



Student-Focused Service | Community Engagement | Authentic Dialogue | Thoughtful Risk-Taking | Culture of Continuous Improvement

University College

Strategic Plan 2017

Division of Academic Affairs

Mission

The University College provides all students with pathways to success in college, career, and life.

Vision

The University College will be the recognized campus leader of efforts to maximize student success.

Introduction

The University College at Shawnee State University is committed to the success of all students from high school, to incoming freshmen, to graduating seniors. We recognize that not all high school students are thoroughly prepared for college and not all college students are thoroughly prepared to meet their career or other future goals. The University College's core purpose is to help to close the gap between where a student is and where they want to be.

The University College includes academic programs, first year experience, developmental education, academic advising and support, college preparation, K-12/higher education alignment, and general education. We have the privilege of being the one academic unit that touches the lives of every student that comes to SSU, and many students who choose other institutions of higher education. As such, we have a responsibility to be student-focused, service-oriented, and constantly striving for excellence.

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Strategic Planning Participants

We gratefully acknowledge the time, expertise, and insight of these participants:

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Alignment with Academic Affairs Strategic Goals

This page shows how the college's goals align with Academic Affairs' strategic goals.

Division Goals

1. Our academic programs and curriculum are designed and delivered to meet the needs of today's college student.
2. Academic Affairs has a culture of student-centered advising.
3. Decision-Making and Communication within Academic Affairs are timely, inclusive, and transparent.
4. Academic Affairs is distinguished by its core of outstanding faculty and its excellent professional training and development opportunities.

College Goals	College Measures of Success	Alignment with Academic Affairs' Strategic Goals				
		1	2	3	4	
1. The University College offers innovative, intentional programming designed to promote student success.	<ul style="list-style-type: none"> • Graduation Rates • Time-to-Degree • Retention Rates • Program Review • Course Completion Rates 	●	●			
2. The University College leads campus-wide efforts to provide seamless student-focused support services.	<ul style="list-style-type: none"> • Student Success Center Surveys/Data • Graduation Rates • Time-to-Degree • Retention Rates • Course Completion Rates • Advising Reports • Grant Funding Amounts 		●			

College Goals	College Measures of Success	Alignment with Academic Affairs' Strategic Goals				
		1	2	3	4	
3. The University College communicates effectively both internally and with the greater community.	<ul style="list-style-type: none"> Published UC committee minutes 			●		
4. The University College is distinguished by highly qualified, student-focused faculty and administrators.	<ul style="list-style-type: none"> Percentage of Tenure-Track/Tenured Faculty in UC Percentage of UC faculty and administrators engaging in professional development opportunities External recognition (publications, presentations, etc.) 	●	●		●	

Goal 1: The University College offers innovative, intentional programming designed to promote student success.

1. Strategy a. Action Steps	Target Date	Owner	Resources	Status
1. Establish a College Structure that allows for both curricular initiation and approval, as well as, tenure initiation and approval.	FA 2017	UC Dean	Provost, UC Faculty, SEA executive committee	
a. Establish a Department with Chairperson	FA 2017	UC Dean	Provost, UC Faculty, SEA executive committee	
b. Establish bylaws	FA 2017	UC Dean	UC Faculty, Student Success Center Staff	
2. Continue to offer and expand upon the Summer Bridge to Success Program.	Continuous	UC Dean, Bridge Director	Registrar, Financial Aid Director, Housing Director, Admissions Director, Provost, Marketing Director, UC Faculty	
a. Develop and implement Fall or Spring Bridge to Success program.	SP 2018	UC Dean, Bridge Director	Registrar, Financial Aid Director, Housing Director, Admissions Director, Provost, Marketing Director, UC Faculty	
b. Establish ongoing funding source for Bridge to Success program.	SP 2019	UC Dean	Provost, VP for Business Affairs, VP for External Affairs	
3. Develop a Bachelor of Generalized Studies degree.	SP 2018	UC Dean	UFS	

4. Further develop, assess, and expand upon the FYE program.	Continuous	FYE Director	UC Dean, FYE Advisory Committee, UC Faculty, Student Affairs Staff, Student Success Center Staff, Career Services Staff	
a. Develop UNIV courses in financial literacy and leadership development.	SP 2018	FYE Director	UC Dean, FYE Advisory Committee, UC Faculty, Student Affairs Staff, Student Success Center Staff, Career Services Staff	
b. Develop and implement assessment plan for FYE.	SP 2018	FYE Director	UC Dean, FYE Advisory Committee, UC Faculty, Student Affairs Staff, Student Success Center Staff, Career Services Staff	
c. Develop FYE website.	SP 2018	FYE Director	UC Dean, FYE Advisory Committee, UC Faculty, Student Affairs Staff, Student Success Center Staff, Career Services Staff	
d. Develop FYE Living Learning Community.	SP 2018	FYE Director	UC Dean, FYE Advisory Committee, UC Faculty, Student Affairs Staff, Student Success Center Staff, Career Services Staff	
e. Add co-curricular component to FYE.	SP 2018	FYE Director	UC Dean, FYE Advisory Committee, UC Faculty, Student Affairs Staff, Student Success Center Staff, Career Services Staff	

5. Offer UC courses/programs in modalities that meet the needs of today's students.	Continuous	UC Dean		
a. Offer at least one course in each category of the General Education Program online	SP 2018	GEP Director	Faculty, GEAC, UFS, EPCC, Provost, SEA, UC Dean, Director of Marketing	
b. Increase the number of College Credit Plus offerings	Continuous	CCP Advisor	Faculty, CAS Dean, CPS Dean, UC Dean, Provost, Director of Admissions	
c. Develop alternative pathways for developmental mathematics and writing courses (e.g.: co-requisite model)	FA 2018	Directors of Developmental English and Mathematics	Faculty, CAS Dean, UC Dean, EPCC	

Goal 2: The University College leads campus-wide efforts to provide seamless student- focused support services.

1. Strategy a. Action Steps	Target Date	Owner	Resources	Status
1. Continue to improve active advising.	Continuous	DAAR	Student Success Center Staff, Faculty	
a. Purchase and utilize advising software.	FA 2017	DAAR	Student Success Center Staff, Faculty, ITS, VP for Business Affairs	
b. Develop an advising campaign/ communications plan	FA 2017	UC Dean, DAAR	Student Success Center Staff, Director of Marketing	
c. Develop a comprehensive advising website	FA 2017	DAAR	Student Success Center Staff, Director of Marketing	
2. Develop training plan for academic advisors	SP 2018	DAAR	Director of TLC, NACADA	
3. Increase the number of academic advisors	SP 2017	Provost, DAAR	Title III Grant Funding	
4. Increase the number of grant-funded support programs	Continuous	UC Dean	Office of Research and Sponsored Programs, UB Staff, Student Success Center Staff, Division of Business Affairs Staff	
a. Apply for TRIO McNair grant	SP 2017	Upward Bound Directors	Office of Research and Sponsored Programs, UB Staff, Student Success Center Staff, Division of Business Affairs Staff, Graduate Faculty	
b. Apply for TRIO Upward Bound Veterans grant	FA 2017	Upward Bound Directors	Office of Research and Sponsored Programs, UB Staff, Student Success Center Staff, Division of Business Affairs Staff, Veterans Coordinator	

Goal 2: The University College leads campus-wide efforts to provide seamless student- focused support services.

1. Strategy a. Action Steps	Target Date	Owner	Resources	Status
5. Improve communication and cooperation with Division of Enrollment Management and Student Affairs.	SU 2017	UC Dean, DAAR	Director of Admissions, Registrar, Director of Financial Aid, VP EMSA, Student Success Center Staff	
6. Increase tutoring and supplemental instruction.	Continuous	Assistant DAAR	Student Success Center Staff, Faculty	
a. Identify high DFW rate courses and implement tutoring and/or SI	FA 2017	Assistant DAAR	Student Success Center Staff, Faculty, Student Employees	
b. Establish an SI/tutoring center in Student Success Center	FA 2017	DAAR	Facilities, Provost, UC Dean, ITS	
c. Establish and staff reading center in Clark Memorial Library	FA 2017	Reading Clinic Director	Facilities, Provost, UC Dean, ITS, Student Employees	

Goal 3: The University College communicates effectively both internally and with the greater community.

1. Strategy a. Action Steps	Target Date	Owner	Resources	Status
1. Develop a communication plan.	SP 2018	UC Dean	Director of Marketing, Director of Admissions, Student Success Center Staff, EPSA Staff	
2. Establish regular meeting with key external stakeholders.	FA 2017	UC Dean	EPSA Staff, UC Faculty, Student Success Center Staff, Career Services Staff	
3. Establish a regular meeting time and more effectively utilize the FYE Advisory Committee.	SU 2017	FYE Director	FYE Committee, UC Dean	
4. Hold regular entire college meetings (at least once per semester)	Continuous	UC Dean	UC Faculty, Student Success Center Staff, UB Staff	

Goal 4: The University College is distinguished by highly qualified, student-focused faculty and administrators.

1. Strategy a. Action Steps	Target Date	Owner	Resources	Status
1. Increase percentage of tenure-track/tenured faculty within the UC.	Continuous	UC Dean	Provost, VP for Finance, HR, SEA	
a. Establish UC as a Tenure Initiation Unit.	Fall 2019	UC Dean	Provost, SEA, UFS Executive Committee	
2. Increase training and professional development opportunities.	Continuous	UC Dean	TLC, NACADA, Faculty, DAAR	
a. Establish on-campus professional development opportunities	Spring 2018	UC Dean	TLC, DAAR, Faculty	
b. Increase support for professional development off-campus	Fall 2018	UC Dean	TLC, NACADA, Faculty, DAAR, Provost, VP for Finance	
d. Develop and implement training program for FYE instructors	SU 2017	FYE Director	UC Dean, FYE Advisory Committee, UC Faculty, Student Affairs Staff, Student Success Center Staff, Career Services Staff	

Measures of Success

An important element of any strategic plan is a description of success in quantitative ways. This table summarizes the critical measures of success for this organization. Targets describe what level of a particular success measure is to be achieved.

Note that measures for the mission and vision may consist of key measures for the goals.

Mission	Measures of Success	Targets (if applicable)
The University College provides all students with pathways to success in college, career, and life.	<ul style="list-style-type: none"> Graduation rates 	<ul style="list-style-type: none"> Establish baseline in Summer 2017 Set target annually
	<ul style="list-style-type: none"> Course completion rates 	<ul style="list-style-type: none"> Establish baseline in Summer 2017 Set target annually
	<ul style="list-style-type: none"> Average time to degree 	<ul style="list-style-type: none"> Establish baseline in Summer 2017 Set target annually
Vision		
The University College will be the recognized campus leader of efforts to maximize student success.	<ul style="list-style-type: none"> Student Success Center utilization rates 	<ul style="list-style-type: none"> Establish baseline in AY 2017-2018 Set target annually
	<ul style="list-style-type: none"> Surveys of students, faculty, administrators and staff 	<ul style="list-style-type: none"> Establish survey in AY 2017-2018 Set target annually
	<ul style="list-style-type: none"> Retention rates 	<ul style="list-style-type: none"> Establish baseline in Summer 2017 Set target annually

College Goals	Measures of Success	Targets (if applicable)
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	<ul style="list-style-type: none"> Course completion rates 	<ul style="list-style-type: none"> Establish baseline in Summer 2017 Set target annually
	<ul style="list-style-type: none"> Average time to degree 	<ul style="list-style-type: none"> Establish baseline in Summer 2017 Set target annually
The University College leads campus-wide efforts to provide seamless student- focused support services.	<ul style="list-style-type: none"> Retention rates 	<ul style="list-style-type: none"> Establish baseline in Summer 2017 Set target annually
	<ul style="list-style-type: none"> Student Success Center utilization rates 	<ul style="list-style-type: none"> Establish baseline in AY 2017-2018 Set target annually
	<ul style="list-style-type: none"> Surveys of students, faculty, administrators and staff 	<ul style="list-style-type: none"> Establish survey in AY 2017-2018 Set target annually
The University College communicates effectively both internally and with the greater community.	<ul style="list-style-type: none"> Attendance at UC meetings 	<ul style="list-style-type: none"> Establish baseline in AY 2017-2018 Set target annually
The University College is distinguished by highly qualified, student-focused faculty and administrators.	<ul style="list-style-type: none"> Percentage of tenure-track faculty 	<ul style="list-style-type: none"> Establish baseline in AY 2017-2018 Set target in AY 2017-2018
	<ul style="list-style-type: none"> Percentage of UC Faculty, administrators and staff who participate in professional development annually 	<ul style="list-style-type: none"> Establish baseline in AY 2017-2018 Set target in AY 2017-2018