

Academic Action Plan: Achieving Excellence

Rowan University
April 2004



Building on a Strong Foundation



THE FACULTY

Building the Infrastructure for Excellence





Overview of Key Aspects of the Action Plan

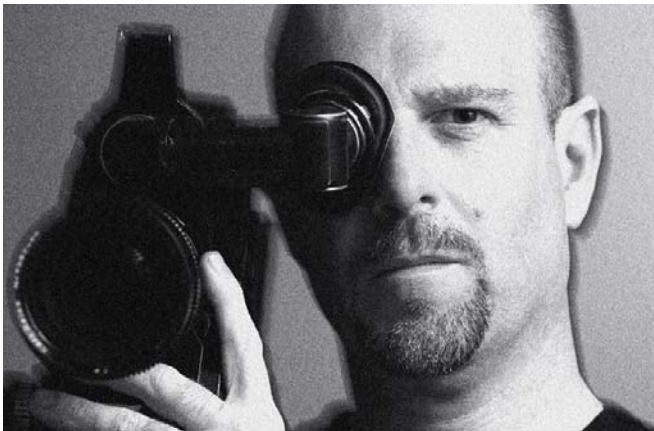
- Identified Key Strategic Objectives of University's Five -Year Plan
- Articulated Goals to fulfill objectives
- Detailed Actions to be taken
- Identified Person(s) Responsible for Actions
- Identified Benchmarks
- Determined a Timeframe

Strategic Objective:

Rowan University is uniquely positioned to become the leading public institution of its kind

Goal:

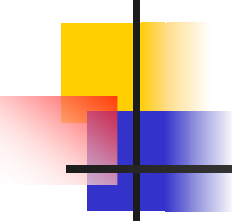
- To articulate Rowan University's academic vision



Results:

Latest Revision of Mission Statement (6/10/03):

- A leading public institution, Rowan University combines liberal education with professional preparation from the baccalaureate through the doctorate...



Strategic Objective: to strengthen existing programs (2002-2003)

- 100 minor changes to existing courses
- 66 new courses (General education (7) major (42), and graduate (17))
- One major program revision (Civil and Environmental Engineering)



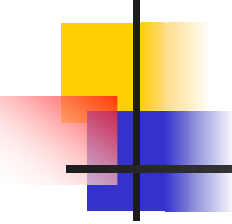
Strategic Objective: to strengthen existing programs

- Ten new specializations:
 - Human Resource Management
 - Entrepreneurship
 - Early Childhood Education
 - Behavioral Services for Children
 - Software Engineering
 - Networking and Operating Systems
 - Information technology



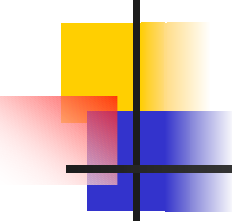
Strategic Objective: to strengthen existing programs

- New Specializations, cont'd
 - Programming Language and Compilers
 - Artificial Intelligence
 - Numerical and Scientific Computation



Strategic Objective: to develop plans for the addition of new academic programs that meet the needs of the region....

- New Minor- Astronomy
- New Certificate of Graduate Study in Foreign Languages Education
- Three new degree programs:
 - BA in Environmental Studies,
 - MA in Criminal Justice,
 - MA in Educational Technology



Strategic Objective: To develop plans for the addition of new academic programs that meet the needs of the region....

- Provost held Open Forum and charged deans to hold forums with faculty within each college to determine possible offerings at three campuses
- Deans compiled summary of those forums to depict possible offerings at Rowan's Glassboro, Camden and West (322/55) campuses.



Strategic Objective: Increased funding for professional development for staff, faculty

Goal:

- To provide opportunities for faculty, chairpersons and staff development consistent with the academic vision

Results:

- Regular workshops and training held for Admin. Assts. and Secretaries
- Increased professional development for IT Staff and Librarians
- Web For Faculty piloted with College of Business
- Provided Career Development Funds (\$ 40,000)



Strategic Objective: Increased funding for professional development for staff, faculty

Goal:

- To provide opportunities for faculty, chairpersons and staff development consistent with the academic vision

Results:

- President increased allocation of funds for adjusted time for new faculty (\$300,000) and SBRs in AY 2004-05 (\$245,000).
- Continued support for the Faculty Center



Strategic Objective: Increased funding for professional development for staff, faculty

Goal:

- To clarify the role and provide support and opportunities for development for academic department chairpersons

Results:

- Began Annual Workshops for chairs developed by chairs
- Handbook for Chairs developed by HR in collaboration with Associate Provost for Faculty, Deans and Chairs
- Chairs' Council established

Strategic Objective:

Consistent with the new draft Middle States Standards, the general education component will be reviewed to ensure that the objectives are measurable and attainable for all students...

Goal:

- To determine the outcomes of the general education program and the effectiveness of the current general education program's fulfilling these expectations

Results:

- General Education Task Force Reviewed the general Education program (2002-03)
- Developed an assessment model for communications bank of writing to assure effectiveness
- Recommended the appointment of advocate



General Education Review

- General education Task Force established in Spring 2004
- Goal: To improve the efficiency, flexibility, and eliminate barriers to students' academic progress while staying true to principles of liberal education and mission of the University.

Strategic Objective:

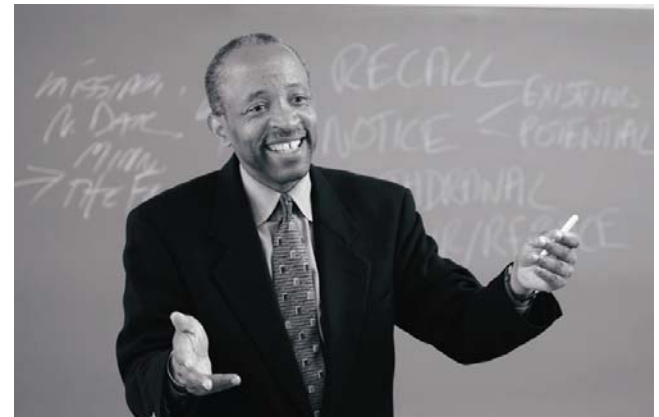
Other curricular matters to be examined include “information literacy”

Goal:

- To assure that information literacy is integrated throughout the curriculum

Results:

- Taskforce identified standards for information literacy





Information Literacy Defined Association and the by American Library Association of College and Research Libraries

- Determine the extent of information needed
- Access the needed information effectively and efficiently
- Evaluate information and its sources critically
- Incorporate selected information into one's own knowledge base
- Use information effectively to accomplish a specific purpose
- Understand the economic, legal and social issues surrounding the access and use information ethically and legally.

Strategic Objective:

Other curricular matters to be examined include “information literacy”

Goal:

- To assure that information literacy is integrated throughout the curriculum



Results:

Reviewed information literacy practices at peer institutions

Surveyed Rowan faculty to determine the status of information literacy



Information Literacy: Respondents and Findings

- 74 faculty responses analyzed
- Students pursuing degrees who have taken all college courses at Rowan University will encounter from 7-10 courses with an embedded research component
- Writing intensive courses are much more likely to have imbedded research components and provide for greater development of literacy skills in the areas of evaluating sources, discussing forms of citations, and synthesis of information

Strategic Objective:

Other curricular matters to be examined include “information literacy”

Goal:

- To assure that information literacy is integrated throughout the curriculum



Results:

- Developed strategy for collaboration with the county colleges
- Developed means to integrate competencies into Composition I. Pilot developed.
- Provided seminars to campus about recommendations; Met with the Senate

Strategic Objective:

Other curricular matters to be examined include...expansion of the Honors Program

Goal:

- To outline strategies for enhancing and expanding the current Honors program to attract high achieving students

Results:

- Honors' Council developed plan to expand Honors Program
- Plan presented to Academic Affairs Council and the Board
- Number of Honors first-year students increased from 30 to 55
- Honors' Residence established

Strategic Objective:

Other curricular matters to be examined include...expansion of the Honors Program

Goal:

- To outline strategies for enhancing and expanding the current Honors program to attract high achieving students

Results:

- Deans designate Honors' courses in four Colleges
- Interdisciplinary Core preserved
- Vision of an Honors' College
- Council charged to elaborate the strategic plan for the Honors' Program

Strategic Objective: To develop collections that fully support and enhance the curricula and information literacy initiatives

- To develop collections that fully support and enhance the curricula and information literacy initiatives
 - Reviewed databases and standing orders with faculty
 - Cancelled 12 databases and added three
 - Catalogued 7,838 new items
 - Added books, audio visual, databases, print, microform journals (\$958,000)





Strategic Objectives for the Library

- Maintain a state-of the practice technological infrastructure to provide access to library collections as well as ensure full employee productivity
- Introduced Endeavor, integrated system (\$320,000)
 - Web interface
 - Custom email alerts
 - Electronic reserves
 - Electronic purchase requests
 - Renewals and reviews of personal accounts
 - Cross database searching with linkage to full-text databases
 - **Training Implemented**

Strategic Objective:

Planning and budgeting for technology needs will be refined to enable the University to be prepared to make on-going investments in replacement and enhancement of technology in an orderly and cost-effective manner

Goal:

- To assess information technology requirements campus-wide today and for the future



Results:

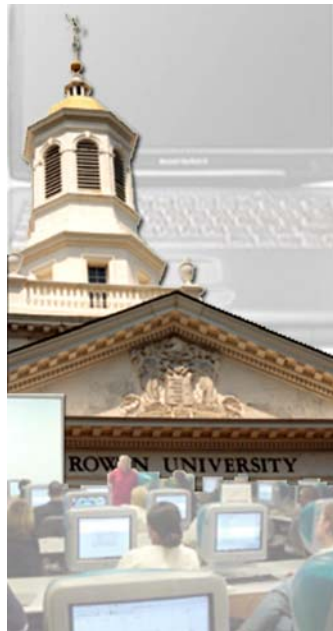
- A University-wide Technology Taskforce is developing a strategic plan to address users' technology needs. Expected Spring 2004.
- Replacement Cycles established for faculty, staff, lab, and classroom technology. Implementation begun.
- Ten-year budget plan for technology established. (Year one budget request-\$3,722,438)

Strategic Objective:

Planning and budgeting for technology needs will be refined to enable the University to be prepared to make on-going investments in replacement and enhancement of technology in an orderly and cost-effective manner

Goal:

- To assess information technology requirements campus-wide today and for the future



Results:

- 75 student workstations and 27 monitors brought up-to-date or replaced according to recycling plan (\$ 110,981)
- Invested In Faculty Computers (about \$120,000)
- Implemented Internet II (\$32,450)

Strategic Objective:

Planning and budgeting for technology needs will be refined to enable the University to be prepared to make on-going investments in replacement and enhancement of technology in an orderly and cost-effective manner

Goal:

- To assess information technology requirements campus-wide today and for the future



Results:

- Upgraded Core Network-greater bandwidth (\$592,065)
- Hiring 4 more IR staff
- Began the Implementation of University-wide Support System

Strategic Objective:

...implementation of a comprehensive and effective plan for enrollment management

Goal:

- To accurately forecast enrollment by program over a three-year period



Results:

- Task Force appointed
- President approved recommendations to eliminate category of students referred to as "pre-majors"
- Task Force recommended Rowan Seminar for all first-year, first-time students beginning with undeclared majors

Strategic Objective:

...implementation of a comprehensive and effective plan for enrollment management

Goal:

- To accurately forecast enrollment by program over a three-year period



Results:

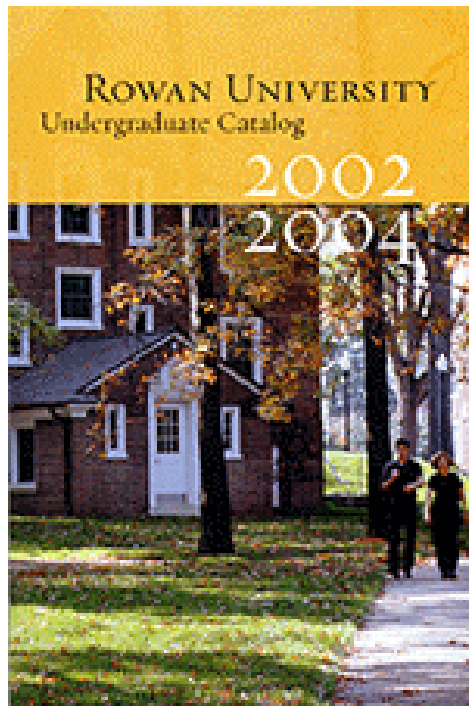
- Task Force is developing methodologies to determine enrollment capacities
- Colleges and departments identifying capacities

Strategic Objective:

High quality programs are assessed for student learning outcomes

Goal:

- To review academic programs



Results:

- Provost appointed faculty member to support outcomes assessment in collaboration with the Learning Outcomes AC
- LOAC develops assessment recommendations
- Status report developed on student learning outcomes assessment for the Middle States Periodic Review Report.

Strategic Objective: To enhance the quality of graduate programs through a systematic review process

Goal:

- To review academic programs



Results

- In May 2003, Graduate Council charged to develop criteria for program review
- In 2004, the Graduate Council provided recommendation for review to the Deans' Council and the Senate

Strategic Objective:

Where an accrediting body does not exist, programs will be encouraged to utilize peer review

Goal:

- To review academic programs

Example

- The Department of Composition and Rhetoric is completing a self-study



Strategic Objectives:

To achieve a student/faculty ratio of 12/1

To increase the proportion of FT and 3/4 Faculty to 85%

To adjust faculty workload

Goal:

- To develop a faculty staffing plan



Result:

- Five-year faculty staffing plan developed in 2002
 - Determined criteria for hiring priority
 - Determined funding invested in positions
 - Determined additional funding needed

Strategic Objectives:

To achieve a student/faculty ratio of 12/1

To increase the proportion of FT and 3/4 Faculty to 85%

To adjust faculty workload

Goal:

- To develop a faculty staffing plan



Result:

- Ten-year faculty staffing plan begun in 2003
 - Determined how many faculty needed to meet FT faculty objective
 - Identified new positions needed to enhance current programs or for newly developed ones
 - Identified new positions needed because of workload adjustments

Strategic Objective:

To develop and maintain an effective technology infrastructure and support staff

Goal:

- To develop an administrative staffing plan

Result:

- Five-year administrative staffing plan developed
 - Planetarium Director hired
 - Additional secretarial support for Departments
 - Additional IR professionals hired
 - Computer Science UNIX professional hired

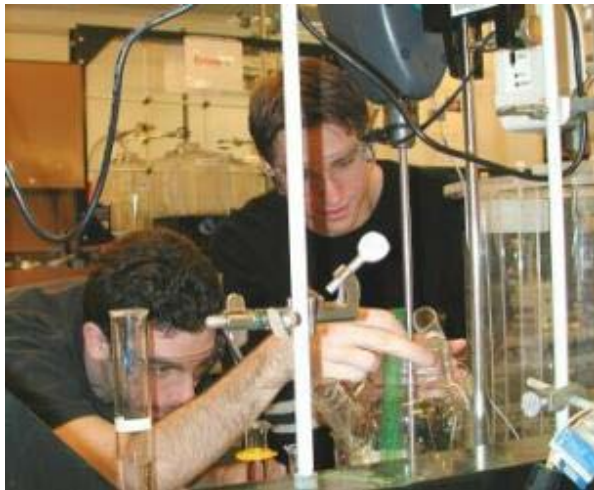


Strategic Objective:

To develop replacement cycle funding to provide for the maintenance of state-of-the-practice technology applications

Goal:

- To develop an equipment plan



Result:

- A multi-year, priority order, equipment plan has been developed
- The equipment plan incorporates the possibility of ELF
- ELF funded \$3.2 million in equipment in 2003-05.
- We plan to capitalize equipment needs for stable, routine funding

Strategic Objective:

To see a 50% increase in funded research by 2007

Goal:

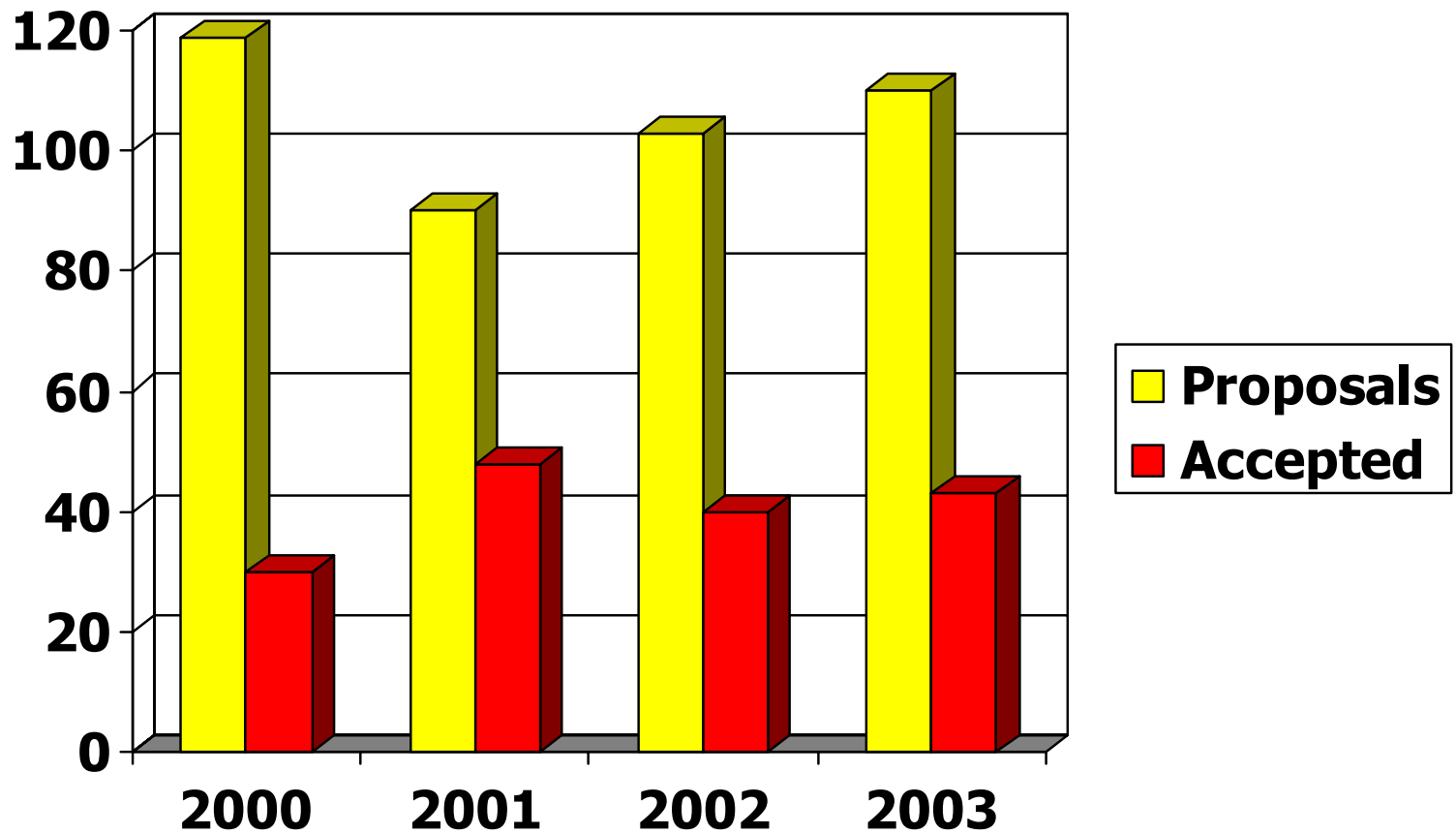
- Increase funded research

Results:

- Used Indirect funds to fund grant writer position



SBR Proposals 2000-2003



Strategic Objective:

To review the current structure of the Institutes for efficiency and effectiveness

Goal:

- To clarify the roles, development and effectiveness of Centers and Institutes

Results:

- Task Force developed Guidelines for Centers and Institutes now approved by the President
- Four Centers closed or reduced at a savings of (\$475,697)
- Centers and Institutes now contribute \$46,532 in indirect costs to the University.

Strategic Objective:

To review the current structure of the Institutes for efficiency and effectiveness

Goal:

- To clarify the roles, development and effectiveness of Centers and Institutes

Results:

- New Memoranda of Understanding are established.
- Centers and Institutes' financial practices are reviewed

Strategic Objective: To provide expanded academic offerings to the Camden community.

Goal:

- To develop a plan for enhancing Rowan University at Camden



Results:

- Reviewed status of current programs and developed plan to enhance them.
- Secured funding for a new building.
- Site identified by the Camden Redevelopment Authority (March 2004)
- Enhanced liaisons with k-12, Higher Education and Healthcare partners



Strategic Objective: Examine the role of interdisciplinary team-taught courses

Goal:

- To develop a philosophy and mechanism for offering interdisciplinary courses consistent with the mission and values of the University

Result:

- Dean of LAS and Task Force identified 14 barriers to effective interdisciplinary administration
- Strategies to address barriers identified and some implemented: (e.g.)
 - Produced a brochure
 - Designed and awarded certificates to graduates

Strategic Objective:

Increased focus on multicultural, global issues

Goal:

- To develop focused, well-articulated, coordinated international offerings



Result:

- Task Force identified new organizational structure and recommended the appointment of an individual to coordinate international activities
- Search Committee established for an interim appointment



Summer School



Goal:

- To reorganize summer school so as to meet the needs of the students and provide greater revenue for the University

Results:

- Task Force reviewed Summer School
- Identified multiple problems that impacted summer school enrollment
- Developed incentive program for departments
- Increased student credit hour enrollment



Summer School



Goal:

- To reorganize summer school so as to meet the needs of the students and provide greater revenue for the University

Results:

- Participating departments are funded (\$ 44,000)
- Identified courses taken by students at other colleges
- Lengthened the registration process
- Developed media strategy
- Developed WEB site



Outcomes of Actions

- Improved Efficiency (Multi-year Plans in Place)
- Revenue Generation (e.g. Summer School)
- Reallocation of Revenue (e.g. Funds shifted from eliminated databases to new; indirect to general University funds)
- Cost Containment (e.g. Centers and Institutes fiscal practices reviewed and improved)



Outcomes of Actions

- ENHANCED QUALITY
- Enhanced communication and group input into decision-making (shared governance)
- Stratified Leadership
- Engaged campus

What Do We do Now?



Open Dialogues: Let's bring it all together



- Students: Define the Rowan Experience
- Clarify Faculty expectations:
 - Teaching/Instruction
 - Research, Scholarship, Creative Activity
 - Service
- Clarify Professional Staff expectations
- Support Support Staff
- Enhance Administrative Teamwork



Discuss Community Values

- Open Communication?
- Civility?
- Equity?
- Respect?
- Others?



Academic Excellence

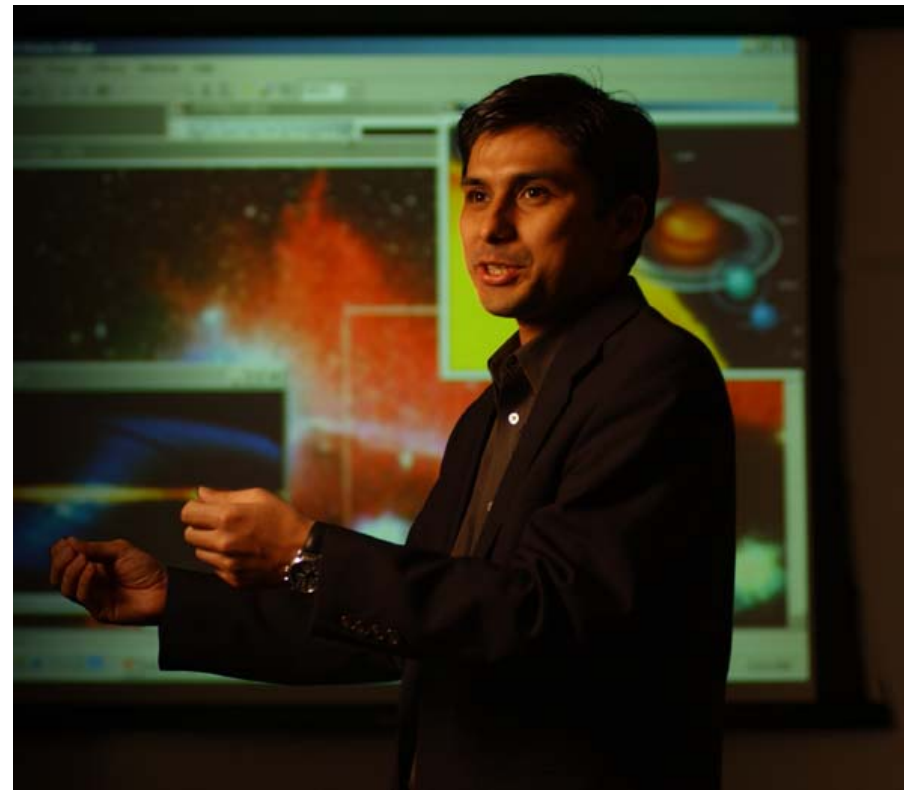


Rowan University excels in providing all of its students with a rich intellectual experience that enables them to integrate and apply learnings through their work, scholarship, and service for the betterment of self and society.



Achieving Excellence

Hiring the best faculty, administrators, professionals and staff in their fields, Rowan University assures the excellence of the academic program within a cutting edge learning environment.



Achieving Excellence

Rowan University excels in stimulating the economic growth of its community through innovative research, applied scholarship, creative activity and transformative service/learning work.



ROWAN

UNIVERSITY

... leads the nation in fostering research-based, integrative, and applied learning that transforms self and society for the common good.