Draft AA goals 4.0

1. To educate a diverse student body through an integrated academic experience that positions graduates for personal success and civic responsibility in the global environment of the 21st century.
2. To expand the frontiers of knowledge and leverage discovery for the public benefit through innovative programs of research, creative activities, and graduate education that span the disciplines.
3. To engage community partners in mutually beneficial programs that enhance the economic, civic, and cultural vitality of the region.

To succeed in achieving these goals, we recognize that it is imperative for us to:

1. Provide for our faculty and staff a supportive infrastructure that includes excellent opportunities for professional development and mentoring.
2. Demonstrate our institutional value of access, inclusion and diversity in the recruitment and retention of students, faculty, and staff.
3. Embrace transparency, flexibility, collaboration, and efficiency in the administration and provision of services and programs.
4. Engage alumni and others in support of programmatic goals.
5. Use effective measures and methods for evaluation.

Issues relevant to each of the three Academic Affairs goals that should be addressed in unit strategic plans:

*To educate a diverse student body through an integrated academic experience that positions graduates for personal success and civic responsibility in the global environment of the 21st century.*

* What new programs of study, or what revisions to existing programs including changes in format or mode of delivery, should be offered to respond to need and demand?

(Low productivity programs must be addressed.)

* How will we develop our signature programs that address student success: Prospect, Seamless Transfer, and the Graduation Initiative. Specifically, how will we
  + Meet the needs of new students, transfers
    - Connecting students to majors
    - Prospect for Success
    - Seamless transfer (external)
  + Create processes to improve graduation that put students first
    - Getting students to the right majors early (including internal transfer)
    - Monitoring progress
    - Ensuring course availability
    - Curricular review and revision
  + Provide scalable curricular support and enrichment
* What are the enrollment plans for all graduate programs and what demands will they place on resources and space?
* How can we implement a coordinated set of recruitment, retention, and curricular initiatives that address the needs of undergraduate and graduate students, across multiple axes of diversity, in an efficient and scalable manner?
  + Since scaling up a one-size-fits-all model is not sustainable, how can we target the right programs and services to the right students?
    - Technology for instruction, data analysis, service delivery?
    - Organizational changes?
  + Given the likelihood of continuing resource constraints, what trade offs can we make to allow us to address evident needs.

*To expand the frontiers of knowledge and leverage discovery for the public benefit through innovative programs of research, creative activities, and graduate education that span the disciplines.*

* What opportunities are created by the changes in faculty and facilities that have occurred in the past five years?
* What is the impact of the increasing urbanization and diversity of our region on opportunities for research?
* What is the role of the library in the digital age in supporting research and education?
* What are the resource and facilities needs for growing programs of research and creative activity?
* What internal partnerships would facilitate research or increase our effectiveness in funding research?
* How do we maximize the benefits of the Millennial campus, and in particular, the PORTAL building facilities and resources?
* How do we expand the funding base for our research programs?

*To engage community partners in mutually beneficial programs that enhance the economic, civic, and cultural vitality of the region.*

* What is the impact of the increasing urbanization and diversity of our region on opportunities for community engagement?
* What are the emerging needs of the region where the university faculty and students could have the greatest impact?
* How can we better coordinate and support community-based initiatives?
* How do we envision our presence in center city and, in particular, what opportunities do we have for the use of the Center City Building, given the pending completion of light rail?