AA Division - 2010-2011 GOALS
REPORT
Andrea Chapdelaine, Provost and Vice President for Academic Affairs

I. Fostering Academic Excellence
General:
ACCELERATED DEGREE PROGRAMS (Mickey Baines)

- Improve our students’ success and satisfaction.
  - The better we know our students, the more we know of their educational goals and needs. The time and services we offer to meet those needs will produce a better experience for our students. We must take the information given to us from our students in the way of the ALI and focus groups, and make any necessary adjustments to improve internal processes so that our students see the department and institution as a highly respected, organized, and service-oriented organization. They must feel that their education is being provided with high attention to quality and care for them as students, community members and consumers. Areas identified in this survey will be reviewed over the course of 2009-2010 and 2010-2011.
    - Strategic Plan objectives met: ‘Fostering academic excellence’; ‘Strengthening residential learning community’.
    - Specific goal: Improved student satisfaction by 2011, as measured by the Noel Levitz ALI.

CENTER FOR THE ARTS (Matt Kopans)
- GOAL 1: Implement Arts Administration Co-Concentration

FREEDMAN GALLERY (Michael Howell)
- Develop internship possibilities within the gallery and collaborative potential with outside arts organizations and regional artists.
- Expand educational programs that will interface with state certification requirements for Art Educators.
- Develop online access to College art collections.

GRADUATE DIVISION (Sarel Fuchs)

Goal 1: Further development and implementation of any new graduate programs
Resources needed – inter-department cooperation, board-approved budget, facilities, additional faculty

Goal 2: Continue to implement adjusted 4+1 program for 2013 undergrad graduates through advising and clarification

Resources needed – updated marketing pieces

Goal 3: Offer new online/hybrid graduate course

Resources needed – necessary technology, funds for initial technical consultation and support

Goal 4: Continue to grow graduate programs

Resources needed – additional marketing budget

INSTITUTIONAL RESEARCH (Tom Meyers) To provide idiographic, comparative, and longitudinal data associated with student learning and satisfaction as well as other variable identified by college personnel.

UNDERGRADUATE STUDIES (Joe Thomas)
- Work with EPC, Education Department, Admissions, and the faculty to implement changes to certification programs to meet new PDE guidelines.
- Work with Departments (and committees as needed) on curricular matters
- Continue to be a service-oriented resource for student and parent concerns and issues

1. Complete General Studies Review

REGISTRAR (Dave Ballaban)

Continue to implement Freshmen Seminar Program and to implement next steps in General Education changes

UNDERGRADUATE STUDIES (Joe Thomas)
- Working with new faculty coordinator, continue refinements to first-year seminar, including assessment
- Work with faculty committee structure to implement approved changes to general education requirements
- Work with EPC and FEC to address faculty governance of general education program
2. Increase Opportunities for Experiential Learning

CAREER DEVELOPMENT CENTER (Karen Evans)
1. Focus on employer relations and increasing the number of internship and employment opportunities for students.
2. Increase the awareness of the student body in Experiential Learning and all of its components: Change the culture of the college.

CENTER FOR EXPERIENTIAL LEARNING (Kim Justeson)
Expand services so that all Albright students will take advantage of at least one of the programs of the newly combined Center for Experiential Learning and Research and Career Development Center.

Explore ways to increase the availability of funding opportunities for students taking part in CELAR programs.

UNDERGRADUATE STUDIES (Joe Thomas)
2(c) Explore with English Department and faculty potential hire of writing program director (WAC/WID) [Str. Plan has this under experiential learning]

3. Improve the Academic Environment

LIBRARY (Rosemary Deegan)
• Improve library master planning by
  o Better integrating library planning and library facilities planning with the campus master planning. [Review work/recommendations of First Floor Renovation Committee and the contract with Larkin Association for first floor upgrades]
• Improve library support for the sciences by
  o Re-designing the chemistry library and create a simple science library in the renovated science building.

LIBRARY/ED TECH (Rosemary Deegan)
• Improve academic services support by
  o Creating the plan for an information/learning commons that supports collaborative learning and group activities using the latest technologies and academic support services

REGISTRAR (Dave Ballaban)
Continue to improve utilization of Classroom Space

4. Improve Academic Support
a) Faculty Resources

CENTER FOR EXPERIENTIAL LEARNING (Kim Justeson)
Implement new process guide for faculty led trips abroad.
Increase the number and diversity of Faculty led trips abroad.

Learning Management System
1. Continue with the process to implement the LMS that was selected in 09-10
2. Insure that proper budgeting is in place and that the proper approvals are in place so that the selected LMS can be implemented.
3. Implement in test environment and prepare for general implementation
4. Identify and provide training needs
5. Implement for general community availability.

Portal
1. Review the available technologies and Portals for use in an Academic setting
2. Select appropriate technology and prepare plan for identifying needs and functions for anticipated user groups
3. Implement in test environment and prepare for general implementation
4. Identify and provide training needs
5. Implement for general community availability if budgeted and approved

Technology Support Services - Unify Technology Support Services for Albright Community
1. Continue with the work that began in 09-10 to provide a consistent combined technology self-help web page that significantly improves the ability of community members to efficiently find help if they choose to.
2. Finish the major content and implement a maintenance process to insure that the data is reviewed and updated on a regular basis.
3. Complete the work in conjunction with members of Library to consolidate technology support services (currently referred to as the “Helpdesk” and “Media Services”) that are provided by the two departments in a manner that is seamless to the community.

LIBRARY (Rosemary Deegan)
- Improve access to materials in Special Collections by
  - Creating a digitization strategy for Special Collections areas
  - Identifying digitization priorities; funding sources and external resources
- Improve Integrated Library System (ILS) functionality for students and faculty by
Consider ILS/OPAC migration to an open source (OS) product

LIBRARY/ED TECH (Rosemary Deegan)
- Improve faculty instructional experience beyond the classroom by
  - Completing migration of faculty to new LMS system and continue training opportunities for growth
  - Working with Blackboard to ensure courses can be exported easily and accurately;
  - Assisting each faculty individually with migration issues
  - Offering basic and advanced training for faculty to take advantage of better pedagogical options for content delivery and assessment
  - Consider adding TAs for one semester for faculty with technological challenges
- Work on additional concepts from external ITS/Library review (TBD)

UNDERGRADUATE STUDIES (Joe Thomas)
- Continue improvements to faculty teaching and learning resources
- Work with ALC and Writing Center leadership to offer faculty development and resources in areas of need
- Continue improvements to the Writing Center services and visibility in collaboration with the English Department, e.g., in the areas of: tutor training, certification of the Center and its tutors by outside standards, professional development for the Coordinator, implementing an assessment plan.

b) Enhance Academic Learning Center
UNDERGRADUATE STUDIES (Joe Thomas)
- Re-engage recommendations generated by 2008 external review of disability services
- Continue process of certification for tutors and for Center using external standards, and improvements in leadership/service culture for tutoring services
- Continue improvements in assessment planning and data gathering and reporting for ALC services
- Add assistive technology as needed through capital and/or operational budgeting processes; ensure in-house expertise for these tools

c) Improve academic advising

REGISTRAR (Dave Ballaban)

Improve Freshmen Advising & Course Registration-Sneak Peak & Orientation

Review and revise Concentration requirements in print and on Web to make sure they are accurate and consistent.
UNDERGRADUATE STUDIES (Joe Thomas)
- Continue improvements to advising materials, especially for web access
- Continue input on how to maximize usefulness of PowerCampus to meet advising needs
- Continue improvements to Summer Start program
- Continue improvements to Alpha program

d) Collaborate with student affairs to deliver student programs and resources tailored to students’ needs, reflecting a developmental and integrative approach.

UNDERGRADUATE STUDIES (Joe Thomas)
- Continue close collaboration with Student Affairs on full range of issues

5. Integrate Planning, Budget, and Assessment

INSTITUTIONAL RESEARCH (Tom Meyers) To provide idiographic, comparative, and longitudinal data associated with student learning and satisfaction as well as other variable identified by college personnel.

UNDERGRADUATE STUDIES (Joe Thomas)
- Continue oversight of program review process and its emphasis on tying departmental planning to budgeting, and both to the Strategic Plan

II. Strengthening Our Residential Learning Community

ACCELERATED DEGREE PROGRAMS (Mickey Baines)
- Improve our students’ success and satisfaction.
  - The better we know our students, the more we know of their educational goals and needs. The time and services we offer to meet those needs will produce a better experience for our students. We must take the information given to us from our students in the way of the ALI and focus groups, and make any necessary adjustments to improve internal processes so that our students see the department and institution as a highly respected, organized, and service-oriented organization. They must feel that their education is being provided with high attention to quality and care for them as students, community members and consumers. Areas identified in this survey will be reviewed over the course of 2009-2010 and 2010-2011.
    - Strategic Plan objectives met: ‘Fostering academic excellence’; ‘Strengthening residential learning community’. 
Specific goal: *Improved student satisfaction by 2011, as measured by the Noel Levitz ALI.*

- Improve the ADP student finance experience. The results for the ALI are not needed to know that the number one challenge to our students as relates to their education at Albright is the financing of their education. Multiple issues have been identified: information about the amount of aid provided, timeliness and distribution of bills, awarding/disbursement of aid, and options available for students who receive employer reimbursement. These are among the primary challenges identified by students. A working group that involves student accounts, financial aid, ITS and ADP staff is already beginning the process to consider all options to improve the process and procedures ADP students encounter at Albright so that their experience is dramatically improved. Of importance to note – if no other goal is met in 2009-2010, this goal must, without question, be an absolute priority. This issue for students has been on-going for more than five years. Not providing the resources necessary to have this resolved would be an insult to our students and significantly hamper our ability to meet the vision set for our department.

- Strategic Plan objectives met: ‘*Strengthening residential learning community*’; ‘*Enhancing community relations*’; ‘*Achieving financial stability*’.

- Specific goal: *Create improvements to the entire financial process, as identified by the interdisciplinary working group. By 2011, this issue will no longer be the number one challenge identified by students on the ALI.*

REGISTRAR (Dave Ballaban)

Improve Course Registration Process

- Fine tune IQ Web online registration

Finalize implementation of Faculty submitting grades through IQ Web

1. Prepare for changing demographics

2. Enhance and Expand Support for Learning Outside the Classroom
Campus-wide Wireless Access

1. Create detailed Campus-wide wireless network access plan
2. Obtain approval and implement when budget is provided.

3. Improve student recruitment and retention

FREEDMAN GALLERY (Michael Howell)
- Develop a range of multi-disciplinary Arts Administration projects.
- Enhance student centered environment and involvement with the gallery

REGISTRAR (Dave Ballaban)

Improve Early Warning System with Class Rosters.

UNDERGRADUATE STUDIES (Joe Thomas)
- Provide leadership from Academic Affairs side on retention task force and retention policy groups
- Ensure communication with Enrollment Management regarding academic issues and changes that affect recruitment and admissions
- Represent Academic Affairs at Enrollment/Admission events for students, parents, and counselors

III. Enhancing Community Relations

ACCELERATED DEGREE PROGRAMS (Mickey Baines)

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priority. This issue for students has been on-going for more than five years. Not providing the resources necessary to have this resolved would be an insult to our students and significantly hamper our ability to meet the vision set for our department.

- Strategic Plan objectives met: ‘Strengthening residential learning community’; ‘Enhancing community relations’; ‘Achieving financial stability’.
- Specific goal: Create improvements to the entire financial process, as identified by the interdisciplinary working group. By 2011, this issue will no longer be the number one challenge identified by students on the ALI.

- Improve marketing efforts with traditional media outlets and increase opportunities for prospective students to engage with interactive approaches.
  - Our ability to track and measure our sources has provided very useful information to assist in our marketing efforts. As our efforts have become more targeted and adjusted to better reflect our message and mission, our ability to use these tools to identify and recruit new students should be improved. Currently 16-17% of our inquiries hear or read about us through traditional means (mail, newspaper, radio and internet advertisements). Over the next two years, we will be decreasing the amount of ads used in radio and print and increasing our usage of billboards, TV and internet. In addition, we will be replacing standard mailing activities with emailed messages to better targeted audiences. This will diversify our means of communicating our message to capture a wider audience. We will pilot certain new arenas in specific locations to test their effectiveness.
  - As a continued effort from 2009-2010, the email campaign will begin to further target messages by smaller, more defined groups in 2010-2011. Possibilities include by location, by program, or other interests. Messages to prospective, current, and potentially graduated students will be developed and sent monthly.
  - Additional consideration will be given to increasing the type of content on the web to include more audio, new video and social networking avenues to connect and engage students in 2009-2010 and potentially implemented in 2010-2011.
    - Strategic Plan objectives met: ‘Enhancing community relations’; ‘Achieving financial stability’.
• Specific goals: Implement email campaign; reduce use of radio and print advertising; appreciate use of internet as a vehicle for program promotion.

• Develop a corporate recruitment strategy.
  o Develop plan and further training for enrollment advisors to begin building potential relationships with previously and to-be identified “smart partners”. Over the next 18-24 months, we must build relationships with employers (particularly larger employers) within most of our locations. This will provide another strong base of potential students to fill new cohorts at a faster pace, shortening the wait for pending students and increasing enrollments. Meetings with these companies will include the dean and/or director for discussion and planning for both ADP and continuing education (non-credit) course / class options. Enrollment advisors will be primarily representative of the ADP in meeting with these employers, while the dean and director will be primarily representative of continuing education (non-credit) options to those employers. The dean will schedule meetings apart from these jointly attended meetings with organizations both to represent specifically continuing education opportunities as well as to foster improved community relationships with the college.

• Strategic Plan objectives met: ‘Enhancing community relations’; ‘Achieving financial stability’.

• Specific goals: Meet with 12 corporate organizations with considerable potential for student recruitment in 2010-2011; meet with 12 (overlap acceptable) organizations with considerable potential for continuing education program development during 2010-2011. Develop and deliver 2-3 continuing education projects.

CENTER FOR COMMUNITY LEADERSHIP (John Kramer)

1. To assist municipal officials in addressing issues of current concern by identifying relevant training topics and conducting appropriate learning activities utilizing a variety of delivery methods (e.g. workshops, mini-courses, roundtables, dinner forums, cable television, written materials, and so forth.)

Strategic Plan Objective: ‘Enhancing Community Relations’
Specific Objective: To create and support new opportunities to reach out, as an institution and as individuals, to our neighboring communities.
Measurable goal for assessment: to select at least one learning activity conducted in 2009-2010 and evaluate change in behavior that occurred as a result of the activity, with the specific goal of at least 50% of the attendees revised the way they do their work as a result of participation in that CCL learning activity.

2. To foster cooperation among municipalities by identifying emerging issues and providing appropriate forums for addressing their common interests (e.g. Berks Municipal Partnership, roundtables, public meetings, Purchasing Council, and so forth.)

Strategic Plan Objective: ‘Enhancing Community Relations’
Specific Objective: To create and support new opportunities to reach out, as an institution and as individuals, to our neighboring communities.

3. To assist citizens in better understanding the organization and operation of local governments and key issues facing our local communities (e.g. citizens academy, cable television, gang awareness initiatives, etc.)

Strategic Plan Objective: ‘Enhancing Community Relations’
Specific Objective: To create and support new opportunities to reach out, as an institution and as individuals, to our neighboring communities.

4. To increase the general awareness of key community leaders and the general public regarding the work of the Center

- e.g., regular communication with key community leaders from the private sector

Strategic Plan Objective: ‘Enhancing Community Relations’
Specific Objective: To create and support new opportunities to reach out, as an institution and as individuals, to our neighboring communities.

CENTER FOR THE ARTS (Matt Kopans)
GOAL 2: Use Women in Arts theme to create at least one extra-Albright event

FREEDMAN GALLERY (Michael Howell)
- Explore collaborative project with Reading Public Museum that will examine the effects of Modernism on contemporary artists.
- Develop juried exhibitions for regional artists using technology.

1. Strengthen Alumni Relations Programs and Services
IV. Achieving Financial Stability

General:
ACCELERATED DEGREE PROGRAMS (Mickey Baines)

- Improve the ADP student finance experience. The results for the ALI are not needed to know that the number one challenge to our students as relates to their education at Albright is the financing of their education. Multiple issues have been identified: information about the amount of aid provided, timeliness and distribution of bills, awarding/disbursement of aid, and options available for students who receive employer reimbursement. These are among the primary challenges identified by students. A working group that involves student accounts, financial aid, ITS and ADP staff is already beginning the process to consider all options to improve the process and procedures ADP students encounter at Albright so that their experience is dramatically improved. Of importance to note – if no other goal is met in 2009-2010, this goal must, without question, be an absolute priority. This issue for students has been on-going for more than five years. Not providing the resources necessary to have this resolved would be an insult to our students and significantly hamper our ability to meet the vision set for our department.

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- Specific goal: Create improvements to the entire financial process, as identified by the interdisciplinary working group. By 2011, this issue will no longer be the number one challenge identified by students on the ALI.

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usage of billboards, TV and internet. In addition, we will be replacing standard mailing activities with emailed messages to better targeted audiences. This will diversify our means of communicating our message to capture a wider audience. We will pilot certain new arenas in specific locations to test their effectiveness.

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- Additional consideration will be given to increasing the type of content on the web to include more audio, new video and social networking avenues to connect and engage students in 2009-2010 and potentially implemented in 2010-2011.
  - Strategic Plan objectives met: ‘Enhancing community relations’; ‘Achieving financial stability’.
  - Specific goals: Implement email campaign; reduce use of radio and print advertising; appreciate use of internet as a vehicle for program promotion.

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  - Develop plan and further training for enrollment advisors to begin building potential relationships with previously and to-be identified “smart partners”. Over the next 18-24 months, we must build relationships with employers (particularly larger employers) within most of our locations. This will provide another strong base of potential students to fill new cohorts at a faster pace, shortening the wait for pending students and increasing enrollments. Meetings with these companies will include the dean and/or director for discussion and planning for both ADP and continuing education (non-credit) course / class options. Enrollment advisors will be primarily representative of the ADP in meeting with these employers, while the dean and director will be primarily representative of continuing education (non-credit) options to those employers. The dean will schedule meetings apart from these jointly attended meetings with organizations both to represent specifically continuing education opportunities as well as to foster improved community relationships with the college.
    - Strategic Plan objectives met: ‘Enhancing community relations’; ‘Achieving financial stability’.
Specific goals: Meet with six corporate organizations (minimum) with considerable potential for student recruitment during 2009-2010; meet with 12 (overlap acceptable) organizations with considerable potential for continuing education program development during 2010-2011. Develop and deliver 2-3 continuing education projects.

CENTER FOR COMMUNITY LEADERSHIP (John Kramer)

4. To strengthen the Center’s financial base by reviewing, prioritizing, and implementing the most feasible recommendations of the Fund Development Task Force; key areas to be explored may include:

- Potential opportunities to broaden the audiences trained by the Center, with a focus on audiences capable of paying a higher fee schedule
  o Develop in more depth the opportunities for the new target audiences identified in 2009-2010

- Potential expansion of technical assistance for municipalities
  o Develop in more depth the research/community service opportunities for faculty (with student involvement)

- The need for/interest in special events on public affairs
  o e.g. annual speaker forum, regularly scheduled forum for community leaders

Strategic Plan Objective: ‘Achieving Financial Stability’
Specific Objective: Improve Albright’s financial health, maintain our balanced budget each year, identify and pursue alternative revenue sources to enhance college income.

FREEDMAN GALLERY (Michael Howell)
- Establish funding sources for specific exhibitions and educational programs.
- Sale of art works not appropriate for College goals: reduce collections by 60% from 2009 holdings.
- Reduce marketing and mailing costs by 20% by increased internet and email presence.

LIBRARY (Rosemary Deegan)
- Improve disaster planning by
  o Updating disaster planning plan
  o Using information and resources provided from the PALCI and ACLCP consortial disaster planning initiatives
2. Increase Revenues
ACCELERATED DEGREE PROGRAMS (Mickey Baines)

- Increase number of inquiries and applications.
  - The current economic conditions have already contributed to an increase in inquiries in 2008-09. As these conditions continue, and our marketing efforts are increased and targeted, the increase should continue, even if not at the same pace. In addition, the yield from inquiries to applicants should produce an increase in applications. While the yield rate we’ve experienced in the past may decrease slightly, we should be able to capture a larger number of new applications over the next four to six months. Overall we should be able to produce a five percent increase in inquiries over 2008-2009, as well as a four to six percent increase in the number of applications. A significant portion of the increase will come from the new site in Media, but a number of new applications should be received at each of the other locations as well.
    - Strategic Plan objective met: ‘Achieving financial stability’.
    - Specific goal: 3% appreciation in registrations in 2010-2011.

UNDERGRADUATE STUDIES (Joe Thomas)
- Support and actively pursue Academic Affairs grant initiatives, especially regarding curriculum and teaching/learning.

3. Improve Operational Efficiency and Capitalization of the College
ACCELERATED DEGREE PROGRAMS (Mickey Baines)

- Identify areas for resource reallocation. In order to provide increased service for a growing enrollment without increasing staff size, attention must be given to the tasks and work being completed by current staff. This does not only include ADP staff, but also college administrators and staff from other departments responsible for servicing ADP students. If there are current practices that can be eliminated or restructured so more time can be given to individualized service, those practices must be re-considered. These efforts have begun for 2009-2010 and will continue in 2010-2011.
    - Strategic Plan objectives met: ‘Achieving financial stability’.
    - Specific goal: Identify and reallocate resources as needed to allow for vision attainment.
INFORMATION TECHNOLOGY SERVICES (Charlie Durbin)

PowerCAMPUS – Implement the plan that enables the community to efficiently access data and reports.

Continue from the 09-10 goal which was to build a plan that enables the community of users to access the data within PowerCAMPUS that they need efficiently and accurately. Begin to implement the plan.

**PowerCAMPUS - Upgrade Software from 6.35 to latest release 7.2.1**

1. Continue with implementation plan from 09-10 and implement upgraded software release to 7.2.1.

2. Support training needs and provide education for Students, Faculty, and other users for significant changes in new Self-Service Module that replaces IQ-Web.

3. Evaluate services that can be implemented within the new release of PowerCAMPUS and build a plan to evaluate, obtain approvals, and implement.

4. Re-evaluate and assess impact of implementation. Adjust where necessary.