

Strategic Planning Goals draft in response to campus-wide meeting with University College, Learning Communities, Honors College, and Library, 9/23/10

University College:

Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence

Educate faculty on how to integrate international students into their classes better; expand the training already in place through IDC

Focus on Integrity at All Levels of Action

University College faculty and staff work closely with entering students to introduce them to the requirements and expectations of the University environment, including issues concerning academic integrity. The University Studies course (UNIV 1100), in particular, provides a venue for reviewing academic skills needed for success, but also campus policies such as the Academic Integrity Policy.

As a program unit, University College also upholds all policies and guidelines as outlined in the Faculty and Staff Handbooks, and abides by University procedures regarding budgeting and employment.

Challenges: University College currently consists of 15 faculty members, one half-time director, and one Administrative Specialist II. Additional faculty are also hired each fall to teach the UNIV 1100 classes. With all of these personnel, and more than 600 students enrolled in UC
director) are stretched quite thin. The program needs (and the students deserve) additional staffing in order to ensure compliance with all University rules and procedures in a timely fashion.

- Make decisions based on data (e.g., students in lab classrooms do better in math classes)
- Hire more institutional researchers so that meaningful data can be easily accessed
- Make it easier to contact Public Relations and IT
- Clarify the processes and authority for interdepartmental decision-making
- Hire an ombudsman with authority to speak to the BOT

Learning Communities:

Continue to Foster a Culture of Academic, Scholarly and Creative Excellence

Continue fostering faculty-student interaction by using full-time faculty as resident masters and administration.

Continue and strengthen faculty, departmental, and college partnerships with specific academic colleges, e.g. STEM Residential College, EDGE Residential College.

Continue partnerships that strengthen curricular coherence, e.g. general education, use of
-year writing
competition), STEM Art Project.

Develop partnerships with tutoring centers to come into the residence halls to welcome students to those services in the short term

Grow the emphasis on undergraduate research as pedagogy increase frequency of undergraduate scholarship and exemplary studies by integrating more fully the thesis tutorial with departmental honors to lead to a set of practices where undergraduate research becomes more a part of the approach of undergraduate education
Reward faculty mentorship of undergraduates and faculty-student collaboration on projects with increased travel funding and reassignment time; perhaps add an annual award for mentorship to complement awards in teaching, research, and service
Participate in NCUR (National Conference on Undergraduate Research)

and made accessible nationally instead of just being stored in the Torreyson archives
Develop an advising process to identify and nurture candidates for major national scholarships (Rhodes, Mellon, etc.); establish an office to support this endeavor with professional staff that has membership in NACADA (National Academic Advising Association) and NAFA (National Association of Fellowships Advisors). Recognize that in this and other endeavors professional staff are critical to bridging academic and student services
Grow the emphasis on service learning; establish an office of service learning and student engagement, join Campus Compact, and aim for the Carnegie Community Engagement classification
Increase funding for the summer research stipends program
Increase funding for student travel and student research
Develop a culture of assessment

Provide a Learner-Focused Environment for All Students

Maintain class sizes that are small enough to facilitate optimal learning
Match enrollment growth with instructional resources
Identify and assess critical learning skills, encouraging the expansion of courses that are intensive in writing, critical thinking, and oral presentation
Endeavor to schedule noise-making work on campus at times less likely to interfere with classes
Increase the number of courses offered that promote active learning pedagogies, such as experiential education, projects, service learning, and community-based education
Grow co-curricular programming in the context of living/learning communities, designed to improve retention, enhance residential life, and foster citizenship
Move away from proprietary educational hardware/software and turn to open-source technology that better allows students to transfer skills used in class to other settings
Increase team-teaching, jointly offered courses, and inter- and transdisciplinarity
Protect the environmental setting of the campus as building projects expand
Use architectural plans and construction practices that allow the campus and its buildings to teach students about the value of sustainability

Commit to Ongoing Improvement and Innovation in Facilities and Technology

Provide more coherent ways to help faculty and students maintain professional development in technology

Choose technology based on helping students learn fungible and transferrable skills
Emphasize interdisciplinary uses of technology in the classroom for real-world applications

Increase Engagement with External Partners

Develop more internships with businesses and professional offices in the area
Maintain and refine relations with alumni, aiding recruitment of strong students to UCA and placement of graduates in desirable professions
Increase press coverage about the successes of our students, alumni, and programs
Increase external resources to support teaching, research, and service through grants and fundraising and development
Take steps toward community-based education (one step above service learning)
Become a certified service-learning and/or community-based university (paradigm shift when there is an extracurricular evaluation of faculty and student work)
Develop an inter-university committee to identify areas where universities and colleges can collaborate
Emphasize learner-oriented partnerships with other educational entities (K-12, community colleges, adult learners)
Create partnerships with the private sector for paid and unpaid internships

Promote Diversity in All Areas

Increase out-of-state and international recruiting
Seek diversity in socioeconomic status, first-generation college student status, and race and ethnicity status; track and make available information of these statuses to help recruiters achieve this goal
Increase scholarships awarded to minority students
Expand cross-national, cross-cultural, and global education
Better meet the needs of the LGBTQ communities
Expand Office of Minority Support with a more inclusive focus and create awareness that those services are available to all

Focus on Integrity at All Levels of Action

Develop a culture of evidence-based decision-making
Create an office of ombudsman, reporting to the Board of Trustees
Create a whistleblower policy
Develop a regularized schedule of audit reviews of administrative units
Increase transparency and accountability to the public
Re-examine the IRB process; in conjunction with focus on student research, create a parallel process for students, but not the same form as for faculty

Library:

