

# Division of Academic Affairs

## Strategic Plan

### 2001–2002 through 2005–2006

#### **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.

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. Develop a mission statement and goals and formulate learning outcomes for general education in one (1) year.

##### **Strategies**

- ◆ Seek campus approval of the general education mission statement, goals and learning outcomes.
- ◆ Review the core curriculum for its alignment with the goals and learning outcomes established for general education.

2. Increase the integration of instructional technology in general education courses by 25% in two (2) years.

##### **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.

3. Increase enrollment in the Honors Studies Program by 25% in two (2) years.

##### **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.

**(Goal 1, Measurable Objectives continued)**

4. Develop and implement critical thinking and freshman success seminars in two (2) years.

**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.

5. Develop and implement teacher preparation programs in all remaining key certification areas within two (2) years.

**Strategies**

- ◆ Review the role of and restructure the Teacher Education Committee.
- ◆ Charge the Teacher Education Committee with reviewing and recommending course offerings in the certification areas.
- ◆ Encourage ongoing collaboration between the College of Education and the content colleges.

6. Increase the number of regionally relevant interdisciplinary degree programs by four (4) in two (2) years.

**Strategies**

- ◆ Identify the interdisciplinary degree programs to be developed.
- ◆ Work with the appropriate colleges to develop the curriculum for the new interdisciplinary programs.
- ◆ Involve the Center for Distance Learning and Teaching Excellence in planning the delivery of new interdisciplinary degree programs.

<b>Goal 2</b>
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Recruit and retain highly qualified faculty by providing an environment that promotes and rewards excellence in teaching, research, service, and student success.

**Measurable Objectives**

**[Recruitment aspect]**

1. Increase the number of applicants from doctoral/research-extensive [research] universities by 25% in three (3) years.

**Strategies**

- ◆ Develop networking arrangements with departments at research universities.
- ◆ Develop collaborative research efforts with faculty at research universities to support networking.

2. Increase the number of qualified faculty applicants per academic vacancy by 25% in two (2) years.

**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.

**(Goal 2, Measurable Objectives continued)**

**[Retention aspect]**

3. Increase the retention of new faculty by 30% in five (5) years.

**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.
- ◆ Maintain an Office of Sponsored Projects to support faculty research/scholarship efforts.
- ◆ Increase support for the Faculty Development Council.
- ◆ Provide a faculty colloquium program.
- ◆ Maintain the Center for Distance Learning and Teaching Excellence to promote technology-based delivery of instruction.
- ◆ 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.

4. Increase the number of faculty members integrating instructional technology in general education courses by 25% in two (2) years.

**Strategy**

- ◆ Recognize faculty members for their efforts to integrate instructional technology in general education courses.

<b>Goal 3</b>
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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. Increase the number of faculty who have developed a 3-year plan/proposal for scholarship by 50% in two (2) years.
2. Increase the number of faculty designated as research/creative activity faculty to 80% by AY 2006.
3. Increase the number of applications for sponsored grants by 20% per year for the next five (5) years.
4. Increase the number of funded sponsored grants by 10% per year for the next five (5) years.
5. Provide a workload adjustment for research/creative activity of 50% in two (2) years for the doctoral faculty.
6. Expand the number of doctoral programs from 2 to 5 by AY 2006.

**(Goal 3 continued)**

**Strategies**

- ◆ Promote the concept of a research culture.
- ◆ Solidify the research agendas of the six (6) colleges.
- ◆ Fund the student assistantship program.
- ◆ Increase support for the Faculty Research Council.
- ◆ Support faculty efforts to publish.
- ◆ Fund the faculty colloquium series.
- ◆ Recognize and reward faculty members for scholarship/research/creative activities.
- ◆ Increase the level of support provided to the faculty by the Office of Sponsored Research.
- ◆ Establish a fund for a lecture series featuring nationally recognized scholars/researchers.
- ◆ Provide a scholar in residence program.
- ◆ Revise the faculty workload policy to support research/creative activities.

<b>Goal 4</b>
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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**

**[Professional activities]**

1. Increase opportunities for faculty and students to be involved in professional development activities by 20% in two (2) years.

**Strategies**

- ◆ Provide funding for faculty members to attend conferences on "Faculty Role and Rewards" and "Assessment."
- ◆ Provide funding for students to attend student academic competitions.
- ◆ Provide more opportunities for student internships.

**[University activities]**

2. Increase multicultural activities on campus by 25% in two (2) years.

**Strategies**

- ◆ Expand the activities of the Office of International Programs.
- ◆ Increase the number of foreign students attending the University.

**[Community service activities]**

3. Develop a service learning component for faculty and students by 2002.

**Strategies**

- ◆ Encourage the development of community projects and volunteerism for classes at the University.
- ◆ Encourage departmental clubs and organizations to participate in community projects.

## 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. Meet enrollment targets as set by the Strategic Enrollment Management Plan.
2. Increase the number of departments and programs whose faculty are engaged in ongoing recruiting activities by 25% in two (2) years.

#### Strategies

- ◆ 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.

#### [Development aspect]

3. Increase faculty involvement in student development activities by 25% in two (2) years.

#### Strategy

- ◆ Coordinate with other divisions to provide student development programs and activities designed to promote and serve a diverse student population.

4. Increase the pass rate for each teacher certification area to 90% in three (3) years.

#### Strategy

- ◆ Provide more extensive ExCET workshops for teacher preparation students.

#### [Retention aspect]

5. Increase the success rates in gatekeeper courses by 25% in two (2) years.
6. Increase the full-time, first-time freshman retention rate by 10% in two (2) years.
7. Increase the six-year graduation rate by 5% in five (5) years.

#### Strategies

- ◆ 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.

#### [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 40% in two (2) years.

#### Strategies

- ◆ Coordinate with the Office of Career Placement Services to develop or expand placement programs designed to promote and serve a diverse student population.
- ◆ 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.

## Goal 6

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

### Measurable Objectives

#### [Planning]

1. Develop a systematic planning and evaluation process for the division by AY 2003.

#### Strategies

- ◆ Establish learning outcomes for each academic unit.
- ◆ Develop a planning and evaluation process for general education.
- ◆ Review the current methods of assessing teaching effectiveness in each department.
- ◆ Design and produce a comprehensive planning and evaluation document for the division.

2. Develop a cycle for reporting the results of assessment in the division by AY 2003.

#### Strategies

- ◆ Identify audiences.
- ◆ Develop reporting mechanisms and formats.

#### [Evaluation]

3. By AY 2003, implement procedures for systematically evaluating the progress of the division in achieving its learning outcomes.

#### Strategies

- ◆ Assess academic units.
- ◆ Implement general education assessment.

#### [Dissemination]

4. Implement a systematic cycle of reporting the results of academic assessment by AY 2003.

#### 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.

### Measurable Objectives

#### [Identify resources]

1. Increase the number of applications for external funding by 25% in two (2) years.

#### 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.

**(Goal 7, Measurable Objectives continued)**

2. Increase the number of contacts between colleges/departments and community businesses/organizations by 25% in two (2) years.

**Strategy**

- ◆ Collaborate with the Division of External Affairs to identify community resources.

3. Develop a formula for the allocation of travel funds to departments in 2 years.

**Strategy**

- ◆ Develop a formula for the allocation of travel funds to academic departments and seek approval for the formula.

**[Increase availability of resources]**

4. Decrease the number of small classes by 25% in two (2) years.

**Strategy**

- ◆ Review faculty workload and class scheduling options to reduce the use of small classes.

5. Increase the amount of external funding received from successful grant applications by 25% in two (2) years.

**Strategy**

- ◆ Provide assistance to the faculty and staff in developing applications for external funding.

6. Increase the level of community support received by 25% in two (2) years.

**Strategy**

- ◆ Collaborate with the Division of External Affairs to develop campaigns to seek community support.

**[Ensure appropriate utilization of resources]**

7. Improve the classroom space utilization rate by 10% in two (2) years.

**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.
- ◆ Collaborate with the Computer Center to develop and implement a web-based interface for the SCT IA system.

8. Improve the instructional laboratory utilization rate by 20% in two (2) years.

**Strategy**

- ◆ Conduct a needs assessment by college, establish priorities, and develop a utilization plan for each college.

9. Increase research space square footage by 50% in two (2) years.

**Strategy**

- ◆ Conduct a needs assessment by college, establish priorities, and develop a long-term research space plan for each college that includes funding alternatives.

## Goal 8

Provide academic leadership for the University.

### Measurable Objectives

1. Increase the involvement of academic administrators, department chairs, directors, and academic committees and councils in systematic planning by 25% in two (2) years.

#### Strategies

- ◆ Benchmark current planning efforts.
- ◆ Document planning efforts by academic administrators, department chairs, directors, and academic committees and councils.

2. Enhance the productivity of the Office of the VPAA by AY 2003.

#### Strategies

- ◆ Secure the position of associate vice president for research.
- ◆ Upgrade the position of assistant vice president for undergraduate studies to associate vice president for undergraduate studies.
- ◆ Secure the position of a research analyst for academic assessment.

3. Increase by 25% in two (2) years the opportunities for academic administrators and department chairs to enhance their leadership skills.

#### Strategies

- ◆ Seek opportunities for leadership training.
- ◆ Provide resources for leadership training.

4. Upgrade the level of communication by the division by AY 2003.

#### Strategies

- ◆ Provide a comprehensive Web site as a resource for academic vice presidents, deans, directors, department chairs, and staff.
- ◆ Design, produce and disseminate a state-of-the-division report annually.