Shawnee State
UNIVERSITY

Academic Affairs

Strategic Plan 2016

Draft: December 3, 2016

Our Mission

Educate students to become creative and discerning graduates prepared for meaningful careers, lifelong learning, and engaged citizenship.

Our Vision

SSU will be a "first choice" university known for our dynamic high-quality academic programs.

Introduction

Students come to Shawnee State to receive an education, earn a degree, and acquire the tools they need to successfully accomplish their goals — whether those include landing the job of their dreams, advancing their careers, expanding their minds, or being prepared for advanced study.

Academic Affairs provides Shawnee State University's core service, or purpose. What we do, and how well we do it, impacts everything. That's a responsibility we don't take lightly.

Our faculty, the quality of education they provide, their demonstrated level of expertise, and the reputation they establish drives students' decisions to come to Shawnee State, to stay here, and to ultimately earn their degrees. We believe it is up to us to establish a culture of excellence and continuous improvement at Shawnee State, to set the tone for a student-centered environment, and to lead the way in advancing the institution's mission, vision, values, and strategic initiatives.

Our plan is an extension of the goals established for the institution, its success, and ultimately the success of every student at Shawnee State University.

Sincerely,

Dr. Jeffrey A. Bauer

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Academic Affairs
Strategic Planning Participants

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

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Alignment with University Strategic Goals

This page demonstrates how the division's goals align with the University's strategic goals.

University Strategic Goals

1. Our academic programs give Shawnee State and our graduates a competitive advantage
2. Our admission practices help prospective students identify the best pathway to their career goals
3. Our services enhance the quality of life for students and community
4. Our operations and processes are customer-focused and outcome-driven

Divisional Goals	Divisional Measures of Success	Alignment with University Strategic Goals			
		1	2	3	4
1. Our academic programs and curriculum are designed and delivered to meet the needs of today's college student.	• Program Review (question 5, outcomes) • Graduate Survey (Employment, Admission to Graduate School, Professional School, or Military) • Graduation Rates • Time-to-Degree	●		●	
2. Academic Affairs has a culture of student-centered advising	• Faculty Advising Survey & Professional Advisor Evaluation • Refer-a-Student Data • National Survey of Student Engagement (NSSE) Advising Module	●	●	●	●

Divisional Goals	Divisional Measures of Success	Alignment with University Strategic Goals			
		1	2	3	4
3. Decision-making and Communication within Academic Affairs are timely, inclusive, and transparent.	• Published calendar of Academic Affairs (AA) committee meetings • Published AA committee minutes • Attendance at AA informational events (e.g. Faculty Professional Day)			●	●
4. Academic Affairs is distinguished by its core of outstanding faculty and its excellent professional training and development opportunities.	• Faculty Professional Activities • External recognition (Publications, Presentations) • Participation in Workshops/Events offered by the Teaching and Learning Center (TLC)	●		●	●

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Goal 1: Our academic programs and curriculum are designed and delivered to meet the needs of today's college student.				
1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Streamline pathways toward degrees (curriculum change that leads to less to time to complete degree)	FA 2018	College Deans	Department Chairs (DC), Grad Directors (GD), Program Directors & Coordinators (PDC), University Faculty Senate (UFS), Program Review, Academic Policy	
2. Develop a student-centered course schedule	2017	GSA Dean	College Deans, DC, GD, PDC, Ad Astra Software	
a. Survey external restrictions (e.g., clinical settings)	SP 2017	CPS Dean	CPS DC, CPS GD, PDC, Clinical Coordinators	
b. Develop an attractive summer course schedule	SU 2017	GSA Dean	College Deans, DC, GD, PDC	
c. Strengthen online general education (at least one GEP course/category)	FA 2018	UC Dean	CAS Dean, CAS DC, Distance Learning Committee (DLC)	
d. Develop more asynchronous online courses	Continuous	College Deans	DLC, DC, GD, PDC	
e. Provide more evening and Saturday classes	Continuous	College Deans	DC, GD, PDC	
3. Develop and communicate the process to expedite new design and delivery of curriculum and programs.	FA 2018	Provost & UFS President	College Deans, GSA Dean, DC, GD, PDC, Curriculog	

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Goal 2: Academic Affairs has a culture of student-centered advising

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Select an appropriate advising software and systems	SP 2017	Provost	College Deans, Director of Advising & Academic Resources (DAAR), College Advisors (CA), Success Center Advisors (SCA)	
a. Comprehensive advising website	FA 2017	DAAR	CA, SCA, Teaching & Learning Center (TLC), Director of Marketing and Communications (DMC)	
b. Develop communication plan/schedule for students (e.g. reminders for registration, FAFSA, etc.)	FA 2017	DAAR & CA	Provost, College Deans, SCA, DMC	
c. Timely communication with students	Continuous	DAAR & CA	College Deans, DC, GD, PDC, SCA, Faculty Advisors	
2. Develop training plan for advisors	2017	DAAR, SCA & CA	College Deans, DC, GD, PDC, Faculty Advisors, NACADA	
a. Identify essential characteristics of good advising	SU 2017	DAAR, SCA, & CA	College Deans, DC, GD, PDC, Faculty Advisors, NACADA	
b. Implement professional advisor training plan	FA 2017	DAAR & College Deans	CA, SCA, NACADA	
c. Implement faculty advisor training plan	SP 2018	DAAR & CA	College Deans, DC, GD, PDC, TLC, NACADA	
d. Provide incentives for faculty advisor participation in training	SP 2018	Provost	DAAR, CA, College Deans, TLC	
3. Develop a system for recognizing and rewarding good advising	SP 2018	Provost, DAAR	College Deans, SCA, CA, TLC, NACADA	
a. Implement student evaluations of academic advisors (will require contract negotiations)	FA 2018	Provost	Shawnee Education Association, College Deans, DC, GD, PDC	

Goal 2: Academic Affairs has a culture of student-centered advising

1. Strategy 　　a. Tactic	Target Date	Owner	Resources needed	Status
b. 　Develop strategy to reward good advising	FA 2018	Provost, DAAR	College Deans, DC, GD, PDC	
4. 　Increase the number of professional advisors	SP 2017	Provost	External and Internal Funding Sources	

Goal 3: Decision-making and Communication within Academic Affairs are timely, inclusive, and transparent.

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Develop an SSU intranet	FA 2017	DMC & Provost	Information Technology Services (ITS)	
a. Implement general policy governing the access to minutes of committee meetings in Academic Affairs.	FA 2017	Provost	UFS, College Deans, GSA Dean, DC, GD, PDC	
b. Simplify website update process and decentralize authority for updates.	FA 2017	Provost	DMC	
2. Develop a plan to improve communication within Academic Affairs	SU 2017	Provost	College Deans, DMC, ITS, Human Resources (HR), TLC, Intranet	
a. Hold regular (e.g., semi-annual) chairs and program directors meetings	FA 2017	Provost	College Deans, DC, GD, PDC	
b. Increase the number of all-faculty events	FA 2018	Provost	College Deans, GSA Dean, DC, GD, PDC	
c. Enforce common meeting time policy	FA 2017	Provost	College Deans	
3. Define and communicate the SSU-wide organizational structure and decision-making authority	FA 2017	President & Provost	Vice Presidents, College Deans, GSA Dean, et al.	
a. Develop a webpage with a description of all committees, their charge, and composition	FA 2017	Provost	President, Vice Presidents, College Deans, GSA Dean, UFS, DMC, Intranet	
b. Define 'shared governance'	FA 2017	President, Provost, & UFS		

Goal 3:   Decision-making and Communication within Academic Affairs are timely, inclusive, and transparent.

1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
c. Disseminate information about shared governance	Continuous	Provost & UFS	Intranet, DMC, Campus Events (Faculty Professional Day)	

Goal 4: Academic Affairs is distinguished by its core of outstanding faculty and its excellent professional training and development opportunities.				
1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
1. Work with Finance/Administration to develop timely and transparent budgeting process	SU 2017	VP Finance Admin, Provost	College Deans, Director of Budget & Payroll (DBP), Budget Analyst, Software Application	
2. Evaluate process for requesting new faculty positions	SU 2017	President & Provost	VP Finance and Admin, College Deans, DBP, HR	
3. Develop ways of attracting more qualified faculty	2018	College Deans	HR, DC, GD, PDC	
a. Develop an adjunct faculty compensation & promotion system	SU 2018	College Deans	Provost, VP Finance Admin, DC, HR	
b. Create an effective faculty recruitment strategy and process	FA 2017	College Deans	HR	
1) Publish job ads strategically	FA 2017	College Deans	HR	
2) Streamline process for advertisement of faculty positions	FA 2017	College Deans	HR	
3) Develop a trailing spouse plan	FA 2018	College Deans		
4) Develop temporary housing and housing assistance literature for new faculty	FA 2018	College Deans		
4. Increase training and professional development opportunities for faculty and staff.	FA 2018	Provost	College Deans, DC, GD, PDC, TLC, HR	
a. Ensure new employees and internal 'job changers' are properly oriented	FA 2018	Provost	College Deans, DC, GD, PDC, TLC, HR, ITS	

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Goal 4: Academic Affairs is distinguished by its core of outstanding faculty and its excellent professional training and development opportunities.				
1. Strategy a. Tactic	Target Date	Owner	Resources needed	Status
b. Increase support for faculty scholarship	FA 2018	Provost	College Deans, Internal & External Funding	
c. Conduct ongoing assessment of professional development needs	Continuous	Provost	College Deans	
d. Expand new faculty orientation (Blackboard, CARS training, campus tours)	FA 2018	College Deans	DC, PDC, HR, TLC	

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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 the division's mission, vision, and goals. Targets describe what level of a particular success measure is to be achieved. More detailed measures may be tracked as necessary to inform these high-level metrics.

Mission	Measures of Success	Targets (if applicable)
Educate students to become creative and discerning graduates prepared for meaningful careers, lifelong learning, and engaged citizenship.	• Graduate employment	• Establish Baseline in 2017 • Set target annually
	• Graduate/Professional School Admission	• Establish Baseline in 2017 • Set target annually
	• Community Engagement	• Establish Baseline in 2017 • Set target annually
Vision	**Measures of Success**	
SSU will be a "first choice" university known for our dynamic high-quality academic programs.	• Increase enrollment in signature programs	• Establish Baseline in 2017 • Set target annually
	• Increase overall enrollment	• Establish Baseline in 2017 • Set target annually
	• Survey of first choice in FYE, ACT report on first choice	• Establish Survey Questions in 2017 • Set target annually

Measures of Success – continued

Strategic Goals	Measures of Success	Targets (if applicable)
Our academic programs and curriculum are designed and delivered to meet the needs of today's college student.	• Graduate Employment	• Establish Baseline in 2017 • Set target annually
	• Graduation Rates	• Establish Baseline in 2017 • Set target annually
	• Time-to-Degree	• Establish Baseline in 2017 • Set target annually
Academic Affairs has a culture of student-centered advising	• Retention	• Establish Baseline in 2017 • Set target annually
	• Faculty Advising Survey, Professional Advising Evaluation	• Establish Baseline in 2017 • Set target annually
Decision-making and Communication within Academic Affairs are timely, inclusive, and transparent.	• Attendance at AA informational events	• Establish Baseline in 2017 • Set target annually
	• Currency of published AA committee minutes	• Establish Baseline in 2017 • Set target annually
Academic Affairs is distinguished by its core of outstanding faculty and its excellent professional training and development opportunities.	• Faculty Conference Attendance	• Establish Baseline in 2017 • Set target annually
	• External Recognition of Faculty	• Establish Baseline in 2017 • Set target annually
	• Participation in Workshops/Events offered by the Teaching and Learning Center (TLC)	• Establish Baseline in 2017 • Set target annually