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

G 1: Life-long learners
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.

**O 2: Design Team Charge**

As recommended in the Greater Expectations report for 2009, a Design team will be charged with exploring the functioning of the "Five-hour Course Enrichment Component".

**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.

**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 14: Survey faculty and students**

Work with the Vice Provost for Curriculum and Assessment to survey faculty and students on: 1. Activities used to fulfill CEC requirements - examples and how they were received by faculty and students; 2. Implementation practices (i.e. graded/non graded, written/oral/no report, assigned/self-selected CEC, linked/not linked to work in the course, reflective analysis/no reflective analysis); and 3. Issues of concern and recommendations for improvement (including but not limited to how to better engage students in CEC activities, how to facilitate more meaningful learning through CEC, how to purposefully link Academic and Student Affairs through CEC).

Source of Evidence: Administrative measure - other

**Achievement Target:**

The Design Team will deliver their summary for the survey of faculty and staff on activities used to fulfill CEC requirements, practices used to implement CEC, and issues of concern and recommendations for CEC by December 2010.

Findings (FY 2011) - Achievement Target: Met

Results of the survey of faculty and staff on CEC was delivered to the Provost and disseminated to the campus.

**M 15: Policy and procedure recommendation**

Recommend policy and implementation procedures that assure that the CEC of all courses are conducted with rigor appropriate to the programs offered and are designed, delivered and evaluated to foster a coherent student learning experience.
Source of Evidence: Administrative measure - other

**Achievement Target:**
Policy and implementation procedures for CEC will be recommended to the Provost's Council.

**Findings (FY 2011) - Achievement Target: Met**
Provost's Council recommended and the Provost approved policy and implementation procedures for CEC to take effect 01 July 2011.

M 16: **Communicate survey findings**
Distribute results of the survey and recommendations; hold an open forum for discussion of results, recommendations and recommended policies.

Source of Evidence: Administrative measure - other

**Achievement Target:**
The Design Team will communicate findings of the CEC survey to the community.

**Findings (FY 2011) - Achievement Target: Met**
The Design Team Report on the CEC is link from the Provost's website. Two open forums were held and the co-chairs reported the results of the survey to Faculty Assembly.

M 17: **Recommend CEC goals**
In consultation with the faculty and GECCo, recommend overarching student learning goals relevant to all CECs.

Source of Evidence: Administrative measure - other

**Achievement Target:**
CEC student learning goals will be developed.

**Findings (FY 2011) - Achievement Target: Met**
Student learning goals were developed by ARC and the Design Team in collaboration and later approved by Faculty Assembly.

M 18: **Community dialog on CEC**
Engage the campus community in a dialog revolving around CEC. 1. how can CEC purposefully link Academic Affairs and Student Affairs? 2. what resources are available and how can CEC resources be made readily accessible by members of the community (e.g., database/website)? 3. what best practices exist for faculty involvement in CEC (with the recognition that faculty are not contractually bound to oversee the activities that define CEC)? 4. what high-impact learning practices can be tied to the CEC? 5. how are high-impact practices perceived by student affairs and academic affairs perspective?

Source of Evidence: Administrative measure - other

**Achievement Target:**
The Design Team will engage the community in dialog on CEC.
Findings (FY 2011) - Achievement Target: Met
The Design Team held two open forums on CEC. They continue to collect information and will prepare a report to the community for 2011-2012.

M 19: Approve and implement CEC policy
Approval and implement propose policy and procedures for the of the Five-hour Course Enrichment Component

Source of Evidence: Administrative measure - other

Achievement Target:
The CEC policy and implementation policies will be approved by Faculty Assembly and the Provost. Implementation and assessment will begin 2011-2012

Findings (FY 2011) - Achievement Target: Met
The CEC policy and implementation policies were approved by Faculty Assembly and the Provost. Implementation and assessment will begin 2011-2012

O 29: Adult Learners
Develop programs that meet the needs of adult learners.

Associations:

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

G 2: Faculty Development
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.

O 3: Approve and implement CEC policy and procedures
Approval and implement propose policy and procedures for the of the Five-hour Course Enrichment Component

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

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

G 3: High quality academic experiences
The College will provide high quality academic experiences at the undergraduate and graduate levels.

O 4: Program Implementation.
Program Implementation.

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.

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

Related Measure:

M 4: SSHS will implement MA Sustainability Studies.
SSHS will implement MA Sustainability Studies.

Source of Evidence: Administrative measure - other

Achievement Target:
Twelve students will enroll in the MASS program for Fall 2010.

Findings (FY 2011) - Achievement Target: Met
Seventeen students enrolled in the MASS for Fall 2010.

M 6: SSHS will implement Masters in Education Leadership.
SSHS will implement Masters in Education Leadership.

Source of Evidence: Administrative measure - other
Achievement Target:
Twelve students will enroll in the Masters in Education Leadership Fall 2011

Findings (FY 2011) - Achievement Target: Met
20 students enrolled.

M 8: Honors program
A. Continue implementation of the College Honors program. Request funding for the College Honors Program from SPIF

Source of Evidence: Administrative measure - other

Achievement Target:
Third year curriculum and activities will be implemented in the Honors Program

Findings (FY 2011) - Achievement Target: Met
Third year curriculum and activities were implemented in the Honors Program.

G 4: Support for under represented students
The College will increase access and support for under represented students.

O 5: Strategy/plan for international recruitment
RICE will work with Enrollment Management to implement a comprehensive strategy/plan for international recruitment.

Associations:

General Education/Core Curriculum:
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.

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.
Strategic Plans:
Ramapo College

1.1 The College will ensure that student learning emphasizes international education, intercultural understanding, interdisciplinary and experiential learning.
1.5 The College will increase access and support for underrepresented students.

G 5: Modern and appropriate spaces for learning
The College will place high priority on the provision and modernization of classrooms, laboratories, and other space consistent with academic plans.

O 12: Maintain support for faculty travel
Maintain financial support for faculty travel at approximately $1,000 per full-time, tenure track faculty member.

Associations:

Strategic Plans:
Ramapo College

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.

G 6: Efficient and effective operations
The College will operate all units efficiently and effectively in administration, communication, practices, and use and provision of human and material resources.

O 20: International Recruitment
RICE will work with Enrollment Management to develop a comprehensive strategy/plan for international recruitment. This plan will be presented to the SEM Planning Committee by 15 May 2010

Associations:

Strategic Plans:
Ramapo College

1.5 The College will increase access and support for underrepresented students.

O 21: Increase Financial Support for Underrepresented Students
1. The College will provide full financial support for first year EOF students. a. Funding for full support of first year EOF students from SPIF ($495,000). 2. The College will return funding for the Ramapo College Grant to 2007-2008 level a. Funding returned to Ramapo College Grant from SPIF ($35,000).

Associations:

Strategic Plans:
Ramapo College

1.5 The College will increase access and support for underrepresented students.

O 22: CAS
The Center for Academic Success (CAS) will be reorganized.
Associations:

Strategic Plans:  
Ramapo College  
1.5 The College will increase access and support for underrepresented students.

G 7: Revenue generating initiatives  
The College will actively seek initiatives, consistent with the College mission, that generate revenue. (Goal 2.2)

O 23: Upgrading Academic Facilities  
1. Plans for the fifth floor of the Anisfield building will be completed. 2. The Sustainability Center will be completed. 3. The Language Lab will be upgraded. 4. Greenhouse will be developed for use. 5. TAS labs and research facilities will be upgraded.

Associations:

Strategic Plans:  
Ramapo College  
1.6 The College will place high priority on the provision and modernization of classrooms, laboratories, and other space consistent with academic plans.

G 8: Integrating planning, budget development, management, and assessment  
The College will enhance effectiveness and efficiency by integrating institutional planning, budget development, management, and assessment.

O 28: Recruitment of adult learners  
Develop recruitment plans for enrolling adult learners.

Associations:

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

O 29: Adult Learners  
Develop programs that meet the needs of adult learners.

Associations:

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

G 9: Raise the level of intellectual discussion  
The College will increase the number of activities that raise the level of intellectual discussion. (Goal 3.2)

O 31: Raising the Intellectual Climate
1. AIS will offer seminars and lectures to increase international and cross-cultural understanding and to promote the liberal arts. 2. RCIE will initiate international coffee houses. 3. AIS will continue to offer co-curricular activities. A. AIS Colloquia B. AIS Film Series C. Center for the Study of Holocaust and Genocide programs D. AIS Writers and Poets Series E. AIS symposia on world languages and cultures F. AIS for a on “The International At Home”

Associations:

Strategic Plans:
Ramapo College

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

O 33: Communicate effectively
1. Board Policy will be aligned with current IRB Policy and Procedures. 2. Academic Integrity Policy and Procedures will be reviewed and revised for Fall 2010 implementation. 3. Change of grade policy and procedure will be revised to reflect final authority of unit dean and catalog language will be updated. 4. Complete the approval of the Distance Education Manual and distribute to faculty. 5. Review and, where necessary, revise definitions and criteria for minors and concentrations; distribute results to faculty.

Associations:

Strategic Plans:
Ramapo College

3.8 The College will enhance internal and external communication.

G 10: Pillars
The College will ensure that student learning emphasizes international education, intercultural understanding, interdisciplinary and experiential learning.

O 20: International Recruitment
RICE will work with Enrollment Management to develop a comprehensive strategy/plan for international recruitment. This plan will be presented to the SEM Planning Committee by 15 May 2010

Associations:

Strategic Plans:
Ramapo College

1.5 The College will increase access and support for underrepresented students.

O 37: Increased Internationalization
The Deans, in collaboration with RCIE, will engage faculty in developing a plan for increased internationalization of the curriculum and the campus.

Associations:

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 24: Review international student learning goals**
With GECCo, review the inventory of international student learning goals and outcomes addressed through General Education.

Source of Evidence: Administrative measure - other

**Achievement Target:**
All deans will have reviewed the international student learning goals and outcomes offered through general education.

**Findings (FY 2011) - Achievement Target: Not Met**

**M 25: Inventory of international learning experiences**
Review international student learning goals and outcomes for each program (major and minor) in the unit and include an inventory of international learning experiences within the unit with the annual report for 2010-11

Source of Evidence: Administrative measure - other

**Achievement Target:**
An inventory of international learning experiences will be included with each unit annual report.

**Findings (FY 2011) - Achievement Target: Not Met**
Not met.

**M 26: Inventory co- and extra-curricular international learning experiences**
With Student Affairs, review the co- and extra-curricular international learning experiences offered to the students.

Source of Evidence: Administrative measure - other

**Achievement Target:**
A list of co- and extra curricular international learning experiences will be developed.

**Findings (FY 2011) - Achievement Target: Met**
A list of co- and extra curricular international learning experiences was developed during the Student Engagement retreats.

**G 11: Learning Communities**
The College will develop learning communities to bridge a student's formal academic experience and other components of college life.

**O 32: Learning Communities**
Develop plans for learning communities. Request funding for stipends and operations

**Associations:**
Strategic Plans:
Ramapo College

3.6 The College will develop learning communities to bridge a student’s formal academic experience and other components of college life.

G 23: Preparing for environmental and economic change
Academic Affairs is a strong partner in preparing the College for environmental and economic changes.

O 20: International Recruitment
RICE will work with Enrollment Management to develop a comprehensive strategy/plan for international recruitment. This plan will be presented to the SEM Planning Committee by 15 May 2010

Associations:
Strategic Plans:
Ramapo College

1.5 The College will increase access and support for underrepresented students.

O 29: Adult Learners
Develop programs that meet the needs of adult learners.

Associations:
Strategic Plans:
Ramapo College

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

G 25: College Honors Program Assessment
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.

O 32: Learning Communities
Develop plans for learning communities. Request funding for stipends and operations

Associations:
Strategic Plans:
Ramapo College

3.6 The College will develop learning communities to bridge a student’s formal academic experience and other components of college life.

Other Outcomes/Objectives, without Goals, along with Any Associations and Related Measures, Achievement Targets, Findings, and Action Plans

O 1: Data Collection and Resource Allocation
a. Develop centralized resources for data collection and analysis. 1) Weave on-line will be populated with student learning outcomes for general education. 2) All program student learning outcomes will be listed in Weave on-line. b. Resources (human, fiscal, capital, and space) will be linked to assessment. 1) A template for one-year program reviews will be developed and piloted. 2) By 01 July 2010, the Academic Plan for 2010-2013, including resource priorities, will be completed.

**Associations:**

**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.

**Related Measure:**

**M 13:**Hire staff for data entry/analysis
Hire staff for data entry/analysis in WEAVEonline

Source of Evidence: Administrative measure - other

**Achievement Target:**
Staff member hired

**Findings (FY 2011 ) - Achievement Target: Met**
Staff member hired.

**O 6:**GECC0
GECCo will plan, implement, evaluate, and make recommendations for curriculum change based on the assessment of General Education.

**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

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 13:**Hire staff for data entry/analysis
Hire staff for data entry/analysis in WEAVEonline

Source of Evidence: Administrative measure - other

**M 32:**Assessment Plan and Timeline for General Education
GECCo will complete the written Assessment Plan and Timeline for General Education (…document the implementation of …an organized and sustained assessment process for general education - Middle States Statement of
Accreditation Status, 25 June 2010) and disseminate.

Source of Evidence: Administrative measure - other

**Achievement Target:**
GECCo will complete the written Assessment Plan and Timeline for General Education (…document the implementation of …an organized and sustained assessment process for general education - Middle States Statement of Accreditation Status, 25 June 2010) and disseminate.

**Findings (FY 2011 ) - Achievement Target: Met**
GECCo submitted an Assessment Plan for 2010-11 and developed an assessment cycle or timeline for General Education.

**M 33:GECC0 summer stipends**
GECCo members will receive a stipend for summer work. Request funding for GECCo summer stipend

Source of Evidence: Administrative measure - other

**Achievement Target:**
GECCo members will receive a stipend for summer work on assessing student writing samples.

**Findings (FY 2011 ) - Achievement Target: Met**
GECCo members received a stipend for summer work and completed assessment of student writing samples.

**M 34:GECCo will implement assessment of several student learning outcomes**
GECCo will implement assessment of several student learning outcomes and will disseminate the results of these assessments.

Source of Evidence: Administrative measure - other

**Achievement Target:**
GECCo will implement assessment of several student learning outcomes (GE writing and math) and will disseminate the results of these assessments

**Findings (FY 2011 ) - Achievement Target: Partially Met**
GECCo implemented assessment of student learning outcomes GE writing and math. GECCO disseminated the results of the writing assessment. Results of the math assessment will be distributed in Fall 2011.

**O 7:Degree verification for adjuncts**
Schools will undertake degree verification for all new and continuing adjuncts.

**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
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.

**O 8: Institutionalize student learning assessment**

Develop and Implement two year plan to institutionalize student learning outcomes assessment

**Associations:**

**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.

**Related Measure:**

**M 13: Hire staff for data entry/analysis**

Hire staff for data entry/analysis in WEAVEonline

Source of Evidence: Administrative measure - other

**M 27: Inventory results of assessment of learning outcomes completed**

Each dean will inventory the results of all assessment of student learning outcomes completed within the unit across the past four years and all actions taken as a result of these assessments.

Source of Evidence: Administrative measure - other

**Achievement Target:**

Assessment reports submitted

**Findings (FY 2011) - Achievement Target: Met**

Assessment reports submitted

**M 28: Learning outcomes, curriculum maps, and assessment plans**

Learning outcomes, curriculum maps, and assessment plans (… an organized and sustainable process to assess the achievement of student learning goals at the course and program levels, with evidence that assessment information is used to improve teaching and learning - Middle States Statement of Accreditation Status, 25 June 2010) for all academic major programs will be in place by 01 October 2010.

Source of Evidence: Administrative measure - other

**Achievement Target:**

Learning outcomes, curriculum maps, and assessment plans for all academic major programs will be in place by 01 October 2010.

**Findings (FY 2011) - Achievement Target: Met**

Learning outcomes, curriculum maps, and assessment plans for virtually all academic majors and graduate programs are in place.

**M 29: Convening groups implement assessment**
Each convening group (major program) will select one or two learning outcomes and implement assessment of these outcomes in Spring 2011

Source of Evidence: Administrative measure - other

Achievement Target:
Each convening group (major program) will select one or two learning outcomes and implement assessment of these outcomes in Spring 2011

Findings (FY 2011) - Achievement Target: Met
Each convening group (major program) will select one or two learning outcomes and implement assessment of these outcomes in Spring 2011

M 30: May 2011 assessment retreats
In May 2011, all units and convening groups will hold assessment retreats to review assessment results, plan responses to results, and plan assessments for 2011-2012.

Source of Evidence: Administrative measure - other

Achievement Target:
Each convening group (major program) will select one or two learning outcomes and implement assessment of these outcomes in Spring 2011

Findings (FY 2011) - Achievement Target: Met
Several units and convening groups held actual assessment retreats to review assessment results, plan responses to results, and plan assessments for 2011-2012, while other units and convening groups met, as appropriate, to complete this work.

M 31: Linking resource allocation to assessment
Resource allocation (human, fiscal, capital, and space) will be linked to assessment results through the one-year program review process (…document the implementation of …an organized and sustainable process to assess the achievement of student learning goals at the course and program levels, with evidence that assessment information is used to improve teaching and learning and is linked to planning - Middle States Statement of Accreditation Status, 25 June 2010). 1. A template for one-year program reviews will be developed and disseminated by 01 September 2010. 2. The one-year program review process will be implemented for 2010-2011.

Source of Evidence: Administrative measure - other

Achievement Target:
A template for one-year program reviews will be developed and disseminated by 01 September 2010. The one-year program review process will be implemented for 2010-2011.

Findings (FY 2011) - Achievement Target: Partially Met
A template for one-year program reviews was developed. Implementation of the one-year program review process has been moved to 2011-2012.

O 9: Developmental and enhancement needs
Review Academic Support and ensure that services will be available to meet the developmental and enhancement needs of all Ramapo College students. Continue funding for reading specialists from SPIF

**Associations:**

**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.

**Related Measure:**

M 35: *Course rigor will be assessed*

Course rigor will be assessed and a unit plan for enhancement will be developed where necessary. 1. Results of the senior survey will be reviewed by deans and convening groups. 2. Results of the NSSE will be reviewed by deans and convening groups. 3. Grade distributions, pre- and post-CEP will be analyzed and reviewed. 4. Deans will work with conveners to develop enhancement plans where necessary.

Source of Evidence: Administrative measure - other

**Achievement Target:**

Results of the senior survey will be reviewed by deans and convening groups. Results of the NSSE will be reviewed by deans and convening groups. Grade distributions, pre- and post-CEP will be analyzed and reviewed. Deans will work with conveners to develop enhancement plans where necessary.

**Findings (FY 2011) - Achievement Target: Not Met**

Faculty Assembly discussed rigor in the end of semester faculty conference. This outcome has been eliminated.

M 36: *Flex will be reviewed and assessed*

Flex will be reviewed and assessed. 1. Deans will report on level of faculty participation. 2. Deans will report on activities undertaken by faculty to meet flex obligation. 3. Deans will submit an assessment of flex within the unit.

Source of Evidence: Administrative measure - other

**Achievement Target:**

Flex has been reviewed and assessed,

**Findings (FY 2011) - Achievement Target: Met**

Flex has been reviewed and assessed. Results are included in the five year review of CEP.

O 10: *Identify service gaps for part-time and commuter students*

Review trends in enrollment of part-time and commuter students, identify service gaps, and develop a plan to increase enrollment of these students.

**Associations:**

**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.

O 11: Technology Enhancement of Curriculum

Academic affairs will explore curriculum enhancement through technology opportunities.

Associations:

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.

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

Related Measure:

M 37: explore program level opportunities in distance education

Academic Affairs will consult with faculty to explore program level opportunities in distance education.

Source of Evidence: Administrative measure - other

Achievement Target:
Academic Affairs will consult with faculty to explore program level opportunities in distance education

Findings (FY 2011) - Achievement Target: Met
Two programs, RN to BSN and RN to MSN, were identified as having distance learning potential.

M 38: Review and approval of the Distance Education Manual

ARC will complete review of the Distance Education Manual and Provost will approve the Manual.

Source of Evidence: Administrative measure - other

Achievement Target:
ARC will complete review of the Distance Education Manual and Provost will approve the Manual

Findings (FY 2011) - Achievement Target: Met
ARC completed review of the Distance Education Manual and Provost approved the Manual

M 39: Seek approval to offer RN to BSN on-line

Seek approval from CHE and Middle States to offer the RN to BSN program fully on-line.

Source of Evidence: Administrative measure - other
Achievement Target:
Seek approval from CHE and Middle States to offer the RN to BSN program fully on-line

Findings (FY 2011) - Achievement Target: Met
Approval from CHE and Middle States to offer the RN to BSN program fully on-line has been received.

M 40: Seek approval to offer the last two years of the BSN program off-site
Seek approval from CHE and Middle States to offer the last two years of the BSN program off-site.

Source of Evidence: Administrative measure - other

O 13: First Year Seminar
1. The Director of First Year Seminar will oversee the following objectives a. Develop learning outcomes for FYS based on current common FYS requirements and aligned with General Education outcomes. b. Provide workshops for FYS instructors on: 1) Using online tools for the common writing reference. 2) Improving advisement to first-year students. 3) Using the NY Times as a resource in FYS courses. c. Work with the Office of First Year Experience to improve the personal development workshops. 1) First year students will report (10%) improved satisfaction with personal development workshops. d. Encourage experiential learning in more FYS courses. 1) Meet with FYS instructors in November to discuss different hands-on learning experiences already used by some instructors. 2) Experiential learning will increase in 25% of FYS courses.

Associations:

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

O 14: Accreditation
Where national accreditation exists, Ramapo College's academic programs will seek, receive, and continue accreditation (Business, Chemistry, Nursing, Social Work, and Teacher Education).

Associations:

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

Related Measure:

M 13: Hire staff for data entry/analysis
Hire staff for data entry/analysis in WEAVEonline

Source of Evidence: Administrative measure - other

M 42: Provide support for ASB
Provide support for ASB as the self study for AACSB accreditation is completed. Funding for Peer Review Team requested from SPIF
Source of Evidence: Administrative measure - other

**Achievement Target:**
AACSB accreditation successfully completed.

**Findings (FY 2011) - Achievement Target: Met**
AACSB accreditation successfully completed

**M 43: Art and Technology Track**
Plan and submit for approval a Art and Technology Track (within CA contract major).

Source of Evidence: Administrative measure - other

**Achievement Target:**
Plan and submit to ARC an Art and Technology Track within the CA contract major

**Findings (FY 2011) - Achievement Target: Partially Met**
Track has been planned but not submitted to ARC.

**M 45: Implement recommendations from the Middle States self study.**
Implement all recommendations from the Middle States self study.

Source of Evidence: Administrative measure - other

**Achievement Target:**
Achievement Target: All programs will have student learning assessment plans.

**Findings (FY 2011) - Achievement Target: Met**
Virtually all programs have submitted assessment plans to the CWAC or to their SACs.

**O 15: First Year Seminar**
1. The Director of First Year Seminar will oversee the following objectives a. Develop learning outcomes for FYS based on current common FYS requirements and aligned with General Education outcomes. b. Provide workshops for FYS instructors on: 1) Using online tools for the common writing reference. 2) Improving advisement to first-year students. 3) Using the NY Times as a resource in FYS courses. c. Work with the Office of First Year Experience to improve the personal development workshops. 1) First year students will report (10%) improved satisfaction with personal development workshops. d. Encourage experiential learning in more FYS courses. 1) Meet with FYS instructors in November to discuss different hands-on learning experiences already used by some instructors. 2) Experiential learning will increase in 25% of FYS courses.

**Associations:**

**Strategic Plans:**
Ramapo College
1.4 The College will provide high quality academic experiences at the undergraduate and graduate levels.

**O 16: Program Approval**
Seek approval for new programs.

**Associations:**

**Strategic Plans:**

Ramapo College

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

**Related Measure:**

**M 1: International Studies minor**

Submit International Studies minor to the state as information item.

Source of Evidence: Administrative measure - other

**Achievement Target:**

Submission of the International Studies minor is acknowledged by CHE

**Findings (FY 2011) - Achievement Target: Met**

International Studies minor has been submitted to and acknowledged by CHE.

**M 2: Change of mission**

Seek change of mission from state.

Source of Evidence: Administrative measure - other

**Achievement Target:**

Application for change in mission will be submitted to CHE

**Findings (FY 2011) - Achievement Target: Not Reported This Cycle**

Change in administration at CHE has delayed submission. Outcome will be continued to 2011-2012.

**M 5: Complete state approval for the MA Education Leadership.**

Complete state approval for the MA Education Leadership.

Source of Evidence: Administrative measure - other

**Achievement Target:**

CHE has approved the MA in Education Leadership.

**Findings (FY 2011) - Achievement Target: Met**

CHE has approved the MA in Education Leadership. Program will be implemented Fall 2011.

**M 7: Human Rights and Genocide Studies minor**

Submit Human Rights and Genocide Studies minor to the state for approval.

Source of Evidence: Administrative measure - other

**Achievement Target:**

CHE approves minor an adds to inventory of registeres programs for Ramapo College.
Findings (FY 2011) - Achievement Target: Met
Program approved by CHE

O 17: Freshman Writing
In collaboration with faculty and other deans, the AIS Dean will review the position of faculty director of freshman writing (oversees the student learning outcomes for College English) to determine the effectiveness of this position.

Associations:

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

O 18: Student Travel
In collaboration with Student Affairs, the Deans will institute and publicize policies and procedures for students to secure funding for conference attendance to present faculty student research through their faculty mentors.

Associations:

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

O 19: Adjunct Degree Verification
The Deans will oversee degree verification for all new adjuncts within the schools and make substantial progress on degree verification for continuing adjuncts. a. Each Dean will report on progress to Budget and Personnel by 15 May 2010.

Associations:

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

O 24: Library Services
The Library will increase the efficiency and effectiveness of services. a. The library will redesign and transfer the library website to the college CMS, Ektron. b. All online subject and course/program guides will be converted to a uniform program.

Associations:

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.

O 25: Revise Faculty Hiring Process
Revise and post faculty hiring process. a. Align faculty hiring process with HR Hiring process. b. RCIE will revise ISSS processing and integrate this process with faculty hiring process.

**Associations:**

**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.

**O 26: Academic Policy and Procedures**
The Academic Policy and Procedures will be revised and implemented where necessary.

**Associations:**

**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.

**O 27: Streamline Application for Faculty Support**
AVP: Budget and Personnel will complete review and implementation of Faculty Assembly report on Streamlining Application for Faculty Support.

**Associations:**

**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.

**O 30: Actions by the AVP: Budget and Personnel**
The Office of Employee Relations will enhance effectiveness and efficiency.

**Associations:**

**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 46: Adjunct Handbook**
ER will finalize, consult with Deans’ Council, and negotiate the Adjunct Handbook.

Source of Evidence: Administrative measure - other
Achievement Target:
Achievement Target: Adjunct Handbook will be available online. Measure: ER website.

Findings (FY 2011) - Achievement Target: Not Reported This Cycle
Not Met. ER will continue work.

M 47: Study Abroad procedures
ER will guide, facilitate and negotiate Study Abroad procedures.

Source of Evidence: Administrative measure - other

Achievement Target:
Achievement Target: All compensation and reimbursement agreements for faculty led study abroad will be standardized. Measure: Letters of appointment as study abroad coordinator.

Findings (FY 2011) - Achievement Target: Met
Letters of appointment as study abroad coordinator and compensation rates have been standardized.

M 48: Faculty Handbook
In consultation with Deans' Council, ER will continue updating and revising the Faculty Handbook and associated procedures.

Source of Evidence: Administrative measure - other

Achievement Target:
Achievement Target: Policy on accelerated tenure will be revised. Measure: Policy revision accepted by Cabinet.

Findings (FY 2011) - Achievement Target: Met
Policy on accelerated tenure was revised and approved by Cabinet.

M 49: Application forms for faculty development programs
ER will complete template application forms for faculty development programs in an online environment.

Source of Evidence: Administrative measure - other

Achievement Target:
Achievement target: Application form available online. Measure: ER web site.

Findings (FY 2011) - Achievement Target: Met
Application form for faculty development programs is available on the ER web site.

M 50: Tenure proposal
ER will develop "five years in six" tenure proposal.

Source of Evidence: Administrative measure - other

Achievement Target:
Work with AG office to develop 5 in 6 proposal.
Findings (FY 2011) - Achievement Target: Not Reported This Cycle
Continued into next year.

**M 51: Sedona**
ER will maintain and update Sedona information as applicable.

Source of Evidence: Administrative measure - other

**Achievement Target:**
New faculty information will be added

Findings (FY 2011) - Achievement Target: Met
New faculty information was added by ER.

**O 34: CEC Policy**
Recommend policy and implementation procedures that assure that the CEC of all courses are conducted with rigor appropriate to the programs offered and are designed, delivered and evaluated to foster a coherent student learning experience.

**O 35: CEC Policy for appropriate rigor**
Recommend policy and implementation procedures that assure that the CEC of all courses are conducted with rigor appropriate to the programs offered and are designed, delivered and evaluated to foster a coherent student learning experience.

**O 36: Interdisciplinary**
Deans' Council will oversee the infusion of interdisciplinarity within the majors, within the units, and across units

Related Measure:

**M 20: Interdisciplinary course redesign/development**
Working with FRC, the Deans' Council will develop a process for distributing funding for interdisciplinary course design/redevelopment. Seek $25,000 for course design/redesign from SPIF

Source of Evidence: Administrative measure - other

**Achievement Target:**
Three new or redesigned courses will be approved by ARC.

Findings (FY 2011) - Achievement Target: Met
Four new interdisciplinary courses were designed and approved by ARC.

Related Action Plans (by Established cycle, then alpha):
For full information, see the Action Plan Detail section of this report.

**Course Development Stipends**
*Established in Cycle: FY 2011*
Faculty will be offered stipends to design/redesign courses in high need areas (e.g. interdisciplinary, on-line).

**M 21: Deans’ Lecture Series**
The Deans’ Council will redefine the Ramapo College Lecture Series and develop procedures for its planning and implementation
Achievement Target:
The first Annual Deans' Lecture Series will be offered in Spring 2011.

Findings (FY 2011) - Achievement Target: Met
A lecture series focused on the BP oil spill was offered in Spring 2011.

Related Action Plans (by Established cycle, then alpha):
For full information, see the Action Plan Detail section of this report.

Deans' Lecture Series
Established in Cycle: FY 2011
An annual Deans' Lecture Series will be offered.

M 22: Course cross listing
Each school dean will review the procedure for cross-listed courses and, where appropriate, support its implementation

Achievement Target:
Cross listed courses will be available for 2011-2012.

Findings (FY 2011) - Achievement Target: Met
Two cross-listed courses are available in TAS for Fall 2011.

M 23: Inventory of interdisciplinary offerings
Each school dean will include within his report on unit activities for 2010-2011 an inventory of interdisciplinary offerings within the unit.

Achievement Target:
Each dean will inventory the school faculty on interdisciplinary offerings and report findings within the 2010-2011 annual report.

Findings (FY 2011) - Achievement Target: Not Met
Not completed. Will hold off until international focus is achieved.

O 38: CEP will be assessed.
CEP will be assessed.

O 39: Support student involvement in student/faculty research
Maintain funding available to support student involvement in student/faculty research.

O 40: Continue ASB Research Incentive Fund.
Continue ASB Research Incentive Fund. Request funding for ASB Research Incentive Fund through SPIF

O 41: Develop a plan for more effective assessment of teaching
Through FRC develop a plan for more effective assessment of teaching.
O 42: Analyze on-line course evaluation
Analyze the results of on-line course evaluation pilot and plan future direction.

O 43: Increase funding for SBR
Increase funding for SBR and reassess SBR outcomes and procedures.

O 44: Review and revise conveners’ position description
In light of comments from Middle States (non-binding findings for improvement: Review the role of conveners across the campus and increase support if needed. - Evaluation Team representing the Middle States Commission on Higher Education, 21-24 March 2010), review and revise conveners' position description.

O 45: FYS assessment
The Director of First Year Seminar will oversee FYS assessment.

Related Measure:

M 3: Disseminate results of FYS assessment
Disseminate results of the FYS assessment and plan any programmatic changes or curricular revisions necessary.

Source of Evidence: Administrative measure - other

Achievement Target:
FYS student learning goals will be assessed and disseminated to all faculty.

Findings (FY 2011) - Achievement Target: Partially Met
Goals related to writing were assessed within FYS. Other goals will be assessed within the four year general education assessment cycle.

Related Action Plans (by Established cycle, then alpha):
For full information, see the Action Plan Detail section of this report.

FYS assessment
Established in Cycle: FY 2011
Goals for FYS are linked to the goals of general education and will be assessed within the four year general education cycle.

M 41: Assess student learning outcomes for FYS
Working with GECCo, assess student learning outcomes for FYS.

Source of Evidence: Administrative measure - other

Achievement Target:
As part of general education assessment, writing in FYS will be assessed.

Findings (FY 2011) - Achievement Target: Met
As part of general education assessment, writing in FYS was assessed.

O 46: Program Development.
Program Development.

Related Measure:
M 43: Art and Technology Track
Plan and submit for approval a Art and Technology Track (within CA contract major).

Source of Evidence: Administrative measure - other

O 47: Institute for the Study of Child Development
SSHS will create of an Institute for the Study of Child Development at Ramapo College.

Related Measure:

M 52: Colloquia on research in child development
SSHS will offer colloquia on research in child development for educators, mental health workers and school administrators in the larger community.

Source of Evidence: Administrative measure - other

Achievement Target:
A spring colloquia will be offered on bullying. Measure: Program offered.

Findings (FY 2011) - Achievement Target: Met
Program was offered to over 100 participants.

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

Relationships (Measure | Outcome/Objective):
Measure: Interdisciplinary course redesign/development | Outcome/Objective: Interdisciplinary

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

Relationships (Measure | Outcome/Objective):
Measure: Deans’ Lecture Series | Outcome/Objective: Interdisciplinary

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

Relationships (Measure | Outcome/Objective):
Measure: Disseminate results of FYS assessment | Outcome/Objective: FYS assessment

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

Analysis Answers

What are the services that your unit provides and to which population (students, faculty, staff, donors, others)?
The major dependencies are between the Office of the Provost and faculty (50%), other administrators (30%), and students (25%). The Provost serves the President through planning and operationalizing the strategic plan.

What are the critical functions performed by your unit?

What are the non-critical functions performed by your unit.
n/a

What could the college do to produce revenue?
Charge community members (non-RCNJ) for attending certain events Joint programming with Student Activities to produce programs to attract Ramapo students that are willing to pay premium prices for “high end” performers has proven to be successful based on early trials. The expansion of distance learning courses could
provide additional income to the college—especially for the summer. Adding on-line courses for adult learners. The Office of the Provost is not a revenue generating unit. However, this unit supports graduate program development, development of undergraduate programs for adults, developing a fully on-line degree program, and CIPL.

What could the college do to save money?
Identifying a single source for disbursement of special program funds (e.g., Contemporary Arts, Institutional Advancement) Additional paperless processes through workflow. Encourage accountability in all staff and administrators.

Please list each position in your unit, include temporary, part time, and work study student positions.

Provost
Chief academic officer and senior member of the president's cabinet, serving as the chief executive officer in the absence of the president. Supervises the Vice Provosts, the School Deans, Enrollment Management, Information Technology Services, CIPL, MEC, Honors Program, and International Education. Is accountable for the overall quality of academic offerings and the College's focus on academics. Oversees hiring of faculty and faculty development. Works with faculty leadership on academic governance. Words with the CFO to plan, implement, and monitor short and long term budget strategies for the College. Vice Provost for Curriculum and Assessment Oversees curriculum development, implementation, and assessment; academic program reviews; academic integrity policies; and application of academic standards. Supervises the Directors of the Faculty Resource Center, the Center for Academic Success, and First Year Seminar. Performs duties of the Provost in his/her absence and acts as a representative of the Provost in assigned capacities. Chairs the Committee on Academic Standards and Procedures and brings recommended policy/policy changes to the Provost's Council. Serves as the administrator for Honors Convocation. Serves as an ex-officio member of and Provost's liaison to the Academic Review Committee (ARC). Assists with academic planning, taking a leadership role in the area of curriculum and assessment of programmatic and student learning outcomes. Works with the Executive Director of International Education to assess and revise the Governor's School curriculum as needed. Assists with data reports as required by various agencies. Recommends on resource allocation, based on program reviews and other assessments. Associate Vice Provost for Budget and Personnel Under the direction of the Provost, develops and administers the Academic Affairs budget. Has responsibility for personnel issues within the purview of the Office of the Provost, working closely with Human Resources and other offices. Coordinates activities and projects between Academic Affairs and the units within the college, especially Administration and Finance. Assists with planning and helps implement the resulting programs and projects. Reviews budgetary issues for all academic programs in consultation with the Provost, Deans, Program Directors, and other appropriate individuals. Responsible for general oversight of offices within Academic Affairs. Assists Deans and Human Resources with acclimation of new faculty to campus. Addresses the special needs of new faculty. Oversees adjunct faculty services. Attends Board of Trustees meetings and Cabinet meetings, as needed. Managing Assistant Director Organizes the work of the Provost's Office; develops appropriate methods for meeting goals and objectives; reviews and evaluates office workload and progress; develops and implements improved methods as required. Develops written procedures for programs, events, and tasks in consultation with the clerical and professional staff in the Provost's Office. Assigns and supervises the work of clerical, part-time and/or student aids; ensures cross-training of clerical support staff. Interviews prospective subordinate staff members and provides recommendations to the Provost concerning selection. Develops and recommends an appropriate budget for activities supervised. Prepares clear, technically sound, accurate, and informative reports containing findings,
conclusions, and recommendations. Conducts research related to assigned responsibilities; analyzes data and interprets findings to the Provost, faculty, and staff. Analyzes and interprets applicable principles, federal and/or state laws and regulations; consults with other College offices where appropriate. Provides support to the Provost and Vice Provosts on all personnel tasks including: faculty reappointment, promotion, and tenure applications; faculty development awards including curriculum and career development and sabbatical applications; faculty hiring processes; and oversees the reappointment, PAS and PES cycles for Academic Affairs personnel. Ensures all deadlines are met. Prepares written materials and presentations for use by the Provost or Vice Provosts. Serves as liaison for the Provost's office on immigration matters in consultation with Human Resources and International Education. Establishes liaison and maintains cooperative working relationships with other staff and units whose functions impact on assigned responsibilities. Provides support to Faculty Assembly and the President of FA. Develops and manages the Provost's schedule; prepares Provost's correspondence. Assumes responsibility for content management of the Provost's and related web sites; regularly reviews and updates the sites; develops site content. Supervises the development of agenda; attends, takes minutes, and participates in meetings or college functions related to assigned responsibilities. Supervises the establishment and maintenance of essential records and files. Provides advisory services to aid faculty and staff in working with students. Organizes and oversees the inventory and security of equipment, materials and facilities for which the area is responsible. Utilizes technology and/or software related to functions of the office or related units. Sec I and Sec II Provide clerical support for the office (see job descriptions Student Aid

What would the consequences on your unit be with a 10% reduction in resources (staff or funds)?

'10% reduction would represent .5 staff member. Specific functions such as communication with students and faculty would need to be cut. Mail would be left for administrators to handle and forms for travel and such would need to be filled out by administrators. This would reduce one on one time with students and faculty.

What would the consequences on your unit be with a 20% reduction in resources (staff or funds)?

20% cut would add phone answering and responding to student/faculty walk-ins to the cuts. Additionally, processing faculty paerwork on travel and other development activities would be slowed.

What would the consequences on your unit be with a 30% reduction in resources (staff or funds)?

'30%, in addition to the above, would result in cutting the honors program, discontinue administration of the scholarship program, scheduling appointments on-line only with no walk-ins, and Provost and Vice Provost using their time to schedule.

How could the college help your unit do your job better?

Demand better sharing of information and team work across units and divisions.

How do you review and evaluate your units yearly performance?

Through assessment of the Academic Plan.