Mission / Purpose

The Division of Academic Affairs is focused on student learning. The division assures that graduates of Ramapo College will be intellectually grounded in the liberal studies, integrating in-depth knowledge with a commitment to social and cultural skills and values necessary to be productive citizens in a global community and to engage in life-long learning. Students become well versed in the various methods of inquiry involved in the acquisition, construction and contextualization of knowledge. In support of the Ramapo College Mission, student learning experiences will provide particular emphasis on international education, intercultural understanding, interdisciplinary teaching, and experiential learning. Finally, Academic Affairs strives to develop learners who possess the necessary skills and knowledge to seek enriching experiences and to develop new ways of thinking, acting, and engaging.

Recognizing that faculty scholarship is a necessary prerequisite for academic excellence and that student learning experiences are enhanced by greater faculty expertise, Academic Affairs coordinates support for faculty professional development that is designed to enhance the quality of teaching, learning, and scholarship. Further, the College recognizes the forms of scholarship outlines by Ernest Boyer (discovery, integration, application, and teaching) and strives for excellence in all forms. However, teaching, learning, and scholarship will flourish only when there are enough qualified faculty and staff to teach, do scholarship and support the academic enterprise and when these activities take place in adequate facilities. Academic Affairs places high priority on the modernization of classrooms, laboratories, the Library, and other space consistent with academic plans. Further, the Division will ensure a high quality technology infrastructure and delivery system.

New Programs and initiatives cannot be accommodated solely through continued expansion. We recognize that the College is limited by resources and available space. Each decision to pursue a new initiative, undertake a new undergraduate field of study, or expand an existing one inevitably has some impact on the resources available to other programs, initiatives, and units. Academic Affairs will practice efficiency and effectiveness in its administration, communication, practices, and use of resources.

A great institution of higher education must have the agility to assimilate promising new fields of study, to respond to changes in society, and to serve an increasingly heterogeneous society. As part of a public institution of higher education, Academic Affairs embraces inclusive excellence through recruiting and serving New Jersey's college-going population and providing high quality academic experiences on the under graduate and graduate levels. Further, we recognize the present financial reality of decreasing appropriations from the state and strive to meet our fiscal needs through enrollment planning. Finally, we recognize that in order to meet diversity, service, and fiscal goals, we must maximize the use of existing facilities and resources and plan additional resource enhancement opportunities.
Goals and Student Learning Outcomes/Objectives, with Any Associations and Related Measures, Achievement Targets, Findings, and Action Plans

G 1: Intellectual curiosity
1. Academic Affairs fosters in students an authentic intellectual curiosity and the value of engaged inquiry.

O 46: Student communities
Encourage the establishment of student communities rooted in common learning experiences and mutual support in each of the academic areas and units.

Associations:

Institutional Priorities:
0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.
0.2 All strategic goals and objectives must be consistent with the College mission and vision and the primacy of facilitating student learning while also taking into account the needs and interests of faculty, staff, alumni, and the local, state, and global communities.
0.3 All strategic goals and objectives must be consistent with infusing inclusive excellence into the campus environment, fostering diversity, encouraging the dignified and respectful treatment of others, adherence to high ethical standards and promoting engaged citizenship.
0.4 All strategic goals and objectives must be consistent with the commitment to environmental, social, and economic sustainability by the College.
0.5 All strategic goals and objectives must be defined in such a way that progress and fiscal soundness can be assessed.
0.6 All strategic goals and objectives must be defined and pursued with transparency, collegiality, and open communication.

Strategic Plans:

Ramapo College
1.1 The College will ensure that student learning emphasizes international education, intercultural understanding, interdisciplinary and experiential learning.
1.2 The College will continue to graduate students who are life-long learners and who possess the necessary skills, knowledge, and ethics to seek enriching experiences and to develop new ways of thinking, acting, and engaging.
1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.
1.5 The College will increase access and support for underrepresented students.
2.1 The College will operate all units efficiently and effectively in administration, communication, practices, and use and provision of human and material resources.
3.1 The College will provide a wide range of activities and programs to meet the needs of resident and commuting students and to engage community members.
3.2 The College will increase the number of activities that raise the level of intellectual discussion.
3.5 The College will promote campus safety and security and lifestyle practices that focus on safety, health and avoiding the abuse and illicit use of alcohol and other drugs.
3.6 The College will develop learning communities to bridge a student’s formal academic experience and other components of college life.

Related Measure:

**M 16: Living-learning communities**

*Achievement Target:* 80% of students participating in the pilot living-learning community—a joint collaboration of enrollment management, student affairs, and academic affairs—will express satisfaction with all facets of the program.
*Measures:* Responses on the First Year Seminar Survey.

Source of Evidence: Student satisfaction survey at end of the program

**O 47: Student expression of intellectual interests**

Provide institutional occasions and forums for students to express their intellectual interests and achievements and to engage the community in them.

**Associations:**

**General Education/Core Curriculum:**

1.1 Students will be able to evaluate, integrate and apply disparate sorts of knowledge
1.2 Students will be able to create and employ innovative, interdisciplinary approaches to identify, comprehend, and address contemporary problems
2.1 Students will be able to identify how prior content and concepts have been applied to their experiences and how their experiences will enhance future academic study and personal, professional and civic development
2.2 Students will be able to reflect on their experiences individually and collectively by challenging assumptions and hypotheses about their beliefs, outcomes of their decisions, and actions they have taken, and by sharing their insights.
4.1 Students will be able to think and engage analytically.
4.2 Students will be able to assess theoretical arguments, data, and other evidence.
4.3 Students will be able to read, analyze, and understand written, oral and visual works of art from across the arts and humanities, and from across a range of historical periods and cultures.
4.6 Students will be able to recognize that taking risks in academic enquiry fosters creativity and innovation.
5.1 Students will be able to present coherent written and oral arguments with correct grammar and syntax.
5.3 Students will be able to access needed information effectively and efficiently.
5.4 Students will be able to evaluate information and its sources critically, and incorporate primary and secondary sources into essays, reports and other forms of communication.
6.1 Students will be able to demonstrate proficiency and depth of knowledge in their major field of study.
8.1 Students will be able to become more aware of their own individual values and ideals, and to think and reflect on the moral and civic dimension of issues, problems and matters of individual and public concern.
9.1 Students will be able to act and communicate critically about issues, problems and matters of public consequence.

Institutional Priorities:
0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.
0.2 All strategic goals and objectives must be consistent with the College mission and vision and the primacy of facilitating student learning while also taking into account the needs and interests of faculty, staff, alumni, and the local, state, and global communities.
0.4 All strategic goals and objectives must be consistent with the commitment to environmental, social, and economic sustainability by the College.
0.5 All strategic goals and objectives must be defined in such a way that progress and fiscal soundness can be assessed.
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Strategic Plans:
Ramapo College
1.1 The College will ensure that student learning emphasizes international education, intercultural understanding, interdisciplinary and experiential learning.
1.2 The College will continue to graduate students who are life-long learners and who possess the necessary skills, knowledge, and ethics to seek enriching experiences and to develop new ways of thinking, acting, and engaging.
1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.

Related Measure:

M 17: Faculty-student research

Achievement Target: Number of students participating in faculty-student research activities will increase by 10%.

Achievement Target: Number of students presenting/publishing/displaying results and products of faculty-student research activities will increase by 5%.

Measure: School/unit websites. Office of the Provost will review names of students and faculty mentors participating in faculty-student
research/scholarship activities and note participation in presentation/dissemination of the results/products of these activities

Source of Evidence: Academic indirect indicator of learning - other

**Achievement Target:**
Achievement Target: Number of students participating in faculty-student research activities will increase by 10%.
Achievement Target: Number of students presenting/publishing/displaying results and products of faculty-student research activities will increase by 5%.

Measure: School/unit websites. Office of the Provost will review names of students and faculty mentors participating in faculty-student research/scholarship activities and note participation in presentation/dissemination of the results/products of these activities

**M 77: COPLAC Team for Undergraduate Research**

Achievement Target: The COPLAC Team for Undergraduate Research will completed and share a plan for Scholarship Celebration Day and a Summer Research Program.


Source of Evidence: Administrative measure - other

**Achievement Target:**
Achievement Target: The COPLAC Team for Undergraduate Research will completed and share a plan for Scholarship Celebration Day and a Summer Research Program.

**Goals and Other Outcomes/Objectives, with Any Associations and Related Measures, Achievement Targets, Findings, and Action Plans**

**G 1: Intellectual curiosity**
1. Academic Affairs fosters in students an authentic intellectual curiosity and the value of engaged inquiry.

**O 45: Curricular and co-curricular opportunities**
Provide curricular and co-curricular opportunities which model the aspirations of educational and moral achievements in distinctive programs and initiatives.

**Associations:**

**General Education/Core Curriculum:**
1.1 Students will be able to evaluate, integrate and apply disparate sorts of knowledge
1.2 Students will be able to create and employ innovative, interdisciplinary approaches to identify, comprehend, and address contemporary problems
2.1 Students will be able to identify how prior content and concepts have been applied to their experiences and how their experiences will enhance future academic study and personal, professional and civic development.

2.2 Students will be able to reflect on their experiences individually and collectively by challenging assumptions and hypotheses about their beliefs, outcomes of their decisions, and actions they have taken, and by sharing their insights.

2.3 Students will be able to understand and articulate the structure, relationships between, and impacts of the multiple communities and organizations with which they interact.

3.1 Students will be able to understand and negotiate the complexity and diversity of cultures in their various contexts (local, national and global).

3.2 Students will be able to recognize the importance of communicating orally and in writing in more than one language.

3.3 Students will be able to comprehend the causes and consequences of the disparity in the global distribution of power and resources.

4.1 Students will be able to think and engage analytically.

4.2 Students will be able to assess theoretical arguments, data, and other evidence.

4.3 Students will be able to read, analyze, and understand written, oral and visual works of art from across the arts and humanities, and from across a range of historical periods and cultures.

4.4 Students will be able to evaluate scientific evidence and the scientific arguments generated from it.

4.5 Students will be able to develop competence in quantitative reasoning and in the application of arithmetical, algebraic, geometric and (or) statistical methods in solving problems.

4.6 Students will be able to recognize that taking risks in academic enquiry fosters creativity and innovation.

4.7 Students will be able to develop a historical perspective that includes the ability to place events in the contexts of time and place, and acknowledges that historical interpretation is influenced by social, economic, political, and ideological considerations.

5.1 Students will be able to present coherent written and oral arguments with correct grammar and syntax.

5.2 Students will be able to apply computer technology to depict concepts and data visually.

5.3 Students will be able to access needed information effectively and efficiently.

5.4 Students will be able to evaluate information and its sources critically, and incorporate primary and secondary sources into essays, reports and other forms of communication.

5.5 Students will be able to recognize the economic, legal, social and ethical issues surrounding the use of information.

6.1 Students will be able to demonstrate proficiency and depth of knowledge in their major field of study.

6.2 Students will be able to understand the basic fundamentals of scientific methods that are used to comprehend and explain natural phenomena, and be aware of the place of science knowledge in contemporary culture and history.

7.1 Students will be able to study and analyze social phenomena.

7.2 Students will be able to recognize the properties and importance of a healthy environment, and the benefits of environmentally sustainable practices.
8.1 Students will be able to become more aware of their own individual values and ideals, and to think and reflect on the moral and civic dimension of issues, problems and matters of individual and public concern.

8.2 Students will be able to appreciate the perspectives of others on issues of individual and public concern.

9.1 Students will be able to act and communicate critically about issues, problems and matters of public consequence.

9.2 Students will be able to use both political and non-political processes to promote community well-being.

Institutional Priorities:

0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.

0.2 All strategic goals and objectives must be consistent with the College mission and vision and the primacy of facilitating student learning while also taking into account the needs and interests of faculty, staff, alumni, and the local, state, and global communities.

0.5 All strategic goals and objectives must be defined in such a way that progress and fiscal soundness can be assessed.

0.6 All strategic goals and objectives must be defined and pursued with transparency, collegiality, and open communication.

Strategic Plans:

Ramapo College

1.1 The College will ensure that student learning emphasizes international education, intercultural understanding, interdisciplinary and experiential learning.

1.2 The College will continue to graduate students who are life-long learners and who possess the necessary skills, knowledge, and ethics to seek enriching experiences and to develop new ways of thinking, acting, and engaging.

1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.

2.1 The College will operate all units efficiently and effectively in administration, communication, practices, and use and provision of human and material resources.

3.1 The College will provide a wide range of activities and programs to meet the needs of resident and commuting students and to engage community members.

3.2 The College will increase the number of activities that raise the level of intellectual discussion.

Related Measure:

**M 14: Co-sponsored events**

*Achievement Target: Academic and Student Affairs will begin to align events so that two major opportunities are co-sponsored and assessed for providing opportunity for educational and moral achievement and student engagement.*

*Measure: The Office of the Provost will track events and develop assessment rubric*
Achievement Target: Academic and Student Affairs will begin to align events so that two major opportunities are co-sponsored and assessed for providing opportunity for educational and moral achievement and student engagement.

**M 15: CEP maximum of 68 credits for major and school core**

Achievement Target: To facilitate a high quality education across programs whose curricula are founded on a commitment to the liberal arts, 90% of major programs will meet the CEP maximum of 68 credits for major and school core.

Measure: From the College Catalog/four-year major plans, number of required credit hours to complete each major.

Source of Evidence: Existing data

Achievement Target: To facilitate a high quality education across programs whose curricula are founded on a commitment to the liberal arts, 90% of major programs will meet the CEP maximum of 68 credits for major and school core.

Measure: College Catalog and Four-Year Program Plans

**M 58: Student Engagement Plan**

Achievement Target: Faculty and staff in Academic Affairs, Student Affairs, and Enrollment Management will complete the student-engagement plan for the middle years in a student’s career.

Measure: Student-Engagement Plan

Source of Evidence: Academic indirect indicator of learning - other

**Achievement Target:**
Achievement Target: Faculty and staff in Academic Affairs, Student Affairs, and Enrollment Management will complete the student-engagement plan for the middle years in a student’s career.

Measure: Student-Engagement Plan

**M 76: Consider and support reviving MBA**

Achievement Target: Business plan for the MBA is reviewed and supported by Cabinet. Curriculum plan for the MBA is reviewed and recommended by Graduate Council and ARC.

Measure: ARC, Cabinet, Graduate Council minutes.

Source of Evidence: Curriculum/syllabus analysis of course to program
O 61: Develop faculty
Continue to develop our strong faculty so they are prepared to serve as teachers and mentors and to model authentic intellectual curiosity and the value of engaged inquiry.

**Associations:**

**Institutional Priorities:**

0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.

0.2 All strategic goals and objectives must be consistent with the College mission and vision and the primacy of facilitating student learning while also taking into account the needs and interests of faculty, staff, alumni, and the local, state, and global communities.

1.2 Enhancing Student Engagement

**Strategic Plans:**

**Ramapo College**

1.2 The College will continue to graduate students who are life-long learners and who possess the necessary skills, knowledge, and ethics to seek enriching experiences and to develop new ways of thinking, acting, and engaging.

1.3 The College will implement a sustainable program of faculty development designed to enhance the quality of teaching and learning, and increase opportunities for faculty scholarship.

1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.

**Related Measure:**

**M 41: Faculty productivity**

*Achievement Target:* Faculty productivity (peer reviewed publications, presentations, creative products) will increase 10% from baseline set in 2010-2011.

*Measure:* Unit report

Source of Evidence: Academic indirect indicator of learning - other

**M 60: Teaching adult learners**

*Achievement Target:* The Office of the Provost and the Faculty Resource Center will offer opportunities for training and skill enhancement in the teaching of adult learners twice during the fall and spring semesters. Eighty-five percent of attending faculty will indicate satisfaction with these training opportunities.

*Measure:* The Office of the Provost will track events and report results of a satisfaction survey following each event.

Source of Evidence: Client satisfaction survey (student, faculty)
Achievement Target:
The Office of the Provost and the Faculty Resource Center will offer opportunities for training and skill enhancement in the teaching of adult learners twice during the fall and spring semesters. Eighty-five percent of attending faculty will indicate satisfaction with these training opportunities.
Measure: The Office of the Provost will track events and report results of a satisfaction survey following each event.

M 61: Engaging and developing adjuncts

Achievement Target: Deans’ Council, in collaboration with the Office of Employee Relations, will develop a plan to further engage and develop adjuncts.
Measure: Plan for Engaging and developing adjuncts.

Source of Evidence: Client satisfaction survey (student, faculty)

Achievement Target:
Deans’ Council, in collaboration with the Office of Employee Relations, will develop a plan to further engage and develop adjuncts.
Measure: Plan for Engaging and developing adjuncts.

M 68: Intellectual property

Achievement Target: Review practices and develop policy and procedure on intellectual property

Measure: Intellectual Property Policy approved and presented to Cabinet.

Source of Evidence: Document Analysis

Achievement Target:
Review practices and develop policy and procedure on intellectual property
Measure: Intellectual Property Policy approved and presented to Cabinet.

M 75: Tenure and Promotion Criteria

Achievement Target: Deans’ Council, in collaboration with Employee Relations, will review and revise the service criteria for tenure and promotion.

Measure: Revised Faculty Handbook.

Source of Evidence: Document Analysis

Achievement Target:
Deans’ Council, in collaboration with Employee Relations, will review and revise the service criteria for tenure and promotion.

Measure: Revised Faculty Handbook.

G 2: Demographic change
Academic Affairs is a strong partner in preparing the College for demographic (socioeconomic status, age, ethnicity and race of students), environmental, and economic change.

O 48: Inclusive campus population
Provide a curriculum and learning experience that facilitates the recruitment and retention of an inclusive campus population.

Associations:

General Education/Core Curriculum:
  3.1 Students will be able to understand and negotiate the complexity and diversity of cultures in their various contexts (local, national and global).
  3.2 Students will be able to recognize the importance of communicating orally and in writing in more than one language.
  3.3 Students will be able to comprehend the causes and consequences of the disparity in the global distribution of power and resources.

Institutional Priorities:
  0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.
  0.2 All strategic goals and objectives must be consistent with the College mission and vision and the primacy of facilitating student learning while also taking into account the needs and interests of faculty, staff, alumni, and the local, state, and global communities.
  0.3 All strategic goals and objectives must be consistent with infusing inclusive excellence into the campus environment, fostering diversity, encouraging the dignified and respectful treatment of others, adherence to high ethical standards and promoting engaged citizenship.
  0.4 All strategic goals and objectives must be consistent with the commitment to environmental, social, and economic sustainability by the College.
  0.5 All strategic goals and objectives must be defined in such a way that progress and fiscal soundness can be assessed.
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Strategic Plans:

Ramapo College
  1.1 The College will ensure that student learning emphasizes international education, intercultural understanding, interdisciplinary and experiential learning.
  1.2 The College will continue to graduate students who are life-long learners and who possess the necessary skills, knowledge, and ethics to seek enriching experiences and to develop new ways of thinking, acting, and engaging.
  1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.
  1.5 The College will increase access and support for underrepresented students.
  2.7 The College will promote inclusive excellence in all aspects of institutional planning.
3.7 The College will foster a hospitable and equitable environment for students, faculty and staff.

**Related Measure:**

**M 2: Change of mission**

Seek change of mission from state.

Source of Evidence: Administrative measure - other

**Achievement Target:**

Ramapo College is designated as a Masters Level institution by the state of NJ.

Measure: Commission on Higher Education web site.

**M 18: Adult learners program**

**Achievement Target:** Enroll 15 new adult students in the adult learners program.

Measure: Enrollment data.

Source of Evidence: Existing data

**Achievement Target:**

Enroll 15 new adult students in a new adult learners program.

Measure: Enrollment data.

**M 19: Scheduling for adult learners program**

**Achievement Target:** One hundred percent of required courses for the adult learners program will be available after 5:00 PM weekdays or on weekends.

Measure: Class schedule.

Source of Evidence: Existing data

**Achievement Target:**

One hundred percent of required courses for the adult learners program will be available after 5:00 PM weekdays or on weekends or on-line.

Measure: Class schedule.

**M 20: Program planning for adult students**

**Achievement Target:** Identify and plan implementation of one additional program for adult students.

Measure: Fall 2012 schedule.

Source of Evidence: Discussions / Coffee Talk
Achievement Target:
Achievement Target: Identify and plan implementation of one additional program for adult students.
Measure: Fall 2012 schedule

M 21: MA Special Education
Achievement Target: Seek HEC approval for the MA in Special Education.
Measure: HEC minutes.

Source of Evidence: Administrative measure - other

Achievement Target: Plan implementation of MA in Special Education for Fall 2012.
Measure: Five year business plan for MA in Special Education.

M 22: Full year class schedule
Achievement Target: Provide one year class schedule to assist all students in planning their schedules.

Source of Evidence: Administrative measure - other

Achievement Target:
Achievement Target: Provide one year class schedule to assist all students in planning their schedules.

M 76: Consider and support reviving MBA
Achievement Target: Business plan for the MBA is reviewed and supported by Cabinet. Curriculum plan for the MBA is reviewed and recommended by Graduate Council and ARC.
Measure: ARC, Cabinet, Graduate Council minutes.
Source of Evidence: Curriculum/syllabus analysis of course to program

O 49: Enhance multicultural understanding
Enhance multicultural understanding

Associations:
General Education/Core Curriculum:
3.1 Students will be able to understand and negotiate the complexity and diversity of cultures in their various contexts (local, national and global).
3.2 Students will be able to recognize the importance of communicating orally and in writing in more than one language.
3.3 Students will be able to comprehend the causes and consequences of the disparity in the global distribution of power and resources.
8.1 Students will be able to become more aware of their own individual values and ideals, and to think and reflect on the moral and civic dimension of issues, problems and matters of individual and public concern.
8.2 Students will be able to appreciate the perspectives of others on issues of individual and public concern.

Institutional Priorities:
0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.
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Strategic Plans:

Ramapo College
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1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.
2.7 The College will promote inclusive excellence in all aspects of institutional planning.
3.7 The College will foster a hospitable and equitable environment for students, faculty and staff.

Related Measure:

M 23: Geopgraphic emphasis

Achievement Target: Identify and communicate 3-5 geographic areas for
curriculum emphasis and study abroad.

Measure: International education web site and programs of study

Source of Evidence: Existing data

Achievement Target:
Achievement Target: Identify and communicate 3-5 geographic areas for curriculum emphasis and study abroad.
Measure: International education web site and programs of study

M 24: Expanding study abroad external participants

Achievement Target: 5% of students participating in Ramapo College study abroad programs will be matriculated at colleges other than Ramapo.

Achievement Target: The number of Ramapo College students participating in Study Abroad will increase by 5%.

Measure: Course rosters.

Source of Evidence: Administrative measure - other

Achievement Target:
Achievement Target: 5% of students participating in Ramapo College study abroad programs will be matriculated at colleges other than Ramapo.
Achievement Target: The number of Ramapo College students participating in Study Abroad will increase by 5%.

Measure: Course rosters

M 62: Continue survey of internationalization

Achievement Target: In collaboration with RCIE, survey faculty on activities and events provided outside the classroom (co-curricular or experiential) in order to develop an inventory of international learning experiences.

Measure: Inventory of International Learning Experiences resulting from the survey of faculty. (Carried from 2010-2011)

Achievement Target: Deans' Council will review and analyze the inventory of international student learning goals and outcomes gathered from course syllabus.

Measure: Deans' Council Minutes. (Carried from 2010-2011)

Source of Evidence: Document Analysis

M 63: Plan for International Education
Achievement Target: Deans' Council and Provost's Council will review and recommend acceptance of the International Education Plan to be drafted by the International Education Committee

Measure: Council Minutes

Source of Evidence: Document Analysis

Achievement Target:
Achievement Target: Deans' Council and Provost's Council will review and recommend acceptance of the International Education Plan to be drafted by the International Education Committee
Measure: Council Minutes

O 50: Service for student success
Provide services that support the success of all students

Associations:

Institutional Priorities:
0.2 All strategic goals and objectives must be consistent with the College mission and vision and the primacy of facilitating student learning while also taking into account the needs and interests of faculty, staff, alumni, and the local, state, and global communities.
0.3 All strategic goals and objectives must be consistent with infusing inclusive excellence into the campus environment, fostering diversity, encouraging the dignified and respectful treatment of others, adherence to high ethical standards and promoting engaged citizenship.
1.2 Enhancing Student Engagement

Strategic Plans:
Ramapo College
1.2 The College will continue to graduate students who are life-long learners and who possess the necessary skills, knowledge, and ethics to seek enriching experiences and to develop new ways of thinking, acting, and engaging.
1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.
1.5 The College will increase access and support for underrepresented students.

Related Measure:

M 25: Advising training for faculty

Achievement Target: 100% of new faculty will participate in a mandatory advising training session.

Measure: Workshop rosters.

Achievement Target: 100% of units will offer training in advising.
Measure: Workshop schedule.

Source of Evidence: Document Analysis

**Achievement Target:**
Achievement Target: 100% of new faculty will participate in a mandatory advising training session.
Measure: Workshop rosters.
Achievement Target: 100% of units will offer training in advising.
Measure: Workshop schedule.

**M 26: Faculty training for advising**
Achievement Target: 100% of units will offer training in advising.

Measure: Workshop schedule

Achievement Target: All students in their third semester and beyond will be assigned a faculty advisor.
Measure: Banner records.

Source of Evidence: Existing data

**Achievement Target:**
Achievement Target: 100% of units will offer training in advising.
Measure: Workshop schedule.

Achievement Target: All students in their third semester and beyond will be assigned a faculty advisor.
Measure: Banner records.

**M 28: Transfer students advised by faculty**

Achievement Target: 100% of transfer students will be introduced (written communication from dean) to their faculty advisor by the middle of their first semester on campus.

Measure: Check list of communications from deans.

Source of Evidence: Existing data

**Achievement Target:**
Achievement Target: 100% of transfer students will be introduced (written communication from dean) to their faculty advisor by the middle of their first semester on campus.
Measure: Check list of communications from deans.
M 29: Writing at college level

Achievement Target: 90% of incoming freshman who participated in Critical Reading and Writing I will demonstrate readiness for participation in Critical Reading and Writing II.

Measure: Passing grades in CR&W I.

Achievement Target: 90% of incoming freshman who participate in Foundations of Reading /Foundations of Writing will demonstrate readiness for participation in Critical Reading and Writing I.

Measure: Passing grade in FR/FR&W

Source of Evidence: Written assignment(s), usually scored by a rubric

M 57: Reading and writing foundations

Achievement Target: 90% of incoming freshman who participated in Critical Reading and Writing I will demonstrate readiness for participation in Critical Reading and Writing II.

Measure: Passing grades in CR&W I.

Achievement Target: 90% of incoming freshman who participate in Foundations of Reading /Foundations of Writing will demonstrate readiness for participation in Critical Reading and Writing I.

Measure: Passing grade in FR/FR&W

O 54: Link academic and financial planning

More closely link academic and financial planning

Associations:

Institutional Priorities:
0.5 All strategic goals and objectives must be defined in such a way that progress and fiscal soundness can be assessed.
0.6 All strategic goals and objectives must be defined and pursued with transparency, collegiality, and open communication.
1.4 Increasing Revenue Generation

**Strategic Plans:**

**Ramapo College**

2.1 The College will operate all units efficiently and effectively in administration, communication, practices, and use and provision of human and material resources.
2.2 The College will actively seek initiatives, consistent with the College mission, that generate revenue.
2.5 The College will enhance effectiveness and efficiency by integrating institutional planning, budget development, management, and assessment.

**Related Measure:**

**M 40:** Annual planning reports

*Achievement Target:* Following the Academic Planning Schedule, 100% of convening groups will submit annual reports based on the revised template approved by Deans’ Council.

*Measure:* Annual Reports.

*Source of Evidence:* Academic indirect indicator of learning - other.

**Achievement Target:**

*Achievement Target:* Following the Academic Planning Schedule, 100% of convening groups will submit annual reports based on the revised template approved by Deans’ Council.
*Measure:* Annual Reports.

**M 42:** Review of resource requests

*Achievement Target:* 100% of unit plans and resource requests will be reviewed and recommended by the Deans’ Council to the Provost.
*Measure:* Deans’ Council minutes

*Source of Evidence:* Administrative measure - other.

**Achievement Target:**

*Achievement Target:* 100% of unit plans and resource requests from Academic Affairs will be reviewed and recommended by the Deans’ Council to the Provost.
*Measure:* Deans’ Council minutes.

**M 43:** Business plans for new initiatives

Achievement Target: 100% of new initiatives will include a realistic budget and business plan that reflect consultation with appropriate support units (i.e. Enrollment Management, Library, Information Technology Services, Budget
Office, etc.).

Measure: Review of initiative proposals.

Achievement Target: All graduate and adult degree completion programs will develop/review their business plan and report progress towards annual enrollment and revenue goals.

Measure: Annual Reports from graduate programs.

Source of Evidence: Administrative measure - other

Achievement Target:
Achievement Target: 100% of new initiatives will include a realistic budget and business plan that reflect consultation with appropriate support units (i.e. Enrollment Management, Library, Information Technology Services, Budget Office, etc.).
Measure: Review of initiative proposals.
Achievement Target: All graduate programs will develop/review their business plan and report progress towards annual enrollment and revenue goals.
Measure: Annual Reports from graduate programs.

M 65: Net revenue/incentive model for special programs

Achievement Target: With the Budget Office, develop and implement net revenue model for graduate and adult degree completion program which includes unit incentives.

Measure: Annual assessment of graduate and adult degree programs assess on business models.

Source of Evidence: Benchmarking

Achievement Target:
Achievement Target: With the Budget Office, develop and implement net revenue model for graduate and adult degree completion program which includes unit incentives.
Measure: Annual assessment of graduate and adult degree programs assess on business models.

M 76: Consider and support reviving MBA

Achievement Target: Business plan for the MBA is reviewed and supported by Cabinet. Curriculum plan for the MBA is reviewed and recommended by Graduate Council and ARC.

Measure: ARC, Cabinet, Graduate Council minutes.

Source of Evidence: Curriculum/syllabus analysis of course to program

O 55: Improve lines of communication

Improve lines of communication
Associations:

Institutional Priorities:

0.6 All strategic goals and objectives must be defined and pursued with transparency, collegiality, and open communication.

Strategic Plans:

Ramapo College

3.8 The College will enhance internal and external communication.

Related Measure:

M 41: Faculty productivity

Achievement Target: Faculty productivity (peer reviewed publications, presentations, creative products) will increase 10% from baseline set in 2010-2011.

Measure: Unit report

Source of Evidence: Academic indirect indicator of learning - other

Achievement Target:

M 44: Division heads and Associate VPs address Deans' Council

Achievement Target: Deans' Council will invite division heads and associate vice presidents to at least one Council meeting each year to share initiatives and discuss areas of collaborations and improvement.

Measure: Deans' Council minutes.

Source of Evidence: Administrative measure - other

Achievement Target:

M 45: Posting Council minutes

Achievement Target: Minutes for Deans' Council, Provost's Council, Graduate Council and all unit councils will be posted on the Provost's/units' websites.

Measure: Provost's website.

Source of Evidence: Administrative measure - other
Achievement Target:
Achievement Target: Minutes for Deans' Council, Provost's Council, and all unit councils will be posted on the Provost's/units' websites.
Measure: Provost's website.

M 46: Faculty student research website

Achievement Target: All schools/units will develop and maintain a website that lists participants (faculty and students) in faculty/student research and lists presentations, by students, of their research.
Measure: School websites

Source of Evidence: Administrative measure - other

Achievement Target:
Achievement Target: All schools/units will develop and maintain a website that lists participants (faculty and students) in faculty/student research and lists presentations, by students, of their research.
Measure: School websites.

M 47: Honors Convocation website

Achievement Target: 100% of students participating in Honors Convocation will have their biographies, as composed by their school dean, posted on the Honors Convocation website.
Measure: Convocation program and website

Source of Evidence: Administrative measure - other

Achievement Target:
Achievement Target: 100% of students participating in Honors Convocation will have their biographies, as composed by their school dean, posted on the Honors Convocation website.
Measure: Convocation program and website.

O 56: Academics as the core function of the College
Academics as the core function of the College

Associations:

Institutional Priorities:
0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.
0.2 All strategic goals and objectives must be consistent with the College mission and vision and the primacy of facilitating student learning while also taking into account the needs and interests of faculty, staff, alumni, and the local, state, and global communities.
1.2 Enhancing Student Engagement

Strategic Plans:
Ramapo College
1.1 The College will ensure that student learning emphasizes international education, intercultural understanding, interdisciplinary and experiential learning.
1.2 The College will continue to graduate students who are life-long learners and who possess the necessary skills, knowledge, and ethics to seek enriching experiences and to develop new ways of thinking, acting, and engaging.
1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.
1.6 The College will place high priority on the provision and modernization of classrooms, laboratories, and other space consistent with academic plans.

**Related Measure:**

**M 49: Attendance at the Deans' Lecture Series**

*Achievement Target:* Attendance at the Deans' Lecture Series (see Goal 1.1.III.B 2010-2011) will increase by 10%.

*Measure:* Attendance sign-in sheets

*Source of Evidence:* Administrative measure - other

**Achievement Target:**
*Achievement Target:* Attendance at the Deans' Lecture Series will increase by 10%.
*Measure:* Attendance sign-in sheets.

**M 50: Faculty participation in yield activities**

Achievement Target: 100% of academic units will engage in yield activities and will list individual faculty participation.

*Measure:* Unit plans.

*Source of Evidence:* Academic indirect indicator of learning - other

**Achievement Target:**
*Achievement Target:* 100% of academic units will engage in yield activities and will list individual faculty participation.
*Measure:* Unit plans.

**O 57: Support for sustainable practices**

Academic Affairs strongly supports the College's initiative to develop sustainable practices

**Associations:**

**Institutional Priorities:**

0.4 All strategic goals and objectives must be consistent with the commitment to environmental, social, and economic sustainability by the College.

**Strategic Plans:**
Ramapo College

2.1 The College will operate all units efficiently and effectively in administration, communication, practices, and use and provision of human and material resources.

**Related Measure:**

**M 66: Syllabi in electronic format**

*Achievement Target:* 50% of courses syllabi will be provided to students in electronic format only.

*Measure:* Unit Report

Source of Evidence: Document Analysis

**Achievement Target:**

*Achievement Target:* 50% of courses syllabi will be provided to students in electronic format only.

*Measure:* Unit Report

**M 67: On-line student opinion surveys**

*Achievement Target:* Pilot the use of grade holds for on-line student opinion surveys for winter session.


Source of Evidence: Document Analysis

*Achievement Target:*

*Achievement Target:* Pilot the use of grade holds for on-line student opinion surveys for winter session.


**G 3: Prepare students for the future**

*Academic Affairs prepares our students for the future.*

**O 51: Life-long earners and learners**

Prepare life-long adaptable learners and earners.

**Associations:**

**Institutional Priorities:**

0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.

1.1 Meeting Middle States Expectations

**Strategic Plans:**
1.2 The College will continue to graduate students who are life-long learners and who possess the necessary skills, knowledge, and ethics to seek enriching experiences and to develop new ways of thinking, acting, and engaging.

**Related Measure:**

**M 30: Courses comply with CEC policy**

**Achievement Target:** 90% of sampled courses will comply with Academic Policies governing the Course Enrichment Component (CEC) and will include assessment of college wide goals for student learning goals for CEC.

**Measure:** Audit of 100 randomly selected syllabi for fall 2011 courses.

Source of Evidence: Academic indirect indicator of learning - other

**Achievement Target:**
**Achievement Target:** 90% of sampled courses will comply with Academic Policies governing the Course Enrichment Component (CEC) and will include assessment of college wide goals for student learning goals for CEC.

**Measure:** Audit of 100 randomly selected syllabi for fall 2011 courses.

**M 31: CEC student learning outcomes**

**Achievement Target:** 75% of students who are assessed will achieve the learning outcomes for the CEC in fall 2011.

**Measure:** Audit assessment of student learning outcomes for 100 randomly selected fall 2011 courses.

Source of Evidence: Academic direct measure of learning - other

**Achievement Target:**
**Achievement Target:** 75% of students who are assessed will achieve the learning outcomes for the CEC in fall 2011.

**Measure:** A random sample of 100 pieces of CEC-related student work scored on a rubric in selected fall 2011 courses.

**M 32: Fellowship applications**

**Achievement Target:** Applications for fellowships will increase by 10%.

**Measure:** Annual Report from the Fellowship Office.

Source of Evidence: External report

**Achievement Target:**
**Achievement Target:** Applications for fellowships will increase by 10%.

**Measure:** Annual Report from the Fellowship Office.

**M 33: Redesigned interdisciplinary courses**
Achievement Target: All redesigned interdisciplinary courses will include and report assessment of student learning outcomes for interdisciplinary.

Measure: Unit reports and Weave Online.

Source of Evidence: Academic indirect indicator of learning - other

**Achievement Target:**
Achievement Target: All redesigned interdisciplinary courses will include and report assessment of student learning outcomes for interdisciplinary.
Measure: Unit reports and Weave Online.

**M 56: Online courses**
Achievement target: Increase number of online courses by 5%.

Measure: Course schedule

Source of Evidence: Existing data

**Achievement Target:**
Achievement target: Increase number of online courses by 5%.

Measure: Course schedule

**M 76: Consider and support reviving MBA**
Achievement Target: Business plan for the MBA is reviewed and supported by Cabinet. Curriculum plan for the MBA is reviewed and recommended by Graduate Council and ARC.

Measure: ARC, Cabinet, Graduate Council minutes.

Source of Evidence: Curriculum/syllabus analysis of course to program

**O 52: Facilitate post-graduation placements**
Provide appropriate academic preparation and support to facilitate students’ post-graduation placements.

**Associations:**

**Institutional Priorities:**

0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.

0.2 All strategic goals and objectives must be consistent with the College mission and vision and the primacy of facilitating student learning while also taking into account the needs and interests of faculty, staff, alumni, and the local, state, and global communities.

1.2 Enhancing Student Engagement
Strategic Plans:

Ramapo College

1.2 The College will continue to graduate students who are life-long learners and who possess the necessary skills, knowledge, and ethics to seek enriching experiences and to develop new ways of thinking, acting, and engaging.

1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.

Related Measure:

M 34: Metrics for units and Cahill Center

Achievement Target: All schools have developed metrics, in collaboration with the Cahill Center, for use of career development services, coop/internships participation, graduate and professional school acceptances, and post-graduation job placements.

Measure: Unit Plans

Source of Evidence: Academic indirect indicator of learning - other

Achievement Target:

M 35: Collecting senior students’ plans for next year

Achievement Target: All units can identify “plans for next year”, including specific place of employment and job title or graduate/professional school and program of study, for 67% of their graduates.

Measure: Unit Plans

Source of Evidence: Academic indirect indicator of learning - other

Achievement Target:

M 36: Collaboration for graduating seniors placement data

Achievement Target: All schools will collaborate with and receive data from Alumni Affairs (alumni placements), Cahill Center, and the graduating senior survey to compile employment/placement data for 65% of the 2011 graduating seniors.

Measure: Unit Plans
O 53: Student civic and global engagement
Prepare students who are civically and globally engaged.

Associations:

General Education/Core Curriculum:
3.1 Students will be able to understand and negotiate the complexity and diversity of cultures in their various contexts (local, national and global).
3.2 Students will be able to recognize the importance of communicating orally and in writing in more than one language.
3.3 Students will be able to comprehend the causes and consequences of the disparity in the global distribution of power and resources.
7.2 Students will be able to study and analyze social phenomena.
7.3 Students will be able to recognize the properties and importance of a healthy environment, and the benefits of environmentally sustainable practices.
9.1 Students will be able to act and communicate critically about issues, problems and matters of public consequence.

Institutional Priorities:
0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.
0.3 All strategic goals and objectives must be consistent with infusing inclusive excellence into the campus environment, fostering diversity, encouraging the dignified and respectful treatment of others, adherence to high ethical standards and promoting engaged citizenship.
0.4 All strategic goals and objectives must be consistent with the commitment to environmental, social, and economic sustainability by the College.
1.2 Enhancing Student Engagement

Strategic Plans:
Ramapo College
1.1 The College will ensure that student learning emphasizes international education, intercultural understanding, interdisciplinary and experiential learning.

Related Measure:

M 37: Metrics for service learning and study abroad

Achievement Target: In collaboration with the CSI and the RCIE, all schools have developed metrics for participation in service learning and study abroad.
Achievement Target:
Achievement Target: In collaboration with the CSI and the RCIE, all schools have developed metrics for participation in service learning and study abroad.
Measure: Unit Plan

M 38: Increase participation in service learning/civic engagement

Achievement Target: 10% increase in the number of students completing one service learning/civic engagement project by graduation.

Measure: Unit Plan.

Source of Evidence: Academic indirect indicator of learning - other

Achievement Target:
Achievement Target: 10% increase in the number of students completing one service learning/civic engagement project by graduation.
Measure: Unit Plan.

M 39: Increase in study abroad participation

Achievement Target: 10% increase in the number of Ramapo College students who have participated in a study abroad experience by graduation.
Measure: Graduation transcript audit.

Source of Evidence: Existing data

Achievement Target:
Achievement Target: 10% increase in the number of Ramapo College students who have participated in a study abroad experience by graduation.

Measure: Graduation transcript audit.

O 57: Support for sustainable practices

Academic Affairs strongly supports the College's initiative to develop sustainable practices

Associations:

Institutional Priorities:
0.4 All strategic goals and objectives must be consistent with the commitment to environmental, social, and economic sustainability by the College.

Strategic Plans:

Ramapo College
2.1 The College will operate all units efficiently and effectively in administration, communication, practices, and use and provision of human and material resources.


**Related Measure:**

**M 66: Syllabi in electronic format**

*Achievement Target:* 50% of courses syllabi will be provided to students in electronic format only.

*Measure:* Unit Report

Source of Evidence: Document Analysis

**Achievement Target:**

*Achievement Target:* 50% of courses syllabi will be provided to students in electronic format only.

*Measure:* Unit Report

**M 67: On-line student opinion surveys**

*Achievement Target:* Pilot the use of grade holds for on-line student opinion surveys for winter session.


Source of Evidence: Document Analysis

**Achievement Target:**

*Achievement Target:* Pilot the use of grade holds for on-line student opinion surveys for winter session.


**G 4: Data driven decision making**

**Academic Affairs embraces "data driven" decision making**

**O 58: Base enrollment management decisions on data**

Base enrollment management decisions on data

**Associations:**

**Institutional Priorities:**

0.5 All strategic goals and objectives must be defined in such a way that progress and fiscal soundness can be assessed.

1.4 Increasing Revenue Generation

**Strategic Plans:**

**Ramapo College**

2.2 The College will actively seek initiatives, consistent with the College mission, that generate revenue.

**Related Measure:**

**M 43: Business plans for new initiatives**
Achievement Target: 100% of new initiatives will include a realistic budget and business plan that reflect consultation with appropriate support units (i.e. Enrollment Management, Library, Information Technology Services, Budget Office, etc.).

Measure: Review of initiative proposals.

Achievement Target: All graduate and adult degree completion programs programs will develop/review their business plan and report progress towards annual enrollment and revenue goals.

Measure: Annual Reports from graduate programs.

Source of Evidence: Administrative measure - other

M 51: Course enrollment

Achievement target: 50% of courses will be offered at 90% of enrollment capacity.

Achievement target: Less than 10% of courses within each unit will be offered with an enrollment of less than 10 students (excluding independent studies, internships and co-ops).

Measure: Audit of course enrollments

Source of Evidence: Administrative measure - other

M 52: Decrease once a week class meetings

Achievement targets: Once a week courses offered for traditional undergraduate students will make up less than 25% of the traditional undergraduate course offerings.

Measure: Audit course schedule

Source of Evidence: Administrative measure - other

Achievement Target:
Achievement targets: Once a week courses offered for traditional undergraduate students will make up less than 25% of the traditional undergraduate course offerings.
Achievement Target:
Achievement target: 100% of new graduate and adult learners programs will meet revenue and enrollment targets specified in their business plans.
Measure: Annual evaluation of business plans.

O 59: Integrate an external perspective as well as internal perspective
Use data during decision making to integrate an external perspective as well as internal perspective

Associations:

Institutional Priorities:
0.2 All strategic goals and objectives must be consistent with the College mission and vision and the primacy of facilitating student learning while also taking into account the needs and interests of faculty, staff, alumni, and the local, state, and global communities.

Strategic Plans:
Ramapo College
3.4 The College will increase opportunities for alumni, members of the local community and current/prospective students and their families to participate in campus activities.
3.8 The College will enhance internal and external communication.

Related Measure:

M 53: Submission of institutional effectiveness plans
Achievement target: As part of the new institutional-effectiveness process in Academic affairs, 100% of academic units (defined here as schools and convening groups of majors and graduate programs) will submit student-learning assessment plans and reports as well as annual reports based on the new template approved by Deans' Council in 2011-12.

Measure: The Provost's Office will maintain a spreadsheet that lists all academic units and indicates submission dates of these documents in addition, WEAVE online will be audited to determine if all plans have been submitted.

Achievement Target:
Achievement target: As part of the new institutional-effectiveness process in
Academic affairs, 100% of academic units (defined here as schools and convening groups of majors and graduate programs) will submit student-learning assessment plans and reports as well as annual reports based on the new template approved by Deans’ Council in 2011-12.

Measure: The Provost’s Office will maintain a spreadsheet that lists all academic units and indicates submission dates of these documents. In addition, WEAVE online will be audited to determine if all plans have been submitted.

M 59: Delaware Study

Achievement Target: Data from the Delaware study will be reviewed and used for staffing and program planning.

Measure: Minutes from Deans’ Council, Unit Councils; Unit Annual Reports.

Source of Evidence: Benchmarking of learning outcomes against peers

Achievement Target:
Support the College’s participation in the Delaware Study and review the results of this study with the faculty.

Measure: Unit Council Minutes

O 60: Use data to rationalize the curriculum and to improve teaching and learning

Use data to rationalize the curriculum and to improve teaching and learning

Associations:

Institutional Priorities:
0.1 All strategic goals and objectives must be consistent with the role of providing a high quality comprehensive education based on the liberal arts with particular emphasis on international education; intercultural understanding; interdisciplinary curricula, perspectives and analysis; and experiential learning.
1.2 Enhancing Student Engagement

Strategic Plans:
Ramapo College
1.1 The College will ensure that student learning emphasizes international education, intercultural understanding, interdisciplinary and experiential learning.
1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.

Related Measure:

M 54: Curricular changes based on learning outcomes assessment

Achievement target: In the spring of 2012, 75% of academic programs will
propose curriculum changes or innovations based on their 2011-12 student-learning assessment results to be implemented in academic year 2012-13.

**Measure:** College-Wide Assessment Committee (CWAC) members will report the number of academic programs making curriculum changes based on student-learning assessments in their individual schools to the Vice Provost for Curriculum and Assessment, who will then tally the results.

**Source of Evidence:** Administrative measure - other

**Achievement Target:**
Achievement target: In the spring of 2012, 75% of academic programs will propose curriculum changes or innovations based on their 2011-12 student-learning assessment results and to be implemented in academic year 2012-13.

**Measure:** College-Wide Assessment Committee (CWAC) members will report the number of academic programs making curriculum changes based on student-learning assessments in their individual schools to the Vice Provost for Curriculum and Assessment, who will then tally the results.

**M 55: WEAVE-online to track learning outcomes assessments**

**Achievement Target:** Assessment Data Specialist will enter accurately 100% of assessment plans, assessment reports, and curriculum maps into WEAVE online.

**Measure:** WEAVE Online.

**Source of Evidence:** Administrative measure - other

**Achievement Target:**
Achievement Target: Assessment Data Specialist will enter accurately 100% of assessment plans, assessment reports, and curriculum maps into WEAVE online.

**Measure:** WEAVE Online.

**Source of Evidence:** Administrative measure - other

**M 69: GECCo Assessment, Communication, Closing the Loop**

**Achievement Target:**
Achievement Target: GECCo will close the loop on the fall 2010 written communication assessment.

**Achievement Target:** GECCo will disseminate the results of the spring 2011 assessment of mathematical reasoning which will be discussed by the faculty.

**Achievement Target:** GECCo will implement assessment of student learning outcomes for information literacy and oral communication in fall 2011 and will disseminate the results of these assessments.

**Achievement Target:** GECCo will assess international, intercultural, and critical inquiry in spring 2012.

**Measure:** Minutes from GECCo, ARC, and FA; assessment plans and reports.

**Source of Evidence:** Document Analysis
Achievement Target: GECCo will close the loop on the fall 2010 written communication assessment.
Achievement Target: GECCo will disseminate the results of the spring 2011 assessment of mathematical reasoning which will be discussed by the faculty.
Achievement Target: GECCo will implement assessment of student learning outcomes for information literacy and oral communication in fall 2011 and will disseminate the results of these assessments.
Achievement Target: GECCo will assess international, intercultural, and critical inquiry in spring 2012.
Measure: Minutes from GECCo, ARC, and FA; assessment plans and reports.

M 70:FYS Review

Achievement Target: Review learning goals, outcomes, and requirements for FYS.
Measure: Report from the FYS advisory board; GECCo minutes.

Source of Evidence: Document Analysis

Achievement Target: College Honors Program will assess the following student learning outcomes: Appraise impact of cultural perspective & context; Integrate individual moral identity & community engagement; and Integrate class material with experiential participation and will discuss the implications of the results of these assessments with deans and faculty.
Measure: Minutes of the College Honors Program Advisory Committee and Deans' Council.

Source of Evidence: Document Analysis

Achievement Target: College Honors Program will assess the following student learning outcomes: Appraise impact of cultural perspective & context; Integrate individual moral identity & community engagement; and Integrate class material with experiential participation and will discuss the implications of the results of these assessments with deans and faculty.
Measure: Minutes of the College Honors Program Advisory Committee and Deans' Council.

M 72:CLA Administration

Achievement Target: The CLA will be administered to 100 first year students and 100 native students who are graduating in spring 2012.
Measure: CLA report.
Source of Evidence: Document Analysis

Achievement Target:
Achievement Target: The CLA will be administered to 100 first year students and 100 native students who are graduating in spring 2012.
Measure: CLA report.

M 73: Middle States Monitoring Report

Achievement Target: The Middle States Monitoring Report will be submitted to Middle States by 01 April 2012.
Measure: Report submitted.

Source of Evidence: Document Analysis

Achievement Target:
Achievement Target: The Middle States Monitoring Report will be submitted to Middle States by 01 April 2012.
Measure: Report submitted.

M 74: Graduate Education Plan

Achievement Target: Academic Affairs will implement and assess the Graduate Education Plan.
Measure: Annual Graduate Program Reports

Source of Evidence: Document Analysis

Achievement Target:
Achievement Target: Academic Affairs will implement and assess the Graduate Education Plan.
Measure: Annual Graduate Program Reports

Action Plan Detail for This Cycle (by Established cycle, then alpha)

Course Development Stipends
Faculty will be offered stipends to design/redesign courses in high need areas (e.g. interdisciplinary, on-line).

Established in Cycle: FY 2011
Implementation Status: Planned
Priority: High
Completion Date: 08/09/2012
Responsible Person/Group: Provost and Deans
Budget Amount Requested: $25,000.00
**Deans' Lecture Series**  
An annual Deans' Lecture Series will be offered.

- **Established in Cycle:** FY 2011  
- **Implementation Status:** Planned  
- **Priority:** High  
- **Responsible Person/Group:** Deans' Council  
- **Budget Amount Requested:** $15,000.00

**FYS assessment**  
Goals for FYS are linked to the goals of general education and will be assessed within the four year general education cycle.

- **Established in Cycle:** FY 2011  
- **Implementation Status:** Planned  
- **Priority:** High  
- **Implementation Description:** Goals for FYS are linked to the goals of general education and will be assessed within the four year general education cycle.  
- **Responsible Person/Group:** FYS Director; GECCo  
- **Budget Amount Requested:** $0.00