

## **Division of Academic and Student Affairs**

### **2016-2021 Strategic Plan**

#### **Context for Planning**

The Division of Academic and Student Affairs (ASA) consists of ten academic units (College of Liberal Arts & Sciences, Seidman College of Business, College of Community & Public Service, College of Education, Padnos College of Engineering & Computing, College of Health Professions, Brooks College of Interdisciplinary Studies, Kirkhof College of Nursing, Graduate School, University Libraries), and Academic & Student Support functions (including Student Services, Office of the Vice Provost for Health, Pew Faculty Teaching & Learning Center, Center for Scholarly & Creative Excellence, Art Gallery & Collections). Led by the Provost and supporting staff, the Division prides itself on having disciplinary programs built upon the foundations of a liberal education tradition, and is widely recognized for its ability to develop necessary talent and leadership for the next generation and prepare all students to contribute productively to their professions and societies. The Division demonstrates its success in developing and supporting inclusivity and diversity, productivity, efficiency, and sustainability.

The Office of the Provost is committed to strategic planning, high impact learning experiences, innovative scholarship, and purposeful academic service to the community. Our work encompasses faculty and staff personnel concerns, budgeting, resource development, and faculty governance. Our role is to support teaching, scholarship, and public service through increasingly high quality, relevant curricula in a challenging, intellectual environment at both the undergraduate and graduate levels. Our goal is to encourage and sustain an environment of creativity, rigor, support, and openness that aids faculty, students, and the wider community in our search for knowledge.

This Strategic Plan represents the direction and focus of the Division, through the lens of the Office of the Provost. The role of the Office of the Provost is to provide the structure, support and resources needed to accomplish the outcomes and strategic priorities of the Division. This plan provides the focus and framework for the Division's work through 2021.

#### **Mission**

The Division of Academic and Student Affairs fosters a vibrant intellectual community to create and deliver exceptional academic and co-curricular programs and services. The work of the Division encourages and supports students, faculty and staff toward achievement of their educational and professional goals, through robust planning, assessment and improvement processes.

#### **Vision**

Embracing liberal education traditions as foundational to all academic programs, the Division of Academic and Student Affairs will be increasingly recognized for its ability to develop the essential talent and leadership for the next generation and prepare all students to contribute meaningfully to their professions and societies.

## Values

We value excellence in teaching and learning in all undergraduate and graduate programs.

We believe the principles and practices of a liberal education provide a sound foundation for the institution's academic programs.

We are committed to a student-centered, rigorous learning environment that integrates disciplinary, interdisciplinary, and co-curricular programs.

We value the use of high impact educational practices that demonstrate the relevance of liberal education and prepare students with essential skills for their lives after graduation.

We believe ethically-grounded scholarship in all of its forms contributes to the development and application of knowledge, creates a dynamic environment for learning, and enriches the world and the lives of its citizens.

We believe that innovation in teaching, learning and scholarship produces meaningful educational experiences and is critical to the growth and development of the University.

We value internal and external service that enriches the intellectual culture of the University and its communities.

We value and invest in economic, social, environmental and cultural initiatives and collaborations that have the potential to benefit our institution, our region and state, our nation, and the world.

We believe that a diverse faculty, staff and student body; inclusive programming and curricula; and a welcoming, respectful, and accessible environment are fundamental components of a quality educational experience and vibrant campus community.

We believe collaborative leadership through shared governance is central to the success of the University.

We believe in responsive leadership, with clarity and transparency in processes and communication.

We believe that strategic planning and purposeful assessment and evaluation of programs and processes are essential to the University's viability.

## **Objectives**

### ***University Strategic Priority Area 1***

Actively engage learners at all levels.

#### ***University Outcome A***

Grand Valley's learning environment is personal, challenging, and transformational, supporting excellent academic programs and co-curricular opportunities.

##### **ASA OBJECTIVE 1.A.1**

Evidence-based, continuous improvement practices are used to ensure quality and effectiveness of programs to support academic success.

##### **ASA OBJECTIVE 1.A.2**

Student Affairs programming and support efforts result in increased involvement in co-curricular activities.

#### ***University Outcome B***

Grand Valley is diverse and inclusive.

##### **ASA OBJECTIVE 1.B.1**

Improved engagement and support efforts result in increased retention and completion rates for diverse and first generation student populations.

#### ***University Outcome C***

Grand Valley has mutually beneficial relationships, partnerships, collaborations, and connections with local, state, national, and world communities.

##### **ASA OBJECTIVE 1.C.1**

Curricular and co-curricular community-based education is encouraged and supported.

#### ***University Outcome D***

Grand Valley supports innovative teaching, learning, integrative scholarly and creative activity, and the use of new technologies.

##### **ASA OBJECTIVE 1.D.1**

Innovation in curricular and co-curricular development and pedagogy is expected, encouraged and supported resulting in relevant and rigorous offerings.

#### ***University Outcome E***

Grand Valley strategically allocates its fiscal, human, and other institutional resources.

**University Strategic Priority Area 2**

Further develop exceptional personnel.

**University Outcome A**

Grand Valley's learning environment is personal, challenging, and transformational, supporting excellent academic programs and co-curricular opportunities.

**ASA OBJECTIVE 2.A.1**

Faculty and staff are hired and retained to ensure appropriate support and education of students.

**University Outcome B**

Grand Valley is diverse and inclusive.

**University Outcome C**

Grand Valley has mutually beneficial relationships, partnerships, collaborations, and connections with local, state, national, and world communities.

**University Outcome D**

Grand Valley supports innovative teaching, learning, integrative scholarly and creative activity, and the use of new technologies.

**ASA OBJECTIVE 2.D.1**

Faculty and Staff are evaluated in an equitable manner across the Division.

**ASA OBJECTIVE 2.D.2**

Unit and college personnel policies and processes will be reviewed for consistency with the Administrative Manual to ensure fair and equitable standards and processes across the University, taking into account disciplinary differences.

**University Outcome E**

Grand Valley strategically allocates its fiscal, human, and other institutional resources.

**ASA OBJECTIVE 2.E.1**

Professional development for all faculty and staff is expected, encouraged and supported.

**University Strategic Priority Area 3**

Ensure the alignment of institutional structures and functions.

**University Outcome A**

Grand Valley's learning environment is personal, challenging, and transformational, supporting excellent academic programs and co-curricular opportunities.

***University Outcome B***

Grand Valley is diverse and inclusive.

**ASA OBJECTIVE 3.B.1**

Systems, policies and processes are communicated across the Division.

**ASA OBJECTIVE 3.B.2**

A web-based data management system is developed for accessing University policies/procedures/processes/handbooks/etc.

**ASA OBJECTIVE 3.B.3**

Training workshops on personnel and other policy and process matters are conducted regularly

***University Outcome C***

Grand Valley has mutually beneficial relationships, partnerships, collaborations, and connections with local, state, national, and world communities.

***University Outcome D***

Grand Valley supports innovative teaching, learning, integrative scholarly and creative activity, and the use of new technologies.

**ASA OBJECTIVE 3.D.1**

University strategic planning and assessment processes are streamlined and simplified ensuring efficient use of resources and improved constituent engagement.

***University Outcome E***

Grand Valley strategically allocates its fiscal, human, and other institutional resources.

**ASA OBJECTIVE 3.E.1**

An effective Faculty Qualifications policy is developed and implemented.

***University Strategic Priority Area 4***

Enhance the institution's image and reputation.

***University Outcome A***

Grand Valley's learning environment is personal, challenging, and transformational, supporting excellent academic programs and co-curricular opportunities.

**ASA OBJECTIVE 4.A.1**

External recognitions of students, faculty, staff and programs increases.

***University Outcome B***

Grand Valley is diverse and inclusive.

***University Outcome C***

Grand Valley has mutually beneficial relationships, partnerships, collaborations, and connections with local, state, national, and world communities.

**ASA OBJECTIVE 4.C.1**

The Carnegie Foundation's Classification for Community Engagement is reviewed and, if appropriate, an application is submitted.

***University Outcome D***

Grand Valley supports innovative teaching, learning, integrative scholarly and creative activity, and the use of new technologies.

***University Outcome E***

Grand Valley strategically allocates its fiscal, human, and other institutional resources.

**ASA OBJECTIVE 4.E.1**

Re-accreditation by the HLC for the maximum term of 10 years is obtained for the University.