



Learning Defines Academic Affairs

**Minnesota State University Moorhead
2005-2010
Academic Affairs Master Work Plan**

***Mission Statement.* Minnesota State University Moorhead develops knowledge, talent, and skills for a lifetime of learning, service, and citizenship.**

Color Code: MnSCU Strategic Plan Priorities
MSU Moorhead Strategic Plan
MSU Moorhead Academic Affairs Master Plan
MSU Moorhead Cultural Diversity Plan
MSU Moorhead Technology Plan

➤ *Minnesota State Colleges & Universities Priority 1 – Increase Access and Opportunity*

Goal 1: Academic Affairs will develop and support a learning community which embraces diversity and bases relationships on respect, civility, and affirmation.

To achieve this Goal, efforts are necessary in four Key Result Areas:

A. Curriculum

Objectives:

1. Academic Affairs will examine existing curricula and create and/or revise to increase and integrate the multicultural educational experiences, content, and perspectives available to students.
2. Academic Affairs will assess the effectiveness of its current ESL strategy and, if needed, revise and strengthen the program.

B. Outreach

Objectives:

1. Academic Affairs will increase outreach efforts to regional schools and communities with diverse populations.
2. Academic Affairs will provide opportunities for students to learn from and work with diverse populations in field experiences, internships, clinical placements, and academic service learning assignments.
3. Academic Affairs will continue to support and emphasize multicultural and antiracism training and awareness.

C. Instructional and Financial Support

Objectives:

1. Academic Affairs will emphasize multiculturalism when new acquisitions are made for the library, as well as focusing more book displays and library presentations on diverse cultures.
2. Academic Affairs will make budgetary support for diversity and multicultural initiatives a priority.

D. Recruitment and Retention

Objectives:

1. Academic Affairs will support and participate in the collaborative recruitment plan to recruit students, faculty, and staff of color as outlined in the Racial and Ethnic Diversity Plan.
2. Academic Affairs will strive to retain students, faculty, and staff of color in order to ensure racial and ethnic diversity at MSUM.
3. Academic Affairs will work to create and nurture a campus climate where civility and respect for people in all their diversity will foster a rich learning environment.

Goal 2: Academic Affairs will address student-writing proficiency in the liberal studies program and in all major programs of study.

To achieve this Goal, efforts are necessary in three Key Result Areas:

A. Research and Planning

Objectives:

1. Academic Affairs will create and support a full-time Writing Director, charged with oversight, coordination, and assessment of student writing proficiency.
2. Academic Affairs, led by the college deans and assisted by the Writing Director, will selectively examine the effectiveness of departmental upper level writing programs.

B. Curriculum and Assessment

Objectives:

1. Academic Affairs will support the Liberal Studies Task Force and the APAC as they work to define the characteristics of writing intensive courses.
2. Academic Affairs will support the work of the Liberal Studies Task Force to increase the University's emphasis on and expectations for student writing proficiency as one outcome of the liberal studies program.

3. Academic Affairs, overseen by the college deans and assisted by the Writing Director, will develop and implement curricular revisions in the university's upper level writing program where appropriate.

C. Instructional Support

Objective:

1. Academic Affairs will work to provide the necessary resources to implement recommendations that are identified as part of the process to improve student writing proficiency.

Goal 3: Academic Affairs will identify a reading diagnostic instrument, administer it to a sample of new entering freshmen during fall semester 2006, and use the results to develop a plan to improve student reading skills.

To achieve this Goal, efforts are necessary in two Key Result Areas:

A. Research and Planning

Objectives:

1. Academic Affairs will complete the needed research to identify, and then administer during fall semester 2006, a reading diagnostic instrument to a sample of new entering freshmen.
2. Academic Affairs will analyze the results obtained from administering the reading diagnostic instrument and use those results to develop a plan to improve the reading skills of students whose reading comprehension falls below acceptable collegiate levels.

B. Instructional Support

Objective:

1. Academic Affairs will, based on the results of the assessment of the reading comprehension study, develop, adopt, implement, and continuously assess a targeted program to improve the reading skills of students whose reading comprehension falls below acceptable collegiate levels.

➤ Minnesota State Colleges & Universities Priority 2 – Increase Support

Goal 1: Academic Affairs will work to increase support for recruitment and retention efforts, teaching and learning, advising, research and creative activity, and programmatic outreach.

To achieve this Goal, efforts are necessary in three Key Result Areas:

A. Financial Support

Objectives:

1. Academic Affairs will work with the MSU Moorhead Alumni Foundation to increase donations from external sources to support needs in the areas of equipment, software, scholarships, and faculty stipends.
2. Academic Affairs will increase grant-writing efforts in the areas of teaching, scholarship, and multiculturalism.
3. Academic Affairs will allocate adequate resources to provide one-course released/reassigned time for several faculty members in each college to support their efforts in research, creative activity, planning, and/or programmatic outreach.
4. Academic Affairs will, to the extent possible, provide reassigned time, and/or travel and lodging support for faculty who desire to work to increase support for recruiting and retention efforts, teaching, research, creative activity, multicultural initiatives, programmatic outreach through fundraising or grant-writing efforts.

B. Advising

Objectives:

1. Academic Affairs will develop a proposal to define a workload-equivalent FTE model for academic advising.
2. Academic Affairs will emphasize through the PDP process the importance of academic advising and its effectiveness assessment.

C. Instructional Support

Objectives:

1. Academic Affairs will encourage and support the Library's core emphasis on reading.
2. Academic Affairs will support faculty training in instructional management systems and other technology applications, provided by Instructional Technology and the Student Technology Team.

Goal 2: Academic Affairs will work to create a Task Force charged to develop a plan to promote the University as the region's most effective undergraduate teaching and learning community.

To achieve this Goal, efforts are necessary in two Key Result Areas:

A. Organization and Planning

Objective:

1. Academic Affairs will work to create a Task Force charged to develop strategies to promote selected academic, support, and outreach programs that demonstrate that MSUM's long-standing teaching and learning mission has resulted in the development of the region's most effective undergraduate teaching and learning community.

B. Implementation and Accountability

Objectives:

1. Academic Affairs will partner with University Advancement to implement the Task Force Strategies.
2. Academic Affairs will develop an evaluation plan to measure the effectiveness of the promotion efforts, and will oversee needed changes and improvements in the ongoing effort to increase the awareness and appreciation of the learning communities MSU Moorhead brings to its service region.

➤ *Minnesota State Colleges & Universities Priority 3 – Expand High Quality Learning Programs and Services*

Goal 1: Academic Affairs will prepare both undergraduate and graduate students for fulfilling and productive careers in the 21st century.

To achieve this Goal, efforts are necessary in three Key Result Areas:

A. Curriculum

Objectives:

1. Academic Affairs will provide a strong liberal studies foundation for all undergraduate programs; assessment of student learning outcomes is a priority.
2. Academic Affairs will lead the effort to create a new liberal studies program consistent with the Minnesota Transfer Curriculum. The program will define assessable Core Learning Competencies and provide an integrated and coherent learning experience for students.
3. Academic Affairs will encourage and support an undergraduate research, creative activity, or professional internship experience at some level for every degree-seeking student; presentation at the annual Student Academic Conference will become the norm.

4. Academic Affairs will assess programs for relevance to workforce needs and trends in education, the economy, and multiculturalism.
5. Academic Affairs will encourage and support the development of teaching strategies that better match when and how students learn.
6. Academic Affairs will examine MSU Moorhead's current teacher preparation curriculum for compliance with Board of Teaching learning outcomes, unnecessary overlap between and among courses, and effectiveness relative to the change from Minnesota Graduation Standards to a content rich environment.
7. Academic Affairs will evaluate all programs for fiscal soundness, appropriate level of SCH generation, course enrollment, number of majors, relevance to mission, and effectiveness of assessment of student learning outcomes.
8. Academic Affairs will support the MSUM Mathematics Learning Center.

B. Facilities – Classrooms and Laboratories

Objectives:

1. Academic Affairs will strategically invest its equipment allocation to upgrade classrooms to enable faculty members to make use of instructional technology.
2. Academic Affairs will strategically invest its equipment allocation to provide equipment, laptops, and software appropriate to programmatic needs.

C. Instructional Support

Objectives:

1. Academic Affairs will encourage and support ongoing efforts to develop hybrid, package, online, distance, and off-campus instruction.
2. Academic Affairs will support the Library collection weeding process, migration to OPAC, ILL, Acquisitions System – ALEPH, and advocacy and programming related to First Amendment freedoms, citizenship, and anti-censorship.
3. Academic Affairs will support the continued movement toward digital technologies in academic programs, as well as Instructional Media, specifically, video conferencing, video streaming, and course enhancement through CD/DVD and video applications.
4. Academic Affairs will, where appropriate, tie resource allocations to progress in achieving SCH generation goals.

Goal 1: Academic Affairs will provide service and educational outreach to regional schools, businesses, agencies and communities, thereby contributing to community development, cultural enrichment, and economic vitality.

To achieve this Goal, efforts are necessary in three Key Result Areas:

A. Educational, Professional, and Cultural Outreach

Objectives:

1. Academic Affairs will support Continuing Studies initiatives, including Customized Training.
2. Academic Affairs will sustain and work to expand the current level of faculty and programmatic outreach to elementary and secondary schools, as well as on-campus programming for students in the schools.
3. Academic Affairs will support the Library's Reading Aloud Outreach program.
4. Academic Affairs will continue to develop, support, and sustain online degree programs for in-place professionals.

B. Curriculum

Objectives:

1. Academic Affairs will provide certificate and baccalaureate programs within the traditional arts and humanities areas that respond to workforce needs.
2. Academic Affairs will reallocate budget dollars and work to provide external funding to develop alternative degree programs to prepare science and mathematics teachers.

C. Collaboration

Objectives:

1. Academic Affairs will support ongoing collaborations between MSU Moorhead teacher preparation faculty and regional school districts; specifically, the Moorhead Middle School initiative, the efforts with Madison Elementary, and the ongoing cooperation with the Mahnomon School District.
2. Academic Affairs will continue to provide assistance, as requested, to White Earth Tribal and Community College efforts to obtain regional accreditation from the Higher Learning Commission.

3. Academic Affairs will remain committed to the mission and goals of the Tri-College University, which consists of Concordia College, North Dakota State University, and Minnesota State University Moorhead.

➤ *Minnesota State Colleges & Universities Priority 5 – Fully Integrate the System*

Goal 1: Academic Affairs will work with Minnesota State Colleges and Universities partners to develop, provide, and sustain enhanced educational experiences to students.

To achieve this Goal, efforts are necessary in two Key Result Areas:

A. Planning and Accountability

Objectives:

1. Academic Affairs will make significant progress toward Academic Master Plan goals that effectively address institutional, system-level, diversity, technology, and facilities strategic plans.
2. Academic Affairs will continue to participate in and contribute to system-level task forces, advisory boards, and initiatives.
3. Academic Affairs will provide data and information necessary to document institutional performance achievement with regard to the System's current and future strategic directions and goals.

B. Collaboration and Cooperative Efforts

Objectives:

1. Academic Affairs will work with Minnesota State College and University partners to develop collaborative programs and services.
2. Academic Affairs will continue to work with System transfer specialists, respect faculty programmatic transfer efforts, and sustain transfer student support and advising programs to ease the transition to MSU Moorhead for students who began their higher education experiences elsewhere.
3. Academic Affairs will continue to encourage and support grant-writing partnerships, particularly within the NW Minnesota campuses, to develop collaborative academic programs that would not be feasible for a single campus to offer, or will most certainly be more effective and efficient if shared between and among partners.



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