengthen the University's fund-raising programs.

Target: 100% of Colleges/Schools will meet annual goals as part of Mitchell-Moulton Scholarship Program.

Operational Plan: Deans will be responsible for incorporating this objective/target in their respective college/school assessment plan and for developing and implementing appropriate strategies to meet their target.