

Academic Master Plan – Mission, Goals, Objectives, and Strategies

DRAFT – 2/18/11

Mission Statement (11/15/10)

Shippensburg University places student learning at the center of its academic mission, and the personal attention given to each student both inside and outside the classroom uniquely reflects this philosophy. We seek to promote and enhance student learning through disseminating knowledge, fostering openness to differences, creating an awareness of the interdependence among people and ideas. Instilling the value of life-long learning through quality academic experiences is deeply embedded in the curriculum. We create a community of scholars by anchoring students in a discipline and introducing them to the vibrant, intellectual excitement of the university. We embody this personal approach to student learning through small classes and laboratories, collaborative classroom settings, faculty-student research, team-based projects, internships, service-learning, study abroad, independent study, and pre-professional programs.

The mission includes both undergraduate and graduate education. At the undergraduate level, the liberal arts core informs the major programs of study, broadens students' world view, past and present, and develops an appreciation for the interconnectedness of knowledge. The programs of study (majors and minors) provide the knowledge foundation, context, and current state of the disciplines. At the graduate level, programs of study encourage intellectual advancement, research and scholarship, continuing development of professional skills, and are responsive to regional needs.

The major programs of study (disciplines) in the colleges of Arts and Sciences, Business, and Education and Human Services, structured according to professional standards, prepare students to embark on careers, to engage in advanced study, to be thoughtful leaders, and to constructively engage in the global society.

Goals and Objectives (11/15/10)

Goal 1: Provide a curriculum and other learning experiences that creatively address the changing needs of a diverse, technology-based, global society.

SU's division of Academic Affairs will ...

1. Provide pathways for the development of innovative programs, courses, and core experiences.
2. Provide a rich academic climate for students both in and out of the classroom.
3. Support a core program that works in concert with major programs to promote lifelong learning.
4. Use assessment to ensure the curriculum advances student learning.

Goal 2: Create a student-centered environment to facilitate students' intellectual growth and success.

SU's division of Academic Affairs will ...

1. Provide support services that meet students' academic needs.

2. Support strategies that enhance student persistence and retention.
3. Recruit a diverse and highly qualified student body.
4. Increase coordination and collaboration between Academic Affairs and other divisions to enhance student learning.
5. Promote a campus climate of respect, courtesy, and collegiality among students, faculty, staff, and community.

Goal 3: Cultivate the interaction of theory and practice to deepen disciplinary and professional understanding.

SU's division of Academic Affairs will ...

1. Support undergraduate and graduate research, field work, internships, and service learning.
2. Increase the number of undergraduate and graduate students involved in research, field work, internships, and service learning.
3. Cultivate university-community relationships to provide avenues for learning, the application of theory to practice, and scholarship.

Goal 4: Foster a stimulating scholarly environment for students, faculty, and staff that advances new knowledge and enhances the quality of the curriculum.

SU's division of Academic Affairs will ...

1. Recruit and retain a highly qualified and diverse faculty.
2. Provide a vibrant and supportive environment for faculty professional development.
3. Align resources and organizational structures to support academic priorities.
4. Promote a rich intellectual exchange among students, faculty, and staff.
5. Provide dedicated administrative support for the pursuit, acquisition, and management of grant activities.

Goal 5: Cultivate leadership, integrity, social equity, global understanding, and civic engagement to prepare students, faculty, and staff for meaningful contributions to society.

SU's division of Academic Affairs will ...

1. Promote meaningful participation in campus and community life.
2. Develop leaders among students, faculty, and staff.
3. Promote global understanding and challenge the worldviews of members of the university community.
4. Ensure equitable representation and treatment in all facets of university life

Strategies (2/18/11)

The following strategies have been identified as crucial to the development and implementation of the Academic Master Plan, and the achievement of its goals and objectives. Economic resources, faculty

and administrative resources, technological resources, library and building resources are necessary to facilitate the plan.

Strategy A:

Create a focused public relations/marketing plan and committee to oversee implementation of the plan and coordination with the campus, to raise the University's profile and assist in the recruitment of students, faculty, and staff, and in the engagement of alumni and potential student employers and internship placements. (Supports Goals/Objectives 2-3, 4-1, 5-4)

Strategy B:

Adopt a new set of recruitment, tuition, and scholarship policies and programs to increase the academic profile and diversity of the incoming student population. (Supports Goals/Objectives 2-3, 2-5, 5-4)

Strategy C:

Recruit and retain a highly qualified and diverse faculty to enhance the quality of the University through teaching, learning, and scholarship. Investigate and implement approaches to increase the level of faculty diversity. (Supports Goals/Objectives 1-2, 2-3, 2-5, 3-1, 3-3, 4-1 thru 4-5, 5-1 thru 5-4)

Strategy D:

Develop an entry/first year experience for all incoming students to facilitate students' transition to the University, increase students' connection to and engagement in the University community, increase student retention and success, anchor them in the disciplines, and improve the academic climate on campus. (Supports Goals/Objectives 1-3, 2-2, 2-5)

Strategy E:

Implement strategies to increase student retention and decrease students' time to degree completion. Investigate the causes of low retention and persistence rates in SU's under-represented groups, and develop measurable strategies to improve these rates. (Supports Goals/Objectives 1-2, 1-3, 1-4, 2-1 thru 2-5, 3-1 thru 3-3, 4-1, 4-3, 4-4, 5-1, 5-4)

Strategy F:

Conduct a careful review of resource allocations and policies that control students' movement into and through majors and colleges (on a three year cycle) to provide consistency and increase students' access to the coursework they need. (Supports Goals/Objectives 1-2, 1-4, 2-1, 2-2, 2-5, 4-3, 5-1, 5-4)

Strategy G:

Develop differentiated support services for diverse populations of students in the SU community to meet the unique needs of high-achieving, at-risk, transfer, non-traditional, military/veteran, and off-campus students. Fund the Learning Center, Testing Center, Office of Disability Services, Counseling Center, and other student support services at a level that is proportional to the needs of existing and incoming students. (Supports Goals/Objectives 1-2, 1-4, 2-1, 2-2, 2-4, 2-5, 4-3, 4-4, 5-1, 5-4)

Strategy H:

Identify and develop ways to integrate graduate students into the University community to foster their professional development and academic interests through classroom and field experiences, research, scholarship, service learning, and graduate assistantships. (Supports Goals/Objectives 1-2, 1-4, 2-1 thru 2-5, 3-1, 3-3, 4-1, 4-3, 5-1, 5-2, 5-4)

Strategy I:

Develop and fund the library to establish it as a center for teaching, learning and scholarship. (Supports Goals/Objectives 1-1 thru 1-4, 2-1 thru 2-3, 3-1, 4-1 thru 4-4, 5-1, 5-3, 5-4)

Strategy J:

Increase funding for academic technology initiatives to ensure quality instruction, engaged learning, and students' facility with relevant and cutting-edge technologies. (Supports Goals/Objectives 1-1 thru 1-4, 2-1 thru 2-3, 3-1, 4-1 thru 4-4, 5-1, 5-3, 5-4)

Strategy K:

Commit to preserving small class sizes and low student to faculty ratios to ensure individualized instruction and a quality educational experience, all of which are differentiating characteristics of an SU education. (Supports Goals/Objectives 1-2 thru 1-4, 2-2, 2-3, 2-5, 4-1 thru 4-4, 5-1, 5-3, 5-4)

Strategy L:

Establish and fund a grants office that provides 1) dedicated administrative support for the pursuit, acquisition and management of grant activities, 2) a grant writer to assist faculty and increase the yield rate of SU's external grant applications, and 3) a streamlined grant financial management process to enhance scholarship, teaching, and learning. (Supports Goals/Objectives 1-2, 1-4, 2-2, 2-3, 3-1 thru 3-3, 4-1 thru 4-5, 5-2, 5-4)

Strategy M:

Establish a periodic review of the faculty evaluation, promotion, and tenure criteria and process, to clarify expectations, increase transparency of the processes, provide a mechanism for feedback, and ensure that practices important to the mission of the University are tied to the assessment of faculty. (Supports Goals/Objectives Goals 1-3, 1-4, 2-1, 2-2, 2-4, 2-5, 3-1 thru 3-3, 4-1 thru 4-4, 5-1, 5-2, 5-4)

Strategy N:

Establish a process and mechanism for the periodic review and revision of the general education (core) curriculum to ensure it meets the needs of 21st century students and workers. (Supports Goals/Objectives 1-1 thru 1-4, 2-2, 4-3, 4-4, 5-1, 5-3, 5-4)

Strategy O:

Develop an entity that identifies new academic opportunities, conducts environmental scanning and market needs analyses, and investigates the feasibility and resource implications of such programs to support the existing university curriculum committee process and ensure that the University's curriculum remains current and relevant for the 21st century workplace and students. (Supports Goals/Objectives 1-1 thru 1-4, 2-1 thru 2-3, 3-1 thru 3-3, 4-1 thru 4-4, 5-3, 5-4)

Strategy P:

Assess and expand experiential learning activities to provide students with opportunities for skills development and the application and transfer of theory to practice. Experiential learning activities include research, internships, field work, service learning, volunteerism, short term study abroad, collaborative assignments and projects, and capstone projects. (Supports Goals/Objectives 1-1 thru 1-4, 2-2 thru 2-5, 3-1 thru 3-3, 4-1 thru 4-5, 5-1 thru 5-4)

Strategy Q:

Provide a structure for the regular planning, coordination and communication between academic affairs, student affairs, and student government to increase the opportunities for experiential learning, the application of knowledge outside the classroom, broaden students' awareness and appreciation of differences, and enhance the academic climate. (Supports Goals/Objectives 1-2, 1-4, 2-1 thru 2-5, 3-1 thru 3-3, 4-1 thru 4-4, 5-1 thru 5-4)

Strategy R:

Streamline and coordinate periodic data collection, assessment, and reporting processes at the department, college, and university level to provide relevant and timely information and to facilitate sound decision making. (Supports Goals/Objectives 1-1 thru 1-4, 2-1, 2-2, 2-3, 2-5, 3-1, 3-2, 4-1 thru 4-5, 5-2 thru 5-4)

DRAFT