



STABILIZE
Strengthen
and
GROW

Academic Affairs Strategic Plan | 2021-2026





STABILIZE, STRENGTHEN AND GROW: A PLAN FOR ACADEMIC EXCELLENCE AND NATIONAL DISTINCTION

Accelerating innovation while preserving important traditions, the Division of Academic Affairs advances its mission, vision and values through a continuous cycle of reflection, planning, and action. It offers high-quality, student centered learning experiences that prepare graduates for productive and rewarding professional and personal lives. Through courses in the major and an updated general education curriculum, faculty cultivate students' intellectual and practical skills and their sense of responsibility for the health and well-being of their local and global communities.

In spring 2021, Academic Affairs embarked on an ambitious and inclusive process of strategic planning, building upon recent accomplishments and priorities established in **A** **E** **N** **D**. Planning followed the three guiding principles: **M** **B** **DP** **P** **D** **E**. Each academic department and administrative office developed an operational plan that features goals aligned with the five strategic focus areas of the 2020

institutional plan. Departments further defined objectives and key performance indicators that will be reported on annually to capture and celebrate progress. These plans are housed online in Institutional Effectiveness and will be monitored by department chairs, deans and Academic Affairs Leaders.

As it stands resilient through an ongoing pandemic, contemporary curricula, technologies, and pedagogies foster academic excellence and create equitable pathways for success for all students. New initiatives enrich the student experience while strengthening access to healthcare in our region. Through the Center for Interprofessional Learning & Simulation (CILS), it provides experiential education and professional development to students and others. Exciting new developments underway include the development of the first private dental school in our region and the launch of the Todd & Leslie Shatkin Institute for Mobility Innovation and Technology. Approaching our 75th anniversary, dynamic academic programs, strategic partnerships, and community-enhancing initiatives position it for a future of national distinction.

M **B** **DP** **P** **D** **E**
P **A** **A** **& P**

BUILDING UPON RECENT ACCOMPLISHMENTS 2020–21



Achieved continuity in education through remote learning in Spring 2020 and a safe return to campus Fall 2020 and beyond.



Achieved strong enrollment in newly developed academic programs, including Behavior Analysis, Masters Social Work, MBA, and Liberal Studies (hybrid program with a study abroad component).



Met market demand with flexible online academic programs.



Ongoing excellence of in-demand healthcare programs, such as nursing, physical therapy, and physician assistant, with strong licensure pass rates and employment outcomes for graduates.



Applied an internal online course review process approved and recognized by Quality Matters, the global organization leading quality assurance in online and innovative digital teaching and learning environments.



Faculty designed and approved a new streamlined and relevant General Education program.



Supported student well-being through integrated early alert process and comprehensive CARE Team led by Student Affairs and Academic Affairs Student Success Center.



Delivered comprehensive student support services online throughout the COVID-19 pandemic, and streamlined student access to resources through SPOT (Registrar, Financial Aid, Veteran's Services, Center for Diversity and Inclusion, Student Accounts, and Opportunity Programs).



Secured more than \$3 million in grants to support faculty research, student supports, diversity and inclusion, capital improvements, and community initiatives.



Elevated experiential education and professional development through creation of the Center for Interprofessional Learning & Simulation (CILS).



STABILIZE



Strengthen



and
GROW

STRATEGIC GOALS

ACADEMIC AFFAIRS STRATEGIC GOALS

The overarching strategic goals in Academic Affairs are organized by the guiding principles: Stabilize, Strengthen and Grow. The alignment of each goal to one of the five institutional plan focus areas is indicated in parentheses.

Strategic Plan Focus Areas

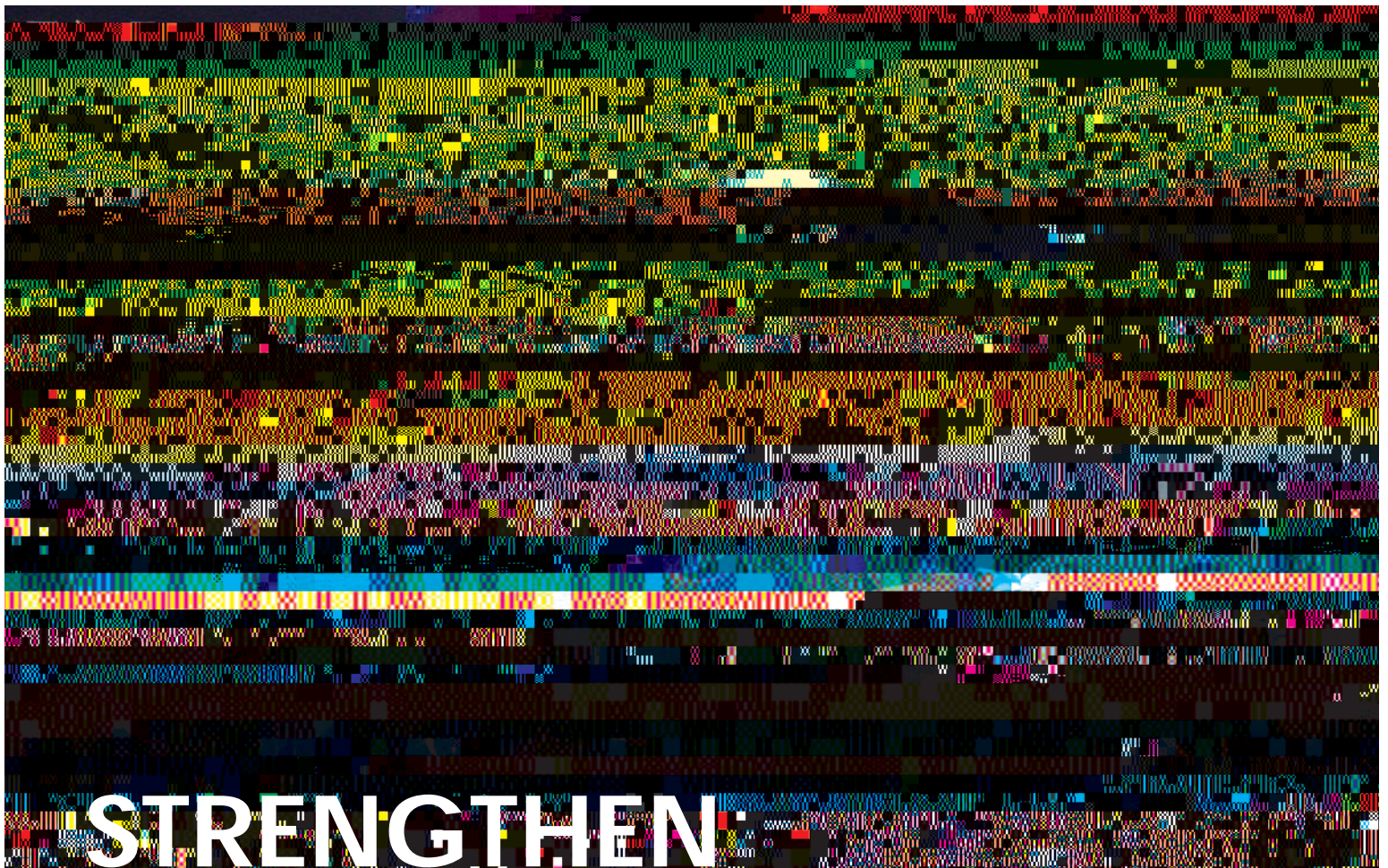
- 1 Rigorous Academics (RA)
- 2 Campus Life and Climate (CC)
- 3 Outreach & Service (OS)
- 4 Facilities & Infrastructure (FI)
- 5 Fiscal Stability (FS)

"...2020-2025 Strategic Plan:
A Shared Vision: Emerging National Distinction. This plan represents the work of the entire community, and it outlines the University's systematic plan for continued growth, innovation, and resiliency as we strengthen our reputation as a college of national distinction."

- President Gary Olson



- Use a data-informed approach to monitor program enrollment, resources and revenue at the department level. (FS)
- Foster reflective pedagogy and a culture of continuous improvement of courses and curricula. (RA)
- Update curricula with contemporary content, flexible pathways, bridges between undergrad and graduate programs, and expanded hybrid and distance learning options to stabilize enrollment. (RA, FS)
- Enhance infrastructure for distance education and related instructional technologies and assess impact of various modalities of course delivery. (FI)
- Assess student needs and adapt student services availability and access. (CC)
- Expand academic support to improve retention and equity in student outcomes, and secure related grant resources. (RA, CC, FS)
- Maximize use of NROC and EdReady courseware to conduct pre-college assessments and boost student readiness. (RA, CC)
- Fortify interventions for students at-risk and develop avenues of re-engagement for students who have stopped out. (RA, CC, FS)
- Continue to demonstrate quality through accreditation for the institution (MSCHE) and all professionally accredited programs. (RA)
- Pursue appropriate funding based upon data and feedback loop. (FS)



- Streamline and update general education program for fall 2022 launch. (RA)
- Design comprehensive First Year Experience to accompany the new Gen Ed program. (RA, CLC)
- Strengthen and scaffold writing instruction from entry through capstone levels. (RA)
- Create new community and experiential learning experiences for students. (RA, OS)
- Augment efforts to recruit and retain diverse faculty. (CC)
- Cultivate a culture of inclusivity and belonging to improve the human experience in all learning environments (CC)
- Resource and support faculty and staff for a vibrant working and learning environment. (FI)
- Enhance professional development offerings for faculty and staff. (CC, RA)
- Implement training to equip faculty to recognize bias in the curriculum and to facilitate challenging conversations in the classroom. (CC, RA)
- Deliver leadership development for current and future chairs, deans and other administrative leaders. (CC, FI)
- Further support our culture of assessment through improved education, communication, and integration of the process and its artifacts with resource and inclusion efforts. (FS)
- Enhance and assess inclusion and participation in global experiential learning initiatives. (RA, CC, OS)



- Explore new academic programs that broaden existing portfolio and meet emerging markets and societal needs. (RA, FS)
- Design new academic doctoral programs that seamlessly articulate with existing programs. (RA, FS)
- Establish the first private dental school in Western New York. (RA, OS)
- Restructure the institution by expanding from two divisions to four schools. (RA, FI, FS)
- Invigorate student training and learning opportunities with access to cutting edge technology at the Todd & Leslie Shatkin Institute for Mobility Innovation & Technology. (OS)
- Expand external partnerships to serve the community and enrich the educational experience (OS)
- Build new revenue-generating continuing education and broaden experiential learning offerings through the Center for Interprofessional Learning and Simulation (CILS). (RA, OS)
- Expand resources to promote research and scholarship and discipline-based centers. (RA, OS)
- Develop a directory of faculty credentials and expertise for external communication and partnerships. (RA, OS).
- Actively engage in identifying and securing external funds to support the curriculum, faculty and students. (FS)
- Develop fundraising capacity of academic leaders (deans and others) in partnership with Institutional Advancement. (FS)

