

Division of Academic Affairs

Strategic Plan

2003–2004 through 2007–2008

Mission Statement

The Division of Academic Affairs fulfills and supports the mission of The University of Texas–Pan American by providing academic leadership to the University. The Division is committed to ensuring excellence in all academic programs by developing and maintaining outstanding faculty and by working collaboratively with other units within the University and the community-at-large.

The primary purpose is to provide an exceptional teaching/learning experience, designed to meet the changing needs of our students through the creation of a student-centered, intellectually stimulating, multicultural learning environment that promotes lifelong learning and intellectual investigation.

In pursuit of our mission we seek to:

Goal 1

Provide a variety of quality academic programs grounded in the liberal arts that cultivate active learning, critical thinking, and interdisciplinary perspectives.

Measurable Objectives

1. Implement student learning outcomes assessment for all components of the general education program by AY 2004-05.

Strategies

- ◆ Administer the student learning outcomes assessment process in the general education program.
- ◆ Review the core curriculum for its alignment with the goals and learning outcomes established for general education.

2. Implement program learning outcomes assessment in the majors by AY 2004-05.

Strategies

- ◆ Establish learning outcomes for all undergraduate and graduate programs.
- ◆ Develop and implement learning outcomes assessment plans for the majors.
- ◆ Use the results of assessments to improve the curriculum.

3. Increase enrollment in the Honors Studies Program by 10% by AY 2004-05.

Strategies

- ◆ Promote the Honors Studies Program in the colleges.
- ◆ Collaborate with the Honors Council to develop recruitment strategies for the Honors Studies Program.
- ◆ Encourage colleges to participate in honors curriculum development.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

4. Develop and implement critical thinking and freshman success seminars by AY 2004-05.

Strategies

- ◆ Utilize and involve the University Writing Center and the Faculty Development Council in developing, implementing and supporting the critical thinking and freshman success seminars.
- ◆ Require the integration of critical thinking approaches across the curriculum.

(Goal 1, Measurable Objectives continued)

5. Develop and implement a K-16 curriculum alignment initiative by AY 2007-08.

Strategies

- ◆ Assess K-16 curriculum alignment needs.
- ◆ Recommend curricular changes.

6. Expand the number of doctoral programs from 2 to 5 by AY 2007-08.

Strategies

- ◆ Identify programs with potential for development of a doctoral program.
- ◆ Request proposals for new doctoral programs from departments.
- ◆ Review proposals for new doctoral programs.

7. Support the ongoing efforts of externally accredited academic programs to maintain their accredited status.

Strategies

- ◆ Provide administrative oversight for programs seeking to maintain their accredited status.
- ◆ Review requests for additional resources from accredited programs.

Goal 2**Recruit and retain highly qualified faculty by providing an environment that promotes and rewards excellence in teaching, research, service, and student success.****Measurable Objectives**

1. Increase the number of applicants from doctoral/research-extensive [research] universities by 25% by AY 2004-05.

Strategies

- ◆ Develop networking arrangements with departments at research universities.
- ◆ Develop collaborative research efforts with faculty at research universities to support networking.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

2. Increase the number of qualified faculty applicants per academic vacancy by 25% by AY 2005-06.

Strategies

- ◆ Support departments by providing funds for the advertising of positions and for interviewing expenses.
- ◆ Promote competitive salaries/salary scales.
- ◆ Provide a workload adjustment of .25 for new faculty members in support of scholarship/research during their first academic year.
- ◆ Provide start-up funds for new faculty with an approved research grant.
- ◆ Ensure that searches are conducted in a timely manner.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

3. Increase the retention of new faculty members by 30% by AY 2006-07.

Strategies

- ◆ Provide orientation for the new tenure-track faculty.
- ◆ Provide opportunities for faculty members to continue to develop professionally throughout their careers.
- ◆ Allocate undergraduate and graduate student assistantships to support faculty research efforts.
- ◆ Provide research/scholarship enhancement seed money.
- ◆ Expand the Office of Sponsored Projects to support faculty research/scholarship efforts.
- ◆ Increase support for the Faculty Development Council.
- ◆ Provide a faculty colloquium program.
- ◆ Expand the Center for Distance Learning and Teaching Excellence to promote technology-based delivery of instruction.

(Goal 2, Measurable Objective 3 continued)

- ◆ Recognize and reward outstanding faculty for contributions to teaching effectiveness, professional achievement/scholarship and professional service.
- ◆ Continue to seek salary equity adjustments for the faculty.
- ◆ Provide physical resources to support faculty instruction and ongoing research.
- ◆ Provide access to essential learning resources to support the educational, research and public service programs of the University.
- ◆ Coordinate with other divisions to provide instructional support for the curriculum.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

4. Support the ongoing professional development of the faculty as classroom teachers.

Strategies

- ◆ Provide funding for faculty members to attend conferences/workshops on issues related to teaching.
- ◆ Encourage the faculty to adopt multiple measures for evaluating teaching effectiveness.

Goal 3**Facilitate excellence in scholarship, research, and/or creative activities for the enhancement of knowledge that can be shared with the public through presentation, publication, or performance.****Measurable Objectives**

1. Support the ongoing professional development of the faculty as scholars.

Strategies

- ◆ Establish a fund for a lecture series featuring nationally recognized scholars/researchers.
- ◆ Provide a scholar in residence program.

2. Increase the number of faculty members who have developed a 3-year plan/proposal for scholarship by 10% each year by AY 2007-08.

Strategies

- ◆ Promote the concept of a research culture.
- ◆ Support faculty efforts to publish.
- ◆ Recognize and reward faculty members for scholarship/research/creative activities.
- ◆ Revise the faculty workload policy to support research/creative activities.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

3. Increase the number of tenure/tenure-track faculty members designated as research/creative activity faculty to 80% by AY 2006-07.

Strategies

- ◆ Solidify the research agendas of the six (6) colleges.
- ◆ Increase the level of support provided to the faculty by the Office of Sponsored Research.
- ◆ Increase support for the Faculty Research Council.
- ◆ Fund the faculty colloquium series.
- ◆ Recognize and reward faculty members for scholarship/research/creative activities.
- ◆ Revise the faculty workload policy to support research/creative activities.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

4. Increase the number of applications for sponsored grants by 20% per year by AY 2006-07.

Strategies

- ◆ Increase the level of support provided to the faculty by the Office of Sponsored Research.
- ◆ Recognize and reward faculty members for scholarship/research/creative activities.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

(Goal 3, Measurable Objectives continued)

5. Increase the number of funded sponsored grants by 10% per year by AY 2006-07.

Strategies

- ◆ Recognize and reward faculty members for scholarship/research/creative activities.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

6. Increase the number of students involved in faculty research/creative activity by 50% by AY 2006-07.

Strategies

- ◆ Fund the student assistantship program.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

Goal 4

Encourage and support ongoing professional, university, and community service activities by faculty and students that enhance the quality of life of a multiculturally diverse learning community.

Measurable Objectives

1. Support the ongoing professional development of the faculty as practitioners.

Strategies

- ◆ Provide funding for attendance at conferences/workshops on issues such as assessment, fundraising, and service learning.
- ◆ Increase support for the Faculty Development Council.

2. Increase multicultural activities on campus by 25% by AY 2005-06.

Strategies

- ◆ Expand the activities of the Office of International Programs.
- ◆ Increase the number of foreign students attending the University.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

3. Increase service learning opportunities for students by 50% by AY 2004-05.

Strategies

- ◆ Encourage the development of community projects and volunteerism for classes.
- ◆ Encourage departmental clubs and organizations to participate in community projects.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

Goal 5

Provide effective student recruitment, development, retention, and placement programs designed to promote and serve a diverse student population.

Measurable Objectives

[Recruitment aspect]

1. Review enrollment trends and set priorities for recruitment by AY 2004-05.

Strategies

- ◆ Analyze enrollment data to identify programs with negative enrollment trends.
- ◆ Set recruitment priorities for programs with a negative enrollment trend.

(Goal 5, Measurable Objectives continued)

2. Increase the number of departments and programs whose faculty are engaged in ongoing recruiting activities by 25% by AY 2006-07.

Strategies

- ◆ Encourage faculty attendance at recruitment fairs, open houses and other venues.
- ◆ Use existing articulation agreements with community and technical colleges as a recruitment tool.
- ◆ Use concurrent enrollment and other college preparation programs as a recruitment tool.
- ◆ Continue to expand the role of the University Retention Advisement Program in various recruitment activities.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

[Development aspect]

3. Increase faculty involvement in student development activities by 25% by AY 2007-08.

Strategy

- ◆ Coordinate with other divisions to provide student development programs and activities designed to promote and serve a diverse student population.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

4. Increase the pass rate for each teacher certification area to 90% by AY 2004-05.

Strategy

- ◆ Provide more extensive ExCET workshops for teacher preparation students.
- ◆ Encourage periodic review of the curricula in teaching specializations or fields.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

[Retention aspect]

5. Increase the success rates in gatekeeper courses by 25% by AY 2007-08.

- ◆ Continue to expand the role of the University Retention Advisement Program in various retention activities.
- ◆ Improve the orientation and advisement efforts of the faculty.
- ◆ Continue to develop and expand learning communities and freshman interest groups to provide a sense of community and support for beginning students.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

6. Increase the full-time, first-time freshman retention rate by 10% by AY 2007-08.

- ◆ Continue to expand the role of the University Retention Advisement Program in various retention activities.
- ◆ Improve the orientation and advisement efforts of the faculty.
- ◆ Continue to develop and expand learning communities and freshman interest groups to provide a sense of community and support for beginning students.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

7. Increase the six-year graduation rate by 5% by AY 2006-05.

Strategies

- ◆ Address the issue of student retention at all levels in strategic plans.
- ◆ Continue to expand the role of the University Retention Advisement Program in various retention activities.
- ◆ Improve the orientation and advisement efforts of the faculty.
- ◆ Continue to develop and expand learning communities and freshman interest groups to provide a sense of community and support for beginning students.
- ◆ Seek external funding to create and/or enhance special programs to increase student retention.
- ◆ Provide funding for students to attend student academic competitions.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

(Goal 5, Measurable Objectives continued)**[Placement aspect]**

8. Increase the number of departments and programs engaged in activities that promote the placement of graduates entering graduate school or employment related to their degree by 20% by AY 2007-08.

Strategies

- ◆ Develop strategies for tracking the number of students in each discipline who are successfully placed in jobs or accepted in graduate or doctoral programs after graduation.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

Goal 6

Develop and coordinate an ongoing planning, evaluation, and dissemination process designed to ensure academic excellence.

Measurable Objectives

1. Develop a comprehensive planning and evaluation process by AY 2004-05.

Strategies

- ◆ Continue to develop plans for assessing learning outcomes in all educational programs.
- ◆ Develop the methodology for integrating strategic planning, academic program review, and learning outcomes assessment.
- ◆ Review the current methods of evaluating teaching effectiveness in each department.
- ◆ Design and produce a comprehensive planning and evaluation document for the division.
- ◆ Develop a comprehensive planning and evaluation calendar for the division.
- ◆ Initiate planning for the review of academic support units.
- ◆ Integrate planning and evaluation processes with the budget planning process.
- ◆ Collect and organize baseline data to support planning and evaluation processes.

2. Engage in systematic planning and evaluation processes annually.

Strategies

- ◆ Conduct the annual strategic planning and evaluation process.
- ◆ Coordinate the annual academic program review process.
- ◆ Assess general education.
- ◆ Evaluate the effectiveness of the faculty and staff.
- ◆ Review the curriculum.
- ◆ Assess the performance of graduating or former students.

3. Implement a systematic cycle of reporting the results of academic assessment by AY 2004-05.

Strategies

- ◆ Produce progress reports for various audiences.
- ◆ Post information on the Web.

Goal 7

Identify, increase availability, and ensure appropriate utilization of resources that support academic programs, faculty, staff and students.

*(Goal 7 continued)***Measurable Objectives****[Identify resources]**

1. Increase the number of applications for external funding by 25% by AY 2005-06.

Strategies

- ◆ Actively seek and disseminate information about sources of funding that will benefit academic programs, faculty, staff and students at UTPA.
- ◆ Encourage the faculty and staff to apply for external funding to support academic programs, research efforts, creative activities, and student involvement.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

[Increase availability of resources]

2. Increase library support for faculty scholarship by 10% by AY 2004-05.

Strategies

- ◆ Review the capability of library collections and budget to support faculty scholarship.
- ◆ Prioritize faculty needs for budget planning.
- ◆ Establish AY 2002-03 data as the baseline for comparison.

3. Decrease the number of small classes by 25% by AY 2005-06.

Strategy

- ◆ Review faculty workload and class scheduling options to reduce the use of small classes.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

[Ensure appropriate utilization of resources]

4. Improve the classroom space utilization rate by 10% by AY 2005-06.

Strategies

- ◆ Develop and implement a system of coordinated (i.e., centralized) scheduling of high enrollment courses.
- ◆ Develop and implement a cohort scheduling of upper division and graduate courses.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

5. Improve the instructional laboratory utilization rate by 20% by AY 2005-06.

Strategy

- ◆ Conduct a needs assessment by college, establish priorities, and develop a utilization plan for each college.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

6. Increase research space square footage by 50% by AY 2004-05.

Strategy

- ◆ Conduct a needs assessment by college, establish priorities, and develop a long-term research space plan for each college that includes funding alternatives.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

Goal 8**Provide academic leadership for the University.****Measurable Objectives**

1. Support the ongoing professional development of academic administrators and support staff.

Strategies

- ◆ Provide opportunities for the professional development of senior administrators, deans and directors.
- ◆ Encourage the professional development of the support staff in the division.

(Goal 8, Measurable Objectives continued)

2. Upgrade the productivity of administrative offices in the Division of Academic Affairs on a continuous basis.

Strategies

- ◆ Upgrade the position of assistant vice president for undergraduate studies to associate vice president for undergraduate studies.
- ◆ Enhance the leadership skills of academic administrators and department chairs.
- ◆ Fill vacant administrative positions in a timely manner.
- ◆ Establish the position of Academic Affairs Administrative Fellow for special faculty assignments.
- ◆ Increase office space to accommodate the growth of operations or services by an academic unit.

3. Upgrade the level of communication by the division by AY 2004-05.

Strategies

- ◆ Disseminate news and information on the Academic Affairs website.
- ◆ Design, produce and disseminate a state-of-the-division report annually.

Goal 9

Promote and support the use of technology and pursue the adoption of emerging academic and research platforms.

Measurable Objectives

1. Increase the integration of instructional technology in general education courses by 25% by AY 2007-08.

Strategies

- ◆ Continue to encourage the use of the Center for Distance Learning and Teaching Excellence to integrate technology.
- ◆ Promote recognition of departmental efforts to integrate instructional technology in general education courses.
- ◆ Establish AY 2001-02 data as the baseline for comparison.

2. Develop a comprehensive website for Academic Affairs by AY 2004-05.

Strategies

- ◆ Assign the website project to the Center for Distance Learning and Teaching Excellence.
- ◆ Approve the design and implement the project.