

ACADEMIC AFFAIRS ANNUAL GOALS 2011-12

10/19/11

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

Connection to Oswego's Strategic Directions:	<p>Vitality: Secure the college's stature as a world-class comprehensive college with intellectual and cultural vitality that provides an excellent education of exceptional quality to every student, supported by a strategically driven organizational structure and robust financial plan.</p> <p>Intellectual Rigor: Sharpen our focus on academic excellence by creating a vibrant intellectual climate rich with ideas, inquiry and discovery by providing students with meaningful experiences and opportunities that challenge them to reach their full potential as intellectually empowered, creative, thoughtful, responsible and productive persons.</p>
Connection to SUNY's 6 Big Ideas:	<p>Seamless Education Pipeline: SUNY sees education in New York State as a pipeline that extends from birth to retirement years—and finds ways to close the gaps that impede success.</p>

OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNT-ABLE	PROGRESS
1.1 Assessment and continuous improvement of existing programs	Improve campus-wide participation in student-learning outcomes assessment by advancing the concept of "closing the loop". Implement a holistic outcomes assessment program for student learning outcomes.	All academic programs will submit annual learning outcomes summary and assessment plans by June 2012		Deans/Institutional Research, Assessment Coordinator	
		Evidence from 2011 departmental learning outcomes reports will be used to improve programs			
			Support two campus wide workshops on assessment including one on how to improve student writing		Provost

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNT-ABLE	PROGRESS
1.1 Assessment and continuous improvement of existing programs	Review, assess, evaluate and respond to programmatic data for the 19 programs for which SPA reports are requires. Improve utilization of Tk20 across certification programs. Explore development of a CMA 100 course that includes international travel	Complete 19 SPA reports for NCATE		SOE	
	Continuous improvement plan for Summer Sessions. Update market study for student program needs and communication strategies	New program initiatives and marketing strategies		Dean and Director of Academic Programs in Extended Learning	
	Evaluate Evening degree programs	Develop a plan for the next 3 years		Director of Academic Programs in Extended Learning and Academic Planning Coordinators	
	Prepare for the AACSB 2012 maintenance of accreditation review	Complete a draft of the Maintenance of Accreditation Report by January 2012		SOB Dean	
	Assess ethics in MBA program; implement EBI student survey in the undergraduate program	Assessment of two learning goals		SOB Dean	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNT-ABLE	PROGRESS
1.1 Assessment and continuous improvement of existing programs	Develop and improve assessment of information literacy learning outcomes. Expand assessment of information literacy to capstone/senior seminar levels	Results that can inform improvements in plans for embedding instruction throughout academic programs		Library Faculty	
	Launch plan for sustainable assessment of information literacy and the library instruction program	A portfolio of current and planned assessment tools		Library Faculty	
	Assess and plan for improvements in electronic library resources. Conduct comprehensive review of currently held electronic databases and ebook collections, and possible "discovery tool" additions	Improved, relevant and useful electronic resources that support SUNY Oswego's diverse academic programs		Library Faculty	
1.2 Develop and submit new graduate program offerings	Develop curriculum for MA Graphic Design, MA/MS Prof. Health Comm certificate; propose to Grad Council	Programs will be submitted to FA for approval by Spring 2012		SCMA Dean and Comm Studies Chair	
	Explore the possibility of moving Expressive Arts Therapy from academic minor to major program	Develop statistical needs analysis and plan for curricular change		SCMA Dean and Assoc Dean	
	Develop curriculum for Broadcasting BA/MBA - 5 year program			SCMA Dean and SOB Dean	
	Develop curriculum for Math BA/MAT - 5 year program			CLAS Dean and SOE Dean	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNT-ABLE	PROGRESS
Graduate Program Initiatives for 2011-12	Develop curriculum for MBA Health Service Admin			SOB Dean	
	Develop curriculum for Health Info Systems PSM and Forensic Sci Grad Cert			CLAS Dean	
	Develop curriculum for Psych BA & School Counseling MS - 5 year; Human Development BA & Mental Health Counseling - 5 year; Grad Cert in Health & Wellness; MAT Chem Adol 7-12 revisions; MAT Math Adol 7-12 revisions; Tech Mgmt Grad Cert PSM			SOE Dean	
1.3 Revise curriculum and recruitment strategies in low enrollment programs	Trade Ed (VTP) collaborations with HDV, Comp Sci, Info Sci, PBJ, Bcasting and Mass Comm, Graphic Design, theatre, Ed Admin, Technology, C & I, MST			SOE	
1.4 Develop a framework for integrative learning and administrative structure	Explore reorganization along cohesive framework			CLAS	

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Goal #2: Provide faculty with opportunities to enhance their teaching and scholarship.

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Connection to SUNY's 6 Big Ideas:	Seamless Education Pipeline: SUNY sees education in New York State as a pipeline that extends from birth to retirement years—and finds ways to close the gaps that impede success.

OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
2.1 Increase grant submissions among faculty and staff	Introduce incentives for faculty to prepare grant proposals	Number of grants submitted & awarded will increase in 2011-12 by 15%		Deans, Shashi Kanbur, Jack Gelfand, ORSP	
	Reorganize Office of Sponsored Research to offer focused activity in Academic Affairs	New organizational structure developed and implemented in fall 2011		Provost, Graduate Dean	
	Create opportunities for faculty to develop interdisciplinary and multi-research teams for grant writing and publication	Number of collaborative projects will increase in 2011-12		Shashi Kanbur	
2.2 Increase usage of innovative pedagogy and technology to improve student learning	Support campus-wide implementation of successful teaching strategies	Support two campus wide retreats focused on successful classroom strategies		Provost	
	Bring in experts to work with faculty	Acceptance and wider use of new pedagogy Faculty will explore the use of mentoring and hands-on opportunities		CLAS	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
2.2 Increase usage of innovative pedagogy and technology to improve student learning	Provide professional development for faculty. Provide support for students for new Elluminate technology	Increase number faculty developing synchronous online courses		SOE Dean	
2.3 Distance Learning Priorities 2011-12	Support resource needs of academic programs including instructional design support, software, and training	Transition 150 courses to Blackboard, expand number of courses and programs online, develop modular courses and programs, provide tutor assistance, prepare students for virtual student teaching.		Dean of Extend Learning and Staff	
2.4 Produce scholarly research that advances knowledge and contributes to learning and the practice of fields of study	Ensure that academically qualified faculty are reasonably distributed across programs by providing reassigned time	All academic programs should meet 60% AQ standard		SOB	
	Sponsor faculty research presentations	Four research presentations in the 2011-2012 academic year		SOB	
	Host international scholars-in-residence	Host four international scholars during the 2011-12 academic year		SOB	
2.5 Establish membership with NYSERNet and connectivity to Internet2 to support faculty and student research	Complete contract and related documents to establish NYSERNet Membership	The college will become a participating member of NYSERNet		CTO, Purchasing Director	
	Establish network connectivity to NYSERNet and Internet2	Faculty and students will have access to high speed research network resources available only on Internet2		Telecomm Director, Network Manager	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
2.6 Develop an experimental classroom	Design & implement experimental classroom	An initial design for a space where faculty can pilot new technologies for teaching and learning will be developed		CTAB, ITC, CTO, Instructional Support Director, Information Technology Council, FDC staff	
2.7 Improve teaching and pedagogy in library instruction program, and librarian skills in relevant areas of expertise	Support and provide continuing growth opportunities for librarians	In-house workshops and webinars offered to librarian faculty; attendance at key library conferences		Library Faculty	
	Develop library orientation modules for new instruction librarians and improve modules for reference librarians	Improved training materials for new librarians; improved learning of policies and procedures		Library Faculty	
2.8 Increase availability of faculty requested research resources	Designate "new faculty" library funds for purchase of requested research resources in their areas of expertise	Enriched library collections; satisfied new faculty		Library Faculty	
	Identify and engage new library lending partners for Interlibrary Loan	Percentage of successfully filled requests will increase in 2011-12		Library Faculty	

Goal #3: Expand experiential learning opportunities (Co-ops, student research and creative activities, internships, honors thesis, etc.) for students.

<p>Connection to Oswego's Strategic Directions:</p>	<p>Intellectual Rigor: Sharpen our focus on academic excellence by creating a vibrant intellectual climate rich with ideas, inquiry and discovery by providing students with meaningful experiences and opportunities that challenge them to reach their full potential as intellectually empowered, creative, thoughtful, responsible and productive persons.</p> <p>Engagement: Unite and enrich the college community by offering, promoting and valuing individual and collective contributions to the common good and by developing closer and more collaborative ties and partnerships with the broader society.</p> <p>Solutions: Give priority to developing knowledge and translating the expertise of our community of scholars in research, scholarship and creative activity to find solutions to the problems of our time.</p>
<p>Connection to SUNY's 6 Big Ideas:</p>	<p>The Vibrant Community: As other entities cut or loosen local ties, SUNY's role as an enduring enriching presence in communities becomes even more critical.</p> <p>Seamless Education Pipeline, SUNY Works: SUNY sees education in New York State as a pipeline that extends from birth to retirement years—and finds ways to close the gaps that impede success.</p>

OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
<p>3.1 Infuse experiential components into the curriculum</p>	<p>Each program will assess means of infusing experiential components</p>	<p>Curricular change (if necessary)</p>		<p>CLAS</p>	
<p>3.2 Develop research oriented projects for graduate assistants at the Metro Center and/or Phoenix Center</p>	<p>Prioritize and outline specs for research projects</p>	<p>Assist students with building a professional portfolio</p>		<p>Metro Center Director/Contract Manager at Phoenix</p>	
<p>3.3 Provide opportunities for students to gain practical and out-of-class experience</p>	<p>Expand partnerships with businesses and agencies</p>	<p>Create Co-op opportunities for undergrad & grad students in 5 new academic majors & 10 new placements</p>		<p>SOB, SCMA, CLAS, SOE</p>	
	<p>Promote faculty interaction with recruiters</p>	<p>Host six recruitment lunches in collaboration with Career Services</p>		<p>SOB</p>	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
3.3 Provide opportunities for students to gain practical and out-of-class experience	Continue hosting Alumni Symposium	Have 10 alumni participate in the Fall 2011 Symposium		SOB	
	Create co-op opportunities for students	Have two co-op placements in the 2011-2012 academic year		SOB	
3.4 Create programs in NYC and LA that allow students to explore career opportunities, develop co-op partnerships	Work with faculty and alumni to create on-site educational programs for our students	Increase student interaction with industry professionals in all SCMA program areas		SCMA faculty/alumni/Dean	
3.5 Expand use of Teaching or Graduate Assistants to support learning services	Investigate best practice and local possibilities for involving student teaching assistants in delivery of library instruction	Proposal for use of student instructors in library instruction program		Library Faculty	
	Implement discipline based GA writing tutor pilot program	Increased access to skilled writing tutors and improved writing skills of students seeking services		OLS, Cathy Santos	
3.6 Expand undergraduate research	Outreach to McNair and Honors Program, collaborating with program directors and staff	Improved student research for culminating projects		Library Faculty	
	Identify new Global Laboratory Partnerships	Identified and placed students in 3 new Global Laboratory sites in Summer 2012		Shashi Kanbur, Faculty, OIEP, RISE	

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Goal #4: Intensify our deliberate, ongoing commitment to social equity, diversity and globalization.

Connection to Oswego's Strategic Directions:	<p>World awareness: Adopt an expansive understanding of the world in order to develop the capacity of students to be fully human: self-aware, self-governing and capable of respecting the humanity of fellow human beings.</p> <p>Solutions: Give priority to developing knowledge and translating the expertise of our community of scholars in research, scholarship and creative activity to find solutions to the problems of our time.</p>
Connection to SUNY's 6 Big Ideas:	The World: We will nurture a culturally fluent, cross-national mindset and put it to work improving New York's global competitiveness.

OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
4.1 Explore more opportunities for students to experience diversity	Speaker Series that include diverse individuals	Awareness of accomplishments of diverse groups		CLAS	
4.2 Initiate opportunities to expand the English as a Second Language Program	Proposal to UAE for teachers to participate in ESL workshops and teacher professional development workshops	Proposal acceptance		Director of Academic Programs in Extended Learning	
4.3 Increase student interaction in cultural/social events on campus and within community	Work with dept. chairs and faculty to identify opportunities to include and/or infuse into SCMA and General Ed. courses	Create student awareness and appreciation for the arts		SCMA Chairs/Associate Dean/Dean	
4.4 Develop more overseas opportunities for students	Create at least one new course taught in another country. Establish scholarly relationship with global colleagues that result in ongoing research or scholarship.	At least 1 new global course to be taught by Fall 2012		SOE	
		Submission of a global collaborative project for presentation or publication			

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
4.4 Develop more overseas opportunities students	Explore development of a CMA 100 course that includes international travel to events	Increased appreciation of international appeal of the arts		SCMA Dean/Associate Dean/Director of International Ed	
4.5 Provide students with skills and knowledge for success in a multicultural world	Enhance diversity by offering Community College Workshop	Offer workshop in Fall 2011		SOB	
	Offer Career Opportunities in the Accounting Profession program to enhance diversity	Offer COAP Program in Summer 2012 to 25 students		SOB	
	As a SOE, we will identify and establish 1 new curricular/co-curricular global opportunity for students and or/faculty			SOE	
4.6 Expand the virtual computer lab (VCL) infrastructure	Increase outreach into secondary classrooms throughout NYS, community colleges in CNY, and first year program classes. Respond to the new TOC (Teacher Opportunity Corps) RFP, due Sept 2011	Increase under-represented students in SOE		SOE	
	Increase the capacity of the VCL platform	The VCL will accommodate a greater number of simultaneous users		Instructional Technologies Director, VCL Project Lead	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
4.6 Expand the virtual computer lab (VCL) infrastructure	Increase the variety of applications available in the VCL	Students and faculty will have access to a greater array of software		Instructional Technologies Director, VCL Project Lead	
4.7 Library will continue to provide computer hardware, software and associated technology (ex: scanners, flip cameras, webcams, ereaders) that support curricular and research needs of all students, regardless of personal financial circumstances	Increase the promotion and training opportunities to make more students and faculty aware of the VCL	More students and faculty will make use of the VCL		Instructional Technologies Director, User Support Director	
4.8 Focus marketing & recruiting of graduate students to promote diversity & international student enrollment	Enhance print & web materials and use of social media	Increase enrollment of students of color and international students by 5%		Grad Dean	
4.9 Library will continue to provide course related technologies to all students, regardless of personal financial circumstances	Continue purchasing, in collaboration with CTS, student-use desktops and laptops	All students will benefit from a technology-rich research experience. Circulation data from many devices will be used to evaluate popularity of each technology		Library Faculty	
	Investigate, evaluate and purchase associated technology such as: scanners, webcams, Flip cameras, etc.			Library Faculty	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
4.10 Strengthen library research collection on the topics of cultural and ethnic diversity, social equity and global studies	Maintain emphasis on purchasing in these areas, for both special grant monies and library funded acquisitions	Enhanced research resources available in these areas of focus		Library Faculty	
4.11 Increase matriculated and fee-paying international students	Enter into four new articulation agreements with international universities in key target areas	Increase applications of international students by 15% in Fall 2012		OIEP, Deans	

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Goal #5: Expand community linkages and outreach in fulfillment of the College's mission.

Connection to Oswego's Strategic Directions:	<p>Engagement: Unite and enrich the college community by offering, promoting and valuing individual and collective contributions to the common good and by developing closer and more collaborative ties and partnerships with the broader society.</p> <p>Solutions: Give priority to developing knowledge and translating the expertise of our community of scholars in research, scholarship and creative activity to find solutions to the problems of our time.</p>
Connection to SUNY's 6 Big Ideas:	Entrepreneurial Century: We will cultivate entrepreneurial thinking across our entire learning landscape, helping new and existing businesses innovate, prosper, and grow.
	The Vibrant Community: As other entities cut or loosen local ties, SUNY's role as an enduring enriching presence in communities becomes even more critical.

OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
5.1 Continue expansion of service-learning and promotion of regional well-being through campus-community linkages and outreach	Create expanded opportunities for community based undergraduate research	Increase the number of community-based research experiences offered per academic year		Shashi Kanbur, ORSP	
	Continue faculty development in the pedagogy of service-learning opportunities and integrate service-learning assignments into existing classes	Increase attendance at workshops on service learning pedagogy		Service Learning Coordinator, Mentor Project Coordinator, CELT	
5.2 Continue working with Oswego County Department of Social Services for staff professional development opportunities	Develop and implement needs assessment to improve program delivery	evaluations from professional development programs		Contract Manager at Phoenix center	
5.3 Expand and improve collaboration with area K-12 public schools	Aspire Higher with Oswego City School District	enrollment and impact on students		Dean of Extended Learning and staff	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
5.3 Expand and improve collaboration with area K-12 public schools	Collaborate with teachers in New Visions high school program for improved/expanded student instruction experiences	More successful research experiences for New Visions students		Library Faculty	
	Outreach to school faculty and high school students with offer of complimentary use of Penfield's resources	Engagement with area K-12 school teachers and students in supporting their teaching and scholarship		Library Faculty	
	Through BOCES School Library Council representative, assist with developing and implementing the K-12 Information Literacy Curriculum	Teach or help organize professional development sessions with local librarians		Library Faculty	
5.4 Provide educational opportunities in the Central New York region	Create a Co-op Advisory Board	Initial Board meeting 2012		Co-Op Director	
	Continue to offer Metro Center and online MBA courses.	Increase enrollment in online and Metro Center courses by 10%		SOB	
	Develop a MBA~ Health Service Administration program.	Program proposal approved by Campus Governance by March 2012		SOB	
5.5 Provide programs that support regional economic development	Enhance Risk Management and Insurance Program	Create two new internship opportunities, Expand enrollment by 5%		SOB	
	Create new Advisory Board for SMCA	Initial meeting of Board Spring 2012		Dean, Chairs, SCMA	
5.6 Provide programs addressing the needs of the local community	Provide free income tax assistance to low and moderate income households through the VITA program	Complete 300 returns for 2011 tax year		SOB	

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OBJECTIVE	ACTION	EXPECTED OUTCOMES	RESULTS	PERSON/UNIT ACCOUNTABLE	PROGRESS
5.6 Provide programs addressing the needs of the local community	Facilitate MoneySmart program	Offer a financial literacy program on-campus		SOB	
	Provide increased public access to library archives via digital collections and Special Collections open hours. Expand digitized archival collections available to all via the Internet; continue welcoming public inquiries and visits.	Safe Haven histories and new digital exhibits will be available online through the library website		Library Faculty	