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# Academic Affairs Strategic Plan

## Mission

Academic Affairs provides undergraduate and graduate programs of distinction, grounded in the liberal arts tradition, that prepare students to be lifelong learners, civically-engaged citizens, and productive professionals in a global and diverse society. Through a culture of openness, continuous improvement and reflective assessment, Academic Affairs constantly enhances opportunities for students to grow intellectually, think critically, and develop leadership skills. Faculty, staff, students, and community members collaborate on professional, scholarly and creative works that contribute to the health of our institution, our community and the Commonwealth of Pennsylvania.

### **Goal 1: Transform the curriculum and educational programs to respond to the changing needs of a dynamic society.**

#### OBJECTIVES

- (A.1) Review undergraduate degree programs for opportunities to transform curriculum through updates, revisions or consolidations into their interdisciplinary programs. This review of degree programs includes consideration of new options within existing programs.
  - (A.1a) Design and implement the new Chapter 49-2 certification programs in accordance with PDE requirements.
- (A.2) Develop and implement new graduate program offerings and delete existing ones, as appropriate.
- (A.3) Identify and implement strategies to attract "new" audiences such as transfer students, non-traditional students or adult learners.
- (B) Assessment and Continuous Improvement of Existing Programs: Design and implement a holistic outcomes assessment program with targeted outcomes for student learning and institutional effectiveness.
- (C) Collaborate in the implementation of innovative pedagogy initiatives, technology, and distance learning that enhance student learning.
- (D) Maintain accredited status of existing programs and achieve accredited status for other appropriate programs.
- (E) Create learning environments that enhance programming and academic services.

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## Academic Affairs Strategic Plan

### **Goal 2: Intensify our deliberate, ongoing commitment to social equity, diversity and globalization.**

#### OBJECTIVES

- (A) Recruit an increasingly diverse student body.
- (B) Implement a recruitment plan that assures a diverse faculty and staff.
- (C) Assure that Curricular, Co-curricular and Campus Programming appeals to a diverse student body.
- (D) Update diversity plans within Academic Affairs school and non-school departments. Units need to address their contributions to diversity in their updated plans.

### **Goal 3: Utilize a Student-Centered Environment to Improve Student Retention and Student Graduation Rates.**

#### OBJECTIVES

- (A) Expand experiential learning opportunities (COOP, Student Research, Internships, Honors Thesis, etc) for students.
  - (A.1) Increase student retention with an emphasis on narrowing the gap in retention across diverse student groups (overall and under-represented or under-utilized).
- (B) Emphasize student-centered approaches to academic programs and academic support services, including Peer Mentors.
- (C) Freshman Year Initiatives: Expand freshman year programming to facilitate student success and increased retention.

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## Academic Affairs Strategic Plan

### **Goal 4: Promote civic and community engagement.**

#### OBJECTIVES

- (A) Establish CCERP offices.
- (B) Continue expansion of Millersville's service-learning initiative.
- (C) Expand community linkages and outreach in fulfillment of University's mission.

### **Goal 5: Foster a scholarly and creative environment for faculty and staff.**

#### OBJECTIVES

- (A) Provide Millersville faculty with opportunities to enhance their teaching and scholarship.
- (B) Engage faculty in discussions of issues of importance to the University.
- (C) Increase grant submissions among faculty and staff.