

# Academic Affairs Goals from 2016/17 and Accomplishments thus Far

*Italicized items appeared as goals in last year's report.*

## ***1. Work collaboratively with faculty and other stakeholders to establish an Academic Affairs Master Plan.***

***2016-17 Goal:*** *Establish a task force with representatives from across campus to develop a Master Plan to be presented to Faculty Senate in Spring, 2017, with implementation beginning immediately thereafter.*

**Accomplishments to Date:** Since September, 2016, a twenty-four member Academic Master Plan Task Force (TF) has been meeting to discuss and formulate a plan for WSU's academic future. Composed of various deans, faculty members, the President of Faculty Senate, and WSU's Diversity Officer, the TF decided to split into five sub-groups, each of which gathered information from specific stakeholders: Community Members/Employers; Faculty; Staff; Students; and Stewards (legislators, USHE members, donors). Using data collected in interviews, surveys, and from IR and IE, the sub-groups reported back to the TF about their informants' perception of WSU's academic programs, delivery methods, locations, etc.

Although still waiting for information from students (prospective, current, alums), the TF as a whole is almost ready to begin the serious work of articulating what factors will play a role in determining which programs the university should grow/sustain over the next three to five years. We also will make suggestions about program delivery methods and locations. Our goal is to present plan details to PC and Faculty Senate by early spring 2018.

**Goal for 2017-18:** Share Academic Master Plan details with deans, department chairs, faculty and staff. Gather feedback, revise, and re-communicate. Use the plan to guide high-level decisions about program development and resource allocations.

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## ***2. As one of the major tenets of the Academic Affairs Master Plan, take concrete steps to improve the first-year experience for students.***

***2016-17 Goal:*** *Working in tandem with the Master Plan Task Force and in conversation with Student Affairs representatives, a first-year Focus Group will evaluate different strategies for first-year interventions: first-year seminars? First-year linked courses? Ensuring that every first-year student experiences at least one high-impact practice? Coordination of faculty/staff who teach the most common first-year courses to ensure all are moving toward the same goals? Use of meta-major interests to advise students into best course choices? Establishing different math pathways to encourage students to take QL courses appropriate to their majors? Review and update appropriate QL learning outcomes for different majors; develop QL coursework that will*

*lead to these learning outcomes? More intrusive advising, perhaps facilitated by a data-driven software program? Engagement of more faculty in advising from year one on? Development of “boot camps” or “pre-academies” to bring first-year students up to speed not only on math skills, but also on study skills, university expectations, university resources, etc.? Plan to be shared with Faculty Senate in spring 2017.*

**Accomplishments to Date:** During summer 2016, Associate Provost Bruce Bowen spearheaded a search for a consultant who could help us do a much better job retaining students—not just through the first-year, but throughout the course of a student’s plan of study at WSU. We selected Hobson’s Starfish program, and have been meeting with Starfish consultants since late fall. Starting fall 2017, we will be enacting various intervention strategies with students who are athletes, veterans, or who enrolled in FYE or Developmental English/Developmental Math classes. This pilot project allows us to test the waters before making Starfish strategies more widely available across campus.

Academic Affairs has redirected budget funds so we will be able to hire eight new Starfish Retention advisers. One of these advisers will be housed in the Student Success Center; the other seven will reside in the seven academic colleges. These advisers will do much of the heavy lifting of contacting students who are in danger of failing, dropping out, or not meeting deadlines; they will become experts in reading predictive analytics data and then acting on that data to help students succeed.

In addition, in conjunction with Student Affairs, members of Academic Affairs have been active participants in the Student Success Task Force. This Task Force brought several external experts to campus (Paul Hanstadt, Lynn Mahoney, Susan Shadle, Kevin Kruger) to raise awareness about the importance of a full-campus commitment to student success initiatives. While Starfish retention advisers are important, we want all faculty and staff to participate in WSU’s culture of student success.

**Goal for 2017-18:** Increase faculty, staff, and student participation in Starfish Retention processes. After piloting Starfish with specific groups of students in fall 2017, we will increase the number of students coming under Starfish’s purview in spring 2018. By spring, I hope that at least 60% of all courses will be “Starfish-enabled.”

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***3. As another major tenet of the Academic Affairs Master Plan, review and revise our General Education program.***

***2016-17 Goal:*** *The AAC&U team will meet with a range of stakeholders to discuss what we want students to know/to be able to do when they graduate, what role General Education should play in cultivating and expanding broader competencies and skills, and what an ideal General Education class would look like. These discussions will lead to discussions about LEAP outcomes and how we might change our General Education to align with these outcomes. By the end of spring 2017, we will draft a plan that has wide campus support.*

**Accomplishments to Date:** Remarkably, conversations about General Education revitalization have proven successful, in part because under Associate Provost Eric Amsel’s leadership we sent a team to AAC&U’s General Education conference in summer 2016; when that team returned to campus, they actively engaged in discussions with faculty about possible changes in WSU’s GENED program. Those discussions were supported by Paul Hanstadt’s visit to campus as well as by shared information at several Faculty Senate meetings.

Proposed changes are less about structure and more about what occurs within the current structure. In our revitalized General Education offerings, every GE course will present students with a Big Question (a broad, significant issue to which course content can be connected) and will require a Significant Assignment that invites students to think about integrating and applying content knowledge to the Big Question.

In addition, the GENED team revised our GENED mission statement to include GE Learning Outcomes (GELOS). Steps toward achieving these outcomes will occur in individual courses, but student success in meeting the outcomes will be based on students’ overall performance after completing all GENED coursework.

**Goal for 2017-18:**

- a. Continue to expand the rollout of the Gen Ed revitalization project, at least doubling the number of Gen Ed faculty defining big questions for their Gen Ed classes and creating signature assignments.
- b. Invite area committee members and other faculty members to a discussion of the value of curriculum coherence in Gen Ed, culminating with a performance of “forces at work” for the campus and community.
- c. Collect, analyze, and disseminate evidence of WSU course effectiveness.
- d. Review with GEIAC the process of Gen Ed review given the revitalization efforts.

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**4. Recruiting Out of State**

**2016-17 Goal:** *By fall 2016 we should have completed the RFP process and selected a consultant to start work as soon as possible. We should take steps to implement the consultant’s recommendations so as to increase out-of-state enrollment for the fall 2017 semester.*

**Accomplishments to Date:** Associate Provost Bruce Bowen spearheaded our search for a consultant and, after we decided upon Ruffalo Noel Levitz, has worked side-by-side with the RNL consultants to develop a Strategic Enrollment Plan for WSU. Development of the SEP has relied upon insights from administrators, faculty and staff, sometimes convened as a large group, sometimes split into sub-groups associated with: Recruitment and Enrollment (in-state and out-of-state); International Student Recruitment; Retention; Fiscal Health; and an SEP Steering

Committee. The first three sub-groups engaged in SWOT analyses, developed key performance indicators and strategy/action plans to meet those KPIs. All discussions were informed by high-quality data. Several action plans are ready for implementation.

In a recent campus visit (June 14-15), RNL experts in financial aid offered suggestions for new scholarship models. As an institution, we soon will need to determine how far we want to carry these suggestions; to implement them for the 2018-19 academic year, we will need to make decisions prior to August 1, 2017, when recruiting materials are printed for the following year.

**Goal for 2017-18:** We will engage in aggressive and strategically-targeted recruiting initiatives that involve identifying specific student populations. Our goal is to offer students scholarships at the point of admission to the university. Our yield will increase from in-state, out-of-state, and international students.

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## **5. Facilitate the development of a Community Civic Action Plan:**

*2016-17 Goal: By Fall 2016 we should have established a City-Anchor Compact consisting of anchor institutions in the community including: Ogden City School District, MacKay-Dee Hospital, Ogden Regional Hospital, Ogden-Weber Applied Technical College, Weber State University, and Ogden City. A Community Civic Action Plan Team with representation from each institution in the City-Anchor Compact, as well as business and industry, non-profit and faith-based allies, will co-create a plan to address no more than three priorities with measurable outcomes. The plan will be published on the state and national Campus Compact websites in March 2017. Implementation of the plan will begin May 2017.*

**Accomplishments to Date:** Facilitated by Associate Provost Brenda Marsteller Kowalewski, OgdenCAN (Ogden Civic Action Network) was developed with representation from seven anchor institutions, fourteen ally organizations, and 15,528 residents in the East Central Ogden Neighborhood. WSU serves as network convener; the mission of the network is to create comprehensive neighborhood revitalization. The OgdenCAN structure consists of a 30-member advisory board and three implementation teams, one for each priority area of the action plan: Housing, Education, and Health. Associate Provost Brenda Kowalewski serves as chair of the advisory board; Chris Dallin from McKay-Dee Hospital serves as vice chair. Following Bill Cook's retirement as Executive Director of Ogden City Council, OgdenCAN appointed him as its volunteer Executive Director.

While the Civic Action Plan is not currently ready to go public, it was discussed at the Community Engagement Summit held this spring in Ogden and at the Civic Learning Democratic Engagement conference in Baltimore.

**2017-18 Goal:** Implement the plan.

## Other Accomplishments during 2016-17

### Continuing Education:

- Design work for the new Community Education Center was completed in June 2017.
- Concurrent Enrollment numbers grew by 690, as CE offered 17 new sections of Math 1010.
- Chi-Tester (used for over 730K tests, evaluations, etc. per year) is being phased out as CE develops a new and improved product, Genisys.

### College of Science:

- Professional development of faculty (usually involves sending groups of faculty to conferences together).
- Initiation of Strategic Planning for the College and all departments.
- Moved into Tracy Hall.

### College of Social and Behavioral Sciences:

- Completed design for renovation of the Social Sciences Building.
- Moved from SS Building to temporary quarters in the old Science Building.
- Approved a 5-year Strategic plan for the College.

### Dumke College of Health Professions:

- Involvement of the larger community in plans for the IPE building.
- Groundwork laid for more international programs.
- Meeting community's needs for nurses and other health care professionals.

### Engineering, Applied Science and Technology College:

- Removed Computer Literacy as a GENED requirement; began development of Computer Literacy Center.
- Received Noorda Foundation gift and began plans for construction on both Davis and Ogden campuses.

#### Goddard School of Business and Economics:

- Hiring of a marketing director who already has created a brand guide and is enhancing student recruitment efforts.
- Continued progress in Strategic Focus areas of the college, especially in Supply Chain Management where students are winning national case competitions and faculty lead in employing contemporary pedagogies.
- Strategic Planning Committee oversaw creation of orientation video featuring successful alumni to reinforce high quality of a Goddard degree.

#### High-Impact Practices and Faculty Development

- Revamped Honors Program responsibilities. Honors now works with Aletheia students and students interested in International Awards/Scholarships, as well as supporting University and departmental Honors.
- TLF launched a new, more active and interactive vision for its work.
- Office of Undergrad Research started a first-year research program that matches students with faculty mentors.

#### Jerry and Vicki Moyes College of Education

- Engaged in BeATeacher Campaign to attract more students.
- Convened first College Advisory/Development Committee.

#### Stewart Library

- Approaching substantial completion of the Library Renovation project.
- Fully implemented OneSearch; completed redesign of Library's website.
- Successfully completed search for a new Library Dean.

#### Telitha E. Lindquist College of Arts & Humanities

- Scott Sprenger began as the new dean; he moved forward on strategic planning for the college and has decided on 7 priorities.
- Started a mentoring process for new tenure-line faculty that gets them planning for success in the tenure process.
- Completed three significant curriculum changes and have several curricular proposals underway.