Academic Affairs
2018-19 Goals

Academic Affairs is pleased to present the following goals for 2018-19. Many build on initiatives started in 2017-18, while others open new areas of focus. As always, students are understood to include all students at Nazareth, whether graduate or undergraduate, unless otherwise specified. These goals are consistent with our commitment to maintain excellence across all our programs and establish a culture of reassessment and improvement rather than complacency. Although we recognize the high quality of our programs, faculty, and staff, the landscape of higher education also demands that we maintain an attitude of self-criticism, openness to innovation, and commitment to ongoing improvement. We are great, but we can always be better. These goals are developed with that mindset, and with full attention to developments and trends within higher education.

1. **Improve student retention and success**
   - Complete Finish in Four initiative for undergraduate students and establish implementation plan for August 2019;
   - Develop expanded teaching innovation/integration lab to launch in 2019-20;
   - Build opportunities in and avenues for student research;
   - Align the annual goal setting process and create interdivisional working groups to advance common goals for the departments in AA, Student Experience, and D&I;
   - Develop integrated curricular and co-curricular "signature experiences" by class year (freshman, sophomore, junior, senior);
   - Complete phase 1 of the Maker Space;
   - Grow awareness of and participation in Enhanced Student Employment program.

2. **Reinforce and promote experiential learning/Center for Life's Work**
   - Create a planning map, through collaboration of CFLW and academic units, to define variety of accessible, available, and affordable experiential learning options for all segments of our population and highlight connections/complements between them;
   - Pilot a Life's Work Connectors that offers a series of workshops designed to provide interested faculty and staff with access to CFLW tools, programs, and resources to assist students with post-grad planning and life's work;
   - Launch the Experiential Record (in collaboration with IR).

3. **Finalize workload redistribution (progress to 3-3)**

4. **Support professional development and evaluation**
   - Develop effective evaluation systems for department chairs, deans, and adjuncts;

- Revise the faculty evaluation system consistent with the opportunities provided by the new electronic platform;
- Develop programming to support faculty engagement in international education and experiential learning experiences;
- Develop expanded teaching innovation and integration center to support interdisciplinary teaching, diversity and inclusion efforts, and pedagogical creativity/development.

5. **Develop academic programs/units as part of continuing institutional innovation**
   - Identify and develop plan for implementation of data and technology-based degree programs;
   - Establish criteria for developing new academic programs and, where appropriate, ending or overhauling existing programs;
   - Organize, assess, and begin implementation of concentrations of focus, including interprofessional and interdisciplinary initiatives and Liberal Arts for the 21st Century;
   - Finalize reorganization of CAS as appropriate to size, visibility of departments/programs, and administrative scope.

6. **Strengthen and improve integration of graduate studies**
   - Benchmark for trends in enrollment, course delivery, and program development in graduate programs at peer institutions;
   - Determine market demand and potential for on-line graduate programs;
   - Determine existing and future opportunities for flexible course delivery structures;
   - Develop plan to increase diversity in the graduate student population;
   - Strengthen matriculation pathway from ELI into targeted graduate programs by enhancing student engagement opportunities, including academic advising and faculty/staff interaction.

7. **Develop digital learning capacities and expertise**
   - Increase the integration of digital learning by building collaborative relationships through Academic Affairs;
   - Increase online and hybrid program delivery, as appropriate to program;
   - Develop digital learning strategies that align with student retention and success initiatives.

8. **Support diversity and inclusion initiatives**
   - Strengthen and embed diversity-focused approaches within hiring committees;
   - Improve structures for retention of diverse faculty and staff, in collaboration with VPDI;
   - Establish post doc opportunity hires in targeted programs, in collaboration with VPDI.

9. **Build global initiatives consistent with our commitment to global citizenship and diversity and inclusion**
   - Increase the number of faculty engaged in international education programming by supporting professional development opportunities;
   - Increase participation rates of underrepresented minority students in international experiences;
   - Expand on-campus speaker series with focus on topics of geopolitical and international significance.

10. **Analyze use of summer term and opportunities to build coherent, year-round student experience and sense of belonging**