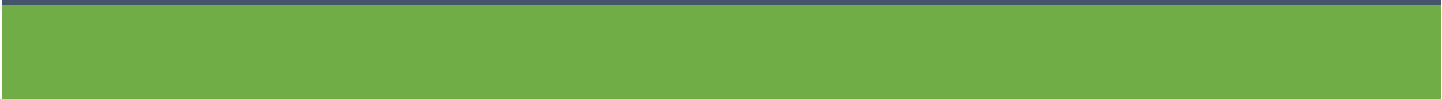




# Arkansas Baptist College Strategic Plan for the Division of Academic and Student Affairs

2019 -2022



# Strategic Plan for the Division of Academic and Student Affairs

## Vision

The Division of Academic and Student Affairs will successfully and inclusively promote excellence in instruction, learning, research, scholarship, creative activity, outreach, and engagement in support of the College's aim to bring energy, resolve, and innovation to the economic, social, and environmental challenges of today and to create a thriving, diverse, equitable, and sustainable world for tomorrow.

## Mission

The Division of Academic and Student Affairs oversees and provides leadership for all academic and student development personnel and programs, education of students and comprehensive internationalization of Arkansas Baptist College.

The Division assumes the responsibilities for:

- Retention of students who will be enabled to overcome the frontiers of scholarship and creative activity and who will be prepared for the complexities of an interdependent world upon graduation as well as gainful employment or graduate school;
- Recruitment, retention, and professional development of outstanding faculty and academic leaders in order to build and sustain expertise and excellence among academic personnel in all aspects of their work;
- Promoting and embracing continuous improvement by guiding development of academic programs, and curricula, supporting diverse modalities of instruction, and monitoring for academic quality and student success;
- Promotion of interdisciplinary approaches to academic work and student learning;
- Sustaining a workplace environment that values and manifest diversity, internationalization, free expression, academic freedom, personal integrity and mutual respect;
- Guidance of comprehensive internationalization efforts, including growing faculty engagement in international teaching and scholarship, internationalization of the curriculum, enhancing student and scholar mobility, and deepening international collaborations and partnerships;
- Sustaining and elevating academic standards, integrity and reputation;
- Helping to build a better resourced and more highly functioning College by improving retention, pursuing alternative revenue streams, enhancing academic management functions, improving budgeting and planning, and embracing transparency and shared governance in operations and in development of policies and procedures.
- Direction in collection, analysis, and dissemination of data to inform academic decision-making.

The Provost and Executive Vice President for Academic and Student Affairs' team carries out these responsibilities through collaborations with the academic chairpersons and directors, College committees, taskforces, the faculty, as well as other divisions of the College. We hold that mutual responsibility, accountability, and respect among our units and our people drives our success.

## Operating Principles

We:

- Approach all decisions with the students' perspective at the forefront.
- Craft an environment where innovations are realized.
- Utilize data to drive continuous improvement.
- Advance disciplinary and interdisciplinary academic excellence.
- Communicate clearly and dependably to all of our stakeholders.
- Deploy our resources responsibly and strategically.
- Prioritize the economic and educational needs of the State.

## Goals

### Goal One: Increase Retention and Degree Completion for all Students

- Develop, assess, and refine a professional advising program based on national best practices.
- Expand programming for the first-year experience and increase availability of high-impact learning opportunities.
- Lead a continual focus on academic management, to include: streamlining the class schedule, improving course availability, and implementing routine degree planning for students, to enhance retention and reduce time-to-graduation.
- Support students entering ABC from community colleges, the workforce, or after a hiatus, by providing more pathways to completing a Bachelor's degree.
- Recruit, retain, and support a diverse and inclusive student body by ensuring a welcoming environment and promoting a sense of belonging and community on campus.
- Support the success of students through new services provided by Student Affairs.
- Automate financial aid processes to enhance federal compliance with federal regulations and improve customer satisfaction with services.

### Goal Two: Recruit and Retain a Diverse Community of Outstanding Faculty as well as Academic and Student Leaders and Foster their Professional Development

- Collaborate with College partners to recruit and retain high performing academic personnel from a diversity of backgrounds
- Provide opportunities and resources for career development and advancement at all levels
- Support faculty by collaborating with the Office of Title III and Sponsored Programs on professional development and training for faculty related to grant writing, including facilitation of development of proposals for major interdisciplinary funding programs.
- Provide explicit incentives in faculty workload and evaluation documents to better reward and promote interdisciplinary studies, internationalization, entrepreneurship, and community engagement.
- Foster and reward outstanding performance by instituting and conferring a series of excellence awards for faculty and academic leaders annually.

### Goal Three: Promote and Embrace continuous Improvement by Guiding Development of Academic Programs and Curricula and Monitoring them for Academic Quality, Productivity, and Student Success

- Use the Higher Learning Commission reaffirmation process as an opportunity to foster institutional effectiveness and continuous improvement.
- Support systematic external review of academic units to use as a basis for evolving the portfolio of degree programs and certificates.
- Evolve a portfolio of innovative programs and certificates that prepare students for careers of importance to the region's economic and social well-being.
- Expand distance offerings of undergraduate and graduate degrees, as well as certificates, including completion degrees designed for students with substantial credit.
- Infuse career readiness with academic advising, curriculum, and the student experience.

### Goal Four: Sustain and Elevate Academic Standards, Integrity, and Reputation in an Environment that Values and Manifests Diversity, Internationalization, and Mutual Respect

- Collaborate with College partners to elevate expectations for research and creative activities.
- Create a strong culture of scholarly activity across disciplines by supporting existing areas of strength as well as leading edge areas of opportunity.
- Collaborate with College partners to support tech transfer, intellectual property, and patent development.
- Create and Develop an Honors College
- Revise existing policies and integrate best practices into an 'honor code,' in collaboration with Student Affairs.
- Collaborate with Enrollment Management to grow enrollment of international students and engagement of faculty international teaching and scholarship, as well as increase student participation in education abroad.

### Goal Five: Build a Better Resourced and More Highly Functioning Division

- Collaborate with College partners to design and implement an incentive-based model.
- Partner with the ABC Foundation to create or increase endowments and programmatic funding for academic centers and graduate education.
- Improve business practices throughout the organization.
- Establish Standard Administrative Policies and Procedures that are based on sound principles, provide clarity and are relevant and meaningful for a contemporary College.
- Implement communication processes, incorporating Universal Design, that provide timely, accessible, transparent information to academic units, students, faculty and staff.
- Collaborate with College partners on institutional data governance to ensure accurate, accessible academic data that is easily integrated across the College's information systems and support strategic decision making in academic units.
- Develop and implement annual department and college 'scorecards' to measure progress.

## Key Performance Indicators

### GOAL ONE: INCREASE RETENTION AND DEGREE COMPLETION FOR ALL STUDENTS

Performance Indicator	Baseline	2022 Target
Student Retention	30.69%	35.00%
2, 4, and 6-year graduation rates		
Number of graduate students	0	15
Automate HCM2 list creation process	Planning	Implementation
Automate Financial Aid Reconciliation	Planning	Implementation
Reduce financial aid findings	10	4
Petition U.S. Department of Education to remove ABC from Heightened Cash Monitoring 2 (HCM2) status to Advanced Payment Method	HCM2 Status	Advanced Payment Status

### GOAL TWO: RECRUIT AND RETAIN OUTSTANDING FACULTY AS WELL AS ACADEMIC AND STUDENT LEADERS AND FOSTER THEIR PROFESSIONAL DEVELOPMENT

Performance Indicator	Baseline	2022 Target
Number of professional development modules for faculty and academic administrators	0	4
Implementation of electronic performance evaluation and review processes	Paper Process	Enterprise Wide Implementation
Number of faculty hired for the purpose of contributing to interdisciplinary and international research and learning	Planning	Implemented
Promote interdisciplinary teaching and reward leadership of interdisciplinary programs	Investigate	Policies in Place
Annual Awards from The Division of Academic and Student Affairs to faculty, staff, and administrators recognizing excellence	Planning	Implementation

GOAL THREE: PROMOTE AND EMBRACE CONTINUOUS IMPROVEMENT BY GUIDING DEVELOPMENT OF ACADEMIC PROGRAMS AND CURRICULA AND MONITORING THEM FOR ACADEMIC QUALITY, PRODUCTIVITY, AND STUDENT SUCCESS

<b>Performance Indicator</b>	<b>Baseline</b>	<b>2022 Target</b>
Remove Higher Learning Commission (HLC) Accreditation Sanction	Probation	Reaffirmed without Sanction, and Reinstated on the Standard Pathway
Degree programs created, substantially modified, or dropped	15	5 new programs; 4 modified or eliminated
Increase number of academic programs available at a distance with focus on completion	0	4
Enrollment at a distance (online)	0	40
Number of programs reviewed by Academic Affairs annually	4	6
Initiate comprehensive curriculum integration efforts	Planning	Implementation
Graduate degree programs created and implemented	0	2

GOAL FOUR: SUSTAIN AND ELEVATE ACADEMIC STANDARDS, INTEGRITY AND REPUTATION IN AN ENVIRONMENT THAT VALUES AND MANIFESTS DIVERSITY, INTERNATIONALIZATION, AND MUTUAL RESPECT

<b>Performance Indicator</b>	<b>Baseline</b>	<b>2022 Target</b>
Campus climate and environment	Planning	Implement
External research funding awards and expenditures	Planning	Implement
Number of international students (undergraduate and graduate)	4	10
Number of faculty and student participants in programs abroad	Planning	Implement
Number of programs reviewed by Academic Affairs annually	4	6
Percent of graduates with honors credentials	4%	8%
Develop Academic and Social Honor Code	Planning	Implemented

GOAL FIVE: BUILD A BETTER RESOURCED AND MORE HIGHLY FUNCTIONING DIVISION

<b>Performance Indicator</b>	<b>Baseline</b>	<b>2022 Target</b>
Routine use of scorecards to evaluate annual performance of academic units	Develop FY20	Enterprise Wide Implementation
Standard Administrative Policies and Procedures that clarify, specify and formalize expectations, criteria and processes related to job descriptions, annual performance evaluations, and reviews for reappointment.	Evaluate	Complete revisions
Endowment directed toward academic centers and graduate education	Planning	Implemented
Implementation of an Academic Catalog that is integrated with Jenzabar EX	Planning	Implement