The Division of Academic Affairs
Executive Summary, Priorities & Resource Requests
Aligned with the "Building a Better Brockport: A Strategic Plan for the Future 2017-2022"

This document provides an overview of the Division of Academic Affairs (AA) goals, priorities and funding requests aligned with the College's Strategic Plan 2017-2022. (See Appendix A for details and updates.) The 2016-17 Annual Report for AA is included in the JPBC BlackBoard folder for this presentation.

Mission: The Division of Academic Affairs provides maximal opportunities for students to achieve academic success and for faculty and staff to achieve professional success while operating in a financially sustainable way.

AA GOAL 1:
1. Improve academic quality. (1.1A)
   a. **Divisional Priority 1a:** Replace IAS course evaluation instrument.
      - **Funding Request:** Done. None now.
   b. **Divisional Priority 1b:** Implement assessment best practices while minimizing faculty time and maximizing benefits to learning and teaching.
      - **Funding Request:** None.

AA GOAL 2:
2. Improve AA Division operating efficiency. (1.1A, 4.3C)
   a. **Divisional Priority 2a:** Implement a user-friendly, reliable and cost-effective system for Faculty Activity Reporting and building Review, Promotion and Tenure portfolios.
      - **Funding Request:** None.
   b. **Divisional Priority 2b:** Codify & implement policies & practices to guide equitable, evidence-based decision-making in the Division.
      - **Funding Request:** None.
   c. **Divisional Priority 2c:** Promote greater instructional efficiency in the General Education Program.
      - **Funding Request:** None.

AA GOAL 3:
3. Develop new academic programs. (No mention of this key need in the OP; must be added to Goals 1 & 3)
   a. **Divisional Priority 3a:** Establish majors likely to bring new populations of undergraduate & graduate students to Brockport.
      - **Funding Request:** As programs grow and generate tuition revenue, must establish a gain sharing model to fund them.

AA GOAL 4:
4. Develop good teachers, scholars and unit-level leaders (4.3)
   a. **Divisional Priority 4a:** Conduct faculty onboarding programs, CELT activities, grant writing workshops, and chair/director training and development activities.
      - **Funding Request:** None at this time.

AA Permanent Savings Starting in FY 2017-2018

1. Consolidation from six to three schools: ~$160,000

2. Data-informed metric for hiring new and replacement faculty members: ~$600,000

AA Reallocations of Base Internal Reserves Starting in FY 2018-2019

1. Faculty salary equity adjustments, pending UUP contract and Cabinet approval: ~$200,000

2. Increase amount of Faculty Scholarship (professional development) Accounts: ~$200,000

3. Increase support for Graduate Assistants (stipends & number): ~$220,000

4. Balance Adjunct Temporary Service Account: ~$150,000

5. Support 10-12 professional & operational staff positions: ~$500,000

Expected AA Base Reserve during FY 2018-2019

1. ~$1,000,000, plus savings from not replacing some faculty resignations and retirements in 2017-2018

Appendix A: 2017-2018 Goals of the Division of Academic Affairs

Annual Goals	Divisional Goal Mapping**	Alignment to Operational Plan's Measure of Success***	Division Action Plan	Timeline
1. Improve academic quality	**1a**: Replace IAS course evaluation instrument	**1.1A**: *Development and/or maintenance of assessment and continuous improvement plans for academic, co-curricular and operational areas, aligned with national best practices and budgetary support*	**1a**: Study committee formed in F17 to recommend IAS replacement(s) for discussion by the faculty in early S18	**1a**: Implement new IAS system in F18 (IAS functions were restored in spring 2018, giving the faculty time to choose the system they wish to use in the future, some of which are costly.)
	1b: Implement assessment best practices while minimizing faculty time and maximizing benefits to learning & teaching		**1b**: In AY 16-17, the Office of Accountability and Assessment created a simplified system using best practices and shared it with academic units in F17	**1b**: Implement new Assessment system in AY 17-18 (Done in fall '17 with $20,000 commitment of AA reserves for faculty trainers for departments from F '17 thru S '19.)
2. Improve AA operating efficiency	**2a**: Implement a user-friendly, reliable and cost effective system for Faculty Activity Reporting and building Review, Promotion & Tenure Portfolios	**4.3C**: *Identify and reward outstanding or best practice models across units and departments*	**2a**: Study committee formed in F17 to recommend FAR/RPT replacement(s) in early S18 for discussion by the faculty	**2a**: Implement new FAR/RPT system in AY 18-19 (FAR updated for spring 2018; RPT Workflow coming in fall 2018.)
	2b: Codify & implement policies & practices to guide equitable, evidence-based decision-making in the Division	**1.1A**: *Development and/or maintenance of assessment and continuous improvement plans for academic, co-*	**2b**: Deans' Council formulated new practices in S16 & F17 to implement in S18	**2b**: Implement new practices starting in S18 and beyond (Most accomplished.)

		curricular and operational areas, aligned with national best practices and budgetary support		
	2c: Promote greater instructional efficiency in the General Education Program		**2c**: A & S dean will work with dept. chairs to make the Knowledge Area component of the General Education Program more intentional, e.g., considering a combination of a few large (>200 students), cross-disciplinary courses along with many small (≤30 students) courses that will focus on the essential skills for college graduates (critical thinking, writing, speaking, quantitative)	**2c**: Implement more intentional GEP Knowledge Area course delivery modes in AY 19-20 (College Senate will build database to explore how to offer many small, <25-30, and a few large, >200-300, KA courses so as to reduce number of sections taught by adjunct faculty.)
3. Develop new academic programs	**3a**: Establish majors likely to bring new populations of undergraduate & graduate students to Brockport	No mention of this key need in the Operational Plan but definitely should be added to **SP/OP Goals 1 & 3**	**3a**: Submit Higher Ed. Admin., TESOL, Online Instructional Design; Nursing, Cybersecurity, Data Science & Informatics MS's and adolescent/ inclusive & childhood Ed. BSs to SUNY	**3a**: Submit proposals for promising programs as efficiently as possible in AY 17-18 & 19-20 (M.S.: TESOL & NUR starting in fall '18, HEA in fall '19; Online Instructional Design w/ CS. B.S.: EHD childhood & adolescence w/ CS.)
4. Develop good teachers, scholars and unit-level leaders	**4a**: Collaborative planning & implementation by AA & HR	**4.3**: *Continual review, assessment and improvement of faculty and staff onboarding programs, including for temporary employees. These include, but are not limited to, new faculty workshops, new chair workshops, CELT workshops, and ongoing training to keep up with legal obligations and best practices. Collaboratively,*	**4a**: Conduct faculty onboarding program, CELT activities, grant writing workshops, and development/ training activities for chairs/directors	**4a:** Conduct new faculty on-boarding program & CELT activities during F/S 17-18 (Year-long new faculty program and full schedule of CELT activities and events in AY 17-18.) Conduct grant writing & chair/ director training/ development in S18 (Several poorly attended sessions

		Human Resources and Academic Affairs will conduct the types of workshops listed in 4.3 during the 2017-18 academic year.		held by the Grant and Scholar Development Office in AY 17-18.)

** THIS WILL BE A NUMBER(S) FROM YOUR UNIT GOAL LIST INDICATED ON PAGE 1 OF THIS DOCUMENT.
COMPLETE ONLY IF YOUR DIVISION HAS DEVELOPED DIVISION-SPECIFIC GOALS.
*** THIS WILL BE A NUMBER(S) FROM THE COLLEGE'S OPERATIONAL PLAN THAT ACCOMPANIES THE 2017-2022 STRATEGIC PLAN.