

Unit Plan: ACADEMIC AFFAIRS

Mission Statement: Purchase College, SUNY, offers a unique education that combines programs in the liberal arts with conservatory programs in the arts in ways that emphasize inquiry, mastery of skills, and creativity. Our graduates contribute to the arts, humanities, sciences, and society.

Vision Statement: Purchase College will be recognized nationally and internationally as the leading public institution to pair conservatory programs in the arts with liberal arts programs. We will continue to create opportunities for transformative learning and training in a community where disciplines connect, intersect, and enhance one another.

Note: This plan is linked to the Purchase College Strategic Plan, whose goal numbers are referenced in parenthesis below.

GOAL 1: ACHIEVE ACADEMIC EXCELLENCE AND FOCUS ON STUDENT SUCCESS IN TERMS OF GRADUATION AND RETENTION RATES (SP 1.0, 1.1, 1.3, 1.4, 1.5 2.3)

Strategy 1: Expand the 8-semester roadmap to graduation to include high-impact activities.

Measure of Success: Every student will engage in one high-impact activity prior to the senior project; increased levels of student engagement as measured by NSSE; maintain one-year retention percentage rate in the mid-80's and increase four-year graduation rates to at least 44% by 2014

Action Steps:

- 1 Expand learning outcomes to encompass the "whole" student (e.g. personal and social responsibility, etc.)
- 2 Work with Boards of Study to infuse high-impact activities into their curricula
- 3 Educate the faculty as to high-impact activities and the characteristics of a learning-centered institution

Responsibility / Date for Completion:

Student Learning and Success Committee (SLSC),
Provost, Assoc. Provost / Sp10
See Student Affairs Unit Plan
Faculty coordinator for engagement / Ongoing

Strategy 2: Continue to implement a faculty hiring plan by adding eight new faculty each year for five years (starting in 2009-10)

Measure of Success: Faculty/student ratio reduced from 17.5:1 to 15.5:1 by 2015; faculty diversity increased; improved staffing in high demand programs; improved graduation rates

Action Steps:

- 1 Analyze existing data including faculty-student ratios for each program, student demand, and opportunities for interdisciplinary collaboration
- 2 Use data to prioritize programs needing lines, sharing lines across programs
- 3 Prepare search materials after discussion with academic deans
- 4 Integrate an explicit focus on student engagement and learning centrism into the hiring process
- 5 Set diversity goals and incorporate into recruitment plan

Responsibility / Date for Completion:

Provost / annual

Search Chairs / annual
Search Chairs / annual
Provost/VP for Student Affairs/Associate Provost
/ annual
AAO/Provost / ongoing

Strategy 3: Design and implement a faculty development plan

Measure of Success: Greater incorporation of high-impact activities; increased levels of student engagement as measured by NSSE benchmarks; better match between NSSE and FSSE; increased faculty involvement in assessment; increase in grant applications

Action Steps:

- 1 Consult SUNY Faculty Development Initiative
- 2 Deploy training for deans, chairs, directors, and their staffs
- 3 Develop a strong mentoring program

Responsibility / Date for Completion:

Vice Provost / Ongoing
Vice Provost/2010 Working Group / S10
Deans/Directors/Chairs / Ongoing

Strategy 4: Update tenure and promotion criteria

Measure of Success: Revised criteria that acknowledge and reward faculty contributions to student success

Action Steps:

- 1 Develop proposal for governance approval

Responsibility / Date for Completion:

FPO and Provost / 2010-11

GOAL 2: IMPLEMENT A CONSERVATORY PLUS APPROACH TO THE ARTS (SP 1.2, 3.0, 3.3)

Strategy 1: Implement BA or BS programs in the Arts

Measure of Success: Programs are approved by SUNY and registered by NYSED. Increased enrollment in BA/BS Arts programs and decreased enrollment commensurate with the "right-sized" programs (see Goal 4, Strategy 6)

Action Steps: Visual Arts BS

- 1 NYSED Registration
- 2 NASAD Approval
- 3 Recruit first class

Responsibility / Date for Completion:

Assoc Provost / F09
A+D Dean / F09
Director of Admissions / F10

Action Steps: Theatre BA or BS

- 1 Proposed curriculum from BOS
- 2 Campus governance approval
- 3 Program announcement to SUNY

Responsibility / Date for Completion:

Deans of TAF/Humanities / Sp10
Deans of TAF/Humanities, Dean SOA / 2010-11
Assoc Provost/Deans of TAF/Humanities / Sp10

Action Steps: Music and Arts Management BA or BS or similar program

- 1 Proposed curriculum from BOS
- 2 Campus governance approval
- 3 Program announcement to SUNY

Responsibility / Date for Completion:

Dean of Music / F09
Dean of Music / Sp10
Assoc Provost/Dean of Music / Sp10

Strategy 2: Facilitate access to arts and interdisciplinary courses for all students

Measure of Success: Increase in number, variety, and available spaces in arts and interdisciplinary courses by 10%

Action Steps:

- 1 Maintain common grid reserving two blocks weekly for liberal arts courses for arts students
- 2 Maintain and increase arts courses for students outside their own majors
- 3 Schedule enough gen ed sections to serve all students

Responsibility / Date for Completion:

Deans/Chairs/Directors / ongoing
Provost's Office / annually
Deans/Chairs/Directors / annually

Strategy 3: In addition to their public mission, integrate the Performing Arts Center and Neuberger Museum to serve curricular and programmatic objectives and contribute to efficiency

Measure of Success: Increase in number of courses with a PAC or NM component built into the syllabus

Action Steps:

- 1 Joint appointments between NM and PAC
- 2 Use NM and PAC for Arts Management and related classes
- 3 Pursue opportunities with NYC and Westchester arts organizations

Responsibility / Date for Completion:

Provost/Directors of PAC and NM / ongoing
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GOAL 3: USE ASSESSMENT RESULTS TO IMPROVE STUDENT LEARNING (SP 1.4)

Strategy 1: Close the loop by using assessment results to make improvements in courses, services, and programs

Measure of Success: Demonstration that courses and programs are routinely modified due to assessment results; revised Closing the Loop report approved by SUNY; effective faculty development plan instituted

Action Steps:

- 1 Form faculty gen ed assessment committee
- 2 Participate in 2010-11 SUNY CLA pilot
- 3 Revise and resubmit SUNY Closing the Loop report
- 4 Provide faculty development activities promoting interactive teaching and use of assessment

Responsibility / Date for Completion:

Fac Coord of Assessment / Sp10
Directors of IR & Assessment/Fac Coord of Assessment / Sp 10
Directors of IR & Assessment/Fac Coord of Assessment / Sp 11
SLSC Faculty Coordinators/Director of Instructional Technology / ongoing

Strategy 2: Institutionalize academic assessment

Measure of Success: Increased resources assigned to assessment, including a 1/2 time staff member dedicated to assessing institutional effectiveness

Action Steps:

- 1 Write campus assessment plan with action steps
- 2 Administer LCI survey pilot
- 3 Provide IR assessment support

Responsibility / Date for Completion

Director of Assessment / Sp10
Directors of IR & Assessment/SLSC / 09-10
New position (2010-11)

GOAL 4: DEVELOP AND DEPLOY A SUSTAINABLE MIX OF ACADEMIC PROGRAMS (SP 2.5, 3.0, 3.3)

Strategy 1: Purchase 2010 Restructuring

Measure of Success: Cost savings of 300K to reallocate to faculty hires

Action Steps:

- 1 Develop new procedures and workflows for new units
- 2 Develop new sets of responsibilities for deans, associate deans, directors, and chairs
- 3 Explore the possibility of a centralized production office

Responsibility / Date for Completion

Vice Provost/2010 Working Groups / F10
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Strategy 2: Develop criteria and implement measures to garner academic sustainability and efficiencies

Measure of Success: Academic programs will be sustainable and redundancies in course and program offerings will be eliminated.

Action Steps:

- 1 Develop criteria by which programs can be internally reviewed for efficiency and sustainability
- 2 Consult faculty governance
- 3 Collaborate with Director of Enrollment Management to ensure maximization of the shared grid and elimination of course redundancies

Responsibility / Date for Completion

Provost and Associate Provosts / S10 and on
Provost and Associate Provosts/Faculty Exec
Committee / S10 and on going
Provost and Associate Provosts/Dir. Of
Enrollment Mgmt / S10 and on going

Strategy 3: Grantsmanship and fundraising

Measure of Success: Increase grant submissions by 20 in 2010

Action Steps:

- 1 Implement 20 x 10 Initiative for 20 additional grants in 2010; seek new grants from an institutional vantage point from national foundations
- 2 Collaborate with President and VPEAD/Deans on major fundraising initiatives
- 3 Explore academic entrepreneurial possibilities

Responsibility / Date for Completion

AA Grants Writer/Sponsored Research / Sp10
President/Provost/VPEAD/Deans / ongoing
Provost and Academic Affairs staff / ongoing

Strategy 4: Review graduate programs to determine mission centrality, viability, economic sustainability, and efficiency, and draft an action plan based on the recommendations generated by that review

Measure of Success: Decisions about graduate program status and size made and implemented by Fall 2010

Action Steps:

- 1 Empanel and charge Graduate Task Force
- 2 Draft action plan

Responsibility / Date for Completion

Provost / F09
Graduate Task Force / S10

Strategy 5: Review LSCE model

Measure of Success: Three different models will be developed and analyzed. A new model will be selected and implemented by Fall 2011.

Action Steps:

- 1 Draft plan with three options for future of LSCE
- 2 Implement chosen option

Responsibility / Date for Completion

Dean of LSCE and Provost / Sp11
Dean of LSCE and Provost / F11

Strategy 6: Right-size enrollments across all academic units

Measure of Success: Decrease the range of different student:faculty ratios in programs; improved classroom utilization; better alignment with market demand

Action Steps:

- 1 Establish revised enrollment plan and targets in conjunction with deans, directors, and chairs based on student demand and program costs, revenues and resources

Responsibility / Date for Completion

VP Enrollment Mgmt/Arts Dean/Directors/ Sp10
and annually

Strategy 7: Design annual faculty evaluation

Measure of Success: New instrument effective Fall 2011

Action Steps:

- 1 Develop models for review with FPO
- 2 Develop models into proposal
- 3 Realign DSI with strategic plan

Responsibility / Date for Completion

Provost/deans / F10
FPO / F10
Provost/Associate Provost/President / Sp11

Strategy 8: Develop and implement a sustainable instructional technology action plan

Measure of Success: New instrument in effect by Fall 2011

Action Steps:

- 1 Develop a sustained process to evaluate the impacts of instructional technology on student learning
- 2 Employ instructional technology tools to support college assessment of student learning outcomes
- 3 Develop flexible technology-enhanced classrooms that support a variety of high-impact instructional approaches
- 4 Foster integration across the curriculum and sustainable investment in instructional technology through the development of computer labs that can serve multiple programs
- 5 Provide a diverse array of faculty development programming focused on student learning and engagement, including both technology-enhanced and non-technological instructional support

Responsibility / Date for Completion

Directors of Library, IT, CTS / ongoing

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GOAL 5: ESTABLISH A PROGRAM THAT INTERNATIONALIZES OUR CURRICULUM AND INCLUDES ENHANCED STUDY ABROAD OPPORTUNITIES AND MULTICULTURAL EXPERIENCES (SP 4.2)

Strategy 1: Implement key components of the internationalization action plan

Measure of Success: 30-40% of Purchase students will participate in an international experience

Action Steps:

- 1 Determine learning outcomes and interface with the 8-semester plan
- 2 Create criteria for new program development, including short-term experiences in light of SUNY and national trends
- 3 Revise and implement assessment tools for all Purchase programs and exchanges
- 4 Promote initiatives that increase student participation in study abroad

Responsibility / Date for Completion

Office of Int'l Programs/SLSC / Ongoing
Office of Int'l Programs / Ongoing

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Strategy 2: Foster student participation in SUNY sponsored study abroad programs, including our own

Measure of Success: Increased Purchase students participating in study abroad programs

Action Steps:

- 1 Determine learning outcomes and interface with the 8-semester plan
- 2 Create criteria for new program development, including short-term experiences in light of SUNY and national trends
- 3 Revise and implement assessment tools for all Purchase programs and exchanges

Responsibility / Date for Completion

Office of Int'l Programs/SLSC / Ongoing
Office of Int'l Programs / Ongoing

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Strategy 3: Develop select new academic programs, viz. a Latin American Studies major and a reconceptualized Asian Studies minor

Measure of Success: New programs approved and implemented

Action Steps:

- 1 Assess and catalogue existing international course content and determine curricular needs and interest for new programs
- 2 Conduct surveys and collaborations to determine existing international context
- 3 Determine learning outcomes and interface with the 8 semester plan for new academic programs
- 4 Determine how high-impact activities can expand new academic programs

Responsibility / Date for Completion

Director of Int'l Programs / ongoing

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Strategy 4: Develop carefully selected targeted joint/dual bachelor's/master's degree programs

Measure of Success: New programs approved and implemented

Action Steps:

- 1 Develop criteria for joint/dual degree program proposals, taking into consideration Purchase programs and majors, and geographic locations abroad that have growth potential and are
- 2 Create a timeline and strategy for dual degree program implementation.

Responsibility / Date for Completion

Provost / ongoing

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