

Revised March 3, 2006

Academic Master Plan  
Office of Academic Affairs  
Adams State College

## **I. Introduction**

In accordance with § 5.1 of the *Trustee Policy Manual*<sup>1</sup>, Adams State College operates its academic programming according to an Academic Master Plan (AMP), which shall reflect the goals and priorities of the State of Colorado, the Adams State College Board of Trustees, the Office of Academic Affairs, and the program faculty of Adams State College. This master plan frames an ongoing analysis of all academic programs and demonstrates the alignment of programs with the college's mission. Proper implementation of the AMP ensures that the college is achieving its mission of educational quality, access, and opportunity through ongoing planning and assessment overseen by the Office of Academic Affairs. In addition, the AMP and the processes it entails<sup>2</sup>, shall serve to guide resource allocation and reallocation, program development, and facilities planning, especially for, but not limited to, space utilization, maintenance, reconfiguration, construction, and technological infrastructure.

In conjunction with the college's budgetary processes, institutional academic and program level goals shall be annually evaluated and updated, where warranted. This analysis shall be linked to the college's Crosswalk Budget process and delineated in the budget narrative provided to the Board (see calendar below) to indicate how institutional planning for academic programming, human resources, and physical resources are aligned. In addition, by September 1, the Office of Academic Affairs shall annually provide the Board a summary report on the ongoing status of the Academic Planning Process in accordance with Trustee Policy.<sup>3</sup>

## **II. Adams State's Mission and Goals:**

The Board of Trustees and the college adopted the following Mission Statement in Fall 2005:

Adams State College dedicates its resources to provide opportunity and access for all students. The College is an innovative leader that recognizes the inherent educational value of diversity. It is a catalyst for the educational, cultural, and economic interests of rural Colorado, the surrounding region, and the global community.

To fulfill its ambitious mission, the Board and college identified seven measurable goals to guide its planning, operations, and assessment:

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<sup>1</sup> See also *C. R. S. 23-1-108* and *CCHE Policy Manual 1.0*.

<sup>2</sup> Especially facilities planning shall be linked to the College's academic mission; the Vice President of Business and Finance and the Director of Facilities Services shall work with the Office of Academic Affairs, or designee, to insure that the *Facilities Master Plan*, currently under revision, reflects this alignment and clearly indicates that academic planning and assessment drives facilities planning and utilization in the operation of the college.

<sup>3</sup> *Trustee Policy Manual* 5.1.II.C.1-6.

1. Promote Academic Excellence;
2. Cultivate a high-quality, student-centered environment;
3. Provide educational access and opportunity for success;
4. Value our unique and diverse cultural heritage;
5. Stimulate economic development in the San Luis Valley;
6. Improve organizational effectiveness; and
7. Build financial sustainability.

In their planning processes, each college unit<sup>4</sup> is responsible for developing and implementing planning and assessment processes to achieve the college's mission and goals as the President, Board of Trustees, and/or the Colorado Commission on Higher Education directs. The AMP represents the plans and procedures of the Office of Academic Affairs, linked where warranted by policy with the Office of Finance and Administration and Facilities Services. The Office of Academic Affairs is responsible for the development and implementation of the plan below.

### **III. Academic Master Plan**

The faculty of the college and the Office of Academic Affairs have adopted the following amplified vision statement to reflect where the academic programs will focus their energies in fulfilling Adams State's Mission and Goals:

We will measure our success by the success of our students. We challenge ourselves to become Colorado's most effective state-assisted four-year college. Our efforts will be to provide a high quality educational experience in a supportive environment. Our programs will recognize the value of both continuity and change, will welcome diversity, and will stimulate intellectual growth.

The academic mission of Adams State College is to achieve the institutional mission and institutional goals of academic excellence. Achievement of our mission requires the pursuit of excellence in all our academic services and related activities.

Below, the faculty of the College and the Office of Academic Affairs have aligned their values, initiatives, plans, and assessments with Adams State's Mission and Goals.

#### **A. Institutional Goal 1: Promote Academic Excellence**

Academic excellence is the first goal with which Adams State achieves its mission. All programs, whether traditional degree programs or other initiatives identified by the campus and service-area communities, shall have as their hallmarks the standard for academic excellence. We strive to provide services and resources for our students that will promote high academic achievement. Our academic program goals are based on

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<sup>4</sup> A Unit is defined as the areas that report directly to the President of the College; currently these are Academic Affairs, Finance and Administration, Extended Studies, Student Affairs, Enrollment Management, Institutional Development, Athletics, and Affirmative Action Office.

current and accurate understanding of each of the academic disciplines as well as informed judgments about what knowledge and skills will have enduring value. We emphasize effective teaching through our commitment to small class sizes and appropriately high expectations for student academic performance. In recruiting and evaluating faculty and non-teaching professional personnel, we seek individuals who are highly qualified by academic training and/or other experience, dedicated to teaching and learning, and committed to maintaining a high level of professional activity.

**Objective A-1: Promotion of Excellence in Teaching**

**Strategy A-1-1.** Recognize and reward teaching excellence through a variety of means.

**Strategy A-1-2.** Support excellence in learning and teaching.

**Strategy A-1-3.** Continue to encourage and support innovation and delivery of quality programming on campus, through our role as a Regional Education Provider, and to the global community.

**Objective A-2: Develop and Deliver High Quality Curricula**

**Strategy A-2-1.** Develop appropriate curriculum for all Adams State College students.

**Strategy A-2-2.** Develop and maintain an institutional program approval process.

**Strategy A-2-3.** Continue to evaluate the learning environment, including class sizes.

**Strategy A-2-4.** Foster an institutional commitment to academic writing throughout the curriculum.

**Strategy A-2-5.** Promote the collaboration between on-campus academic units and the extended campus.

**Objective A-3: Maintain, and seek funding when available to enhance the educational infrastructure of the college**

**Strategy A-3-1.** Maintain ongoing planning processes at the program level to identify space and infrastructure needs to deliver quality academic programming.

**Strategy A-3-2.** Continue the ongoing facilities master plan process and maintain its alignment with the Academic Master Plan.

**Strategy A-3-3.** Identify capital construction priorities (see Objective 6-2 below), in accordance with the academic master plan.

### **Assessment**

Adams State College uses both annual and longitudinal assessments to measure performance in academic excellence. Analyses of these data are part of the Budget Crosswalk process at Adams State, which is an integral part of resource allocation.

- Adams State assesses programmatic academic excellence by measuring Higher Learning Commission Criterion 3 performance data (student learning) against departmental benchmarks.
- An ongoing Academic Assessment Plan assesses General Education outcomes.
- Adams State faculty members undergo annual and longitudinal evaluation on teaching performance and professional development, as prescribed in the Handbook of Professional Personnel.
- Summative data kept by the Office of Academic Affairs examines professional credentials and class size.
- The Office of Academic Affairs assesses the College's performance as a Regional Education Provider according to criteria established by CCHE.
- Program performance, including program productivity as specified by the *Trustee Policy Manual*<sup>5</sup> is conducted over a five-year period through the program review process.
- Program effectiveness is assessed in an ongoing program priority analysis, which is overseen by the Office of Academic Affairs.

### **B. Institutional Goal 2: Cultivate a high-quality student-centered environment.**

We strive to provide an academically challenging curriculum while recognizing the unique needs of our students.

#### **Objective B-1. Promotion of a student-centered learning environment.**

**Strategy B-1-A.** Support student-centered learning approaches that build upon the diverse learning needs and preparation of students.

**Strategy B-1-B.** Provide opportunities for student input (e. g., focus groups, student ratings, National Survey of Student Engagement) to determine student needs.

**Strategy B-1-C.** Encourage and support effective student-centered teaching through ongoing faculty development.

**Strategy B-1-D.** Promote effective advising of students.

**Strategy B-1-E.** Develop and maintain institutional practices that promote student success.

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<sup>5</sup> §5.II.B.

**Objective B-2. Recognize the inherent value of diversity.**

**Strategy B-2-A.** Develop and implement an academic diversity plan.

**Strategy B-2-B.** Actively recruit diverse faculty and students.

**Strategy B-2-C.** Participate in Title V and HACU activities as the state and national level.

**Strategy B-2-D.** Support program development that embraces issues related to diversity.

**Strategy B-2-E.** Provide campus activities which focus on issues of equity and diversity.

**Assessment**

Adams State College uses a variety of measures to assess the learning environment and the faculty's contribution to the learning environment. Analyses of these data are part of the Budget Crosswalk process at Adams State, which is an integral component of resource allocation.

- Departmental faculty members are assessed annually and longitudinally on efforts to promote student learning as prescribed in the Handbook for Professional Personnel.
- Adams States assesses programmatic academic excellence by measuring Higher Learning Commission Criterion 3 performance data (student learning) against departmental benchmarks.
- Students provide feedback each semester on student ratings.
- The Office of Academic Affairs funds on and off-campus professional development based on alignment with institutional benchmarks established by the Budget Crosswalk process.
- Advising is assessed through annual evaluation of faculty as prescribed in the Handbook of Professional Personnel.
- Student success data is part of the Higher Learning Commission Criterion 3 data and the Adams State Program Review process.
- Recruiting, retention, and achievement data by diverse students are gathered and analyzed by the Office of Institutional Research.
- The Affirmative Action Officer and the college maintain data on faculty/exempt staff recruitment.

**C. Institutional Goal 3: Provide educational access and opportunities for success.**

Educational access and opportunity are essential concepts in Adams State College's mission, vision, and history. As a Regional Education Provider, Adams State is committed to serving all students through ongoing efforts to deliver academic

programming in a variety of media and settings. Adams State is especially committed to meeting the needs of those who are traditionally underserved in higher education. As a designated Hispanic Serving Institution, we strengthen our institution and develop our resources to better serve our students.

**Objective C-1. Continue to develop programming and opportunities as a Regional Education Provider.**

**Strategy C-1-A.** Continue to survey constituents in the CCHE approved service area to determine educational, economic, and cultural need, and where feasible, deliver appropriate programming.

**Strategy C-1-B.** Develop partnerships with Boards of Cooperative Services, school districts, and other entities to provide educational services, where feasible and warranted.

**Objective C-2. Continue to serve underserved populations, especially Hispanics.**

**Strategy C-2-A.** Continue to develop, where warranted, appropriate curricular offerings through the Evening/Weekend College.

**Strategy C-2-B.** Continue to develop and implement, in conjunction with the Office of Extended Studies, the Graduate School, and other entities, off-campus delivery of courses and degree programs.

**Strategy C-2-C.** Continue to pursue grant opportunities to fund professional development for personnel working with students, especially those students from groups historically excluded from higher education.

**Strategy C-2-D.** Continue to pursue grant and scholarship funding opportunities to fund the education of individuals, especially those from groups historically excluded from higher education, or those seeking specific credentials to work with populations who have been historically denied educational opportunity.

**Assessment.**

The Colorado Commission on Higher Education requires that the college shall document its efforts to provide feasible educational opportunities to stakeholders in its service area.

- The Office of Academic Affairs and Office of Extended Studies document their efforts to expand curricular offerings.
- The college and individual departments document their efforts to achieve scholarship and grant funding, especially for underserved and historically disadvantaged populations.
- Each year, the Office of Academic Affairs compiles and evaluates data, as established by CCHE, regarding ASC's role as a Regional Education Provider.

**D. Institutional Goal 4. Value our unique and diverse cultural heritage.**

Adams State is especially committed to sponsoring academic, cultural, and historical programs and curricular offerings that reflect the uniqueness of our region.

**Objective 4-1. Preserve and promote the unique history and culture of the San Luis Valley.**

**Strategy 4.1.A.** Continue to develop, sponsor, and support educational and cultural programming that reflects the diverse heritage of the San Luis Valley.

**Strategy 4-1-B.** Provide ongoing support, maintenance, and development of cultural and educational resources related to the San Luis Valley at Adams State College (e.g., the Colville Room and the Luther Bean Museum).

**Assessment.**

Adams State College, in accordance with its statutory mission, develops and maintains appropriate assessment methods to measure the college's commitment to and involvement in the San Luis Valley's unique cultural heritage.

- Where established in program goals for Higher Learning Commission Criterion 3, departments shall annually report educational and programming related to this objective as part of the Budget Crosswalk process.
- Adams State shall establish a benchmark and document its budgeting for maintaining and developing extant resources that are specifically related to the San Luis Valley.

**E. Institutional Goal 5. Stimulate economic development in the San Luis Valley.**

In discharging its mission, Adams State College is committed to expanding its ongoing role as an economic driver in the San Luis Valley. By its very existence, the college promotes economic growth because of its need to procure products of local businesses and because its payroll promotes consumption. The faculty of the college and the Office of Academic Affairs are committed to ongoing efforts to provide educational programming that may contribute to economic growth and to work in consultation with other state entities and the private sector to develop the physical and human resources of the San Luis Valley.

**Objective 5-1. Continue to develop and provide educational programming to promote the economic development of the San Luis Valley.**

**Strategy 5-1-A.** Adams State College, through the programmatic efforts of faculty and the oversight of the Office of Academic Affairs, will continue to

educate graduates whose career endeavors as professionals and entrepreneurs enhance the economic development of the San Luis Valley.

**Strategy 5-1-B.** Academic departments and the Office of Academic Affairs, through regular programming and opportunities inherent in the college's mission as a Regional Education Provider, shall work with community members in an ongoing, iterative fashion, to determine where additional college programming may promote economic development.

**Strategy 5-1-C.** Where feasible, the college will continue to offer and to develop additional educational programming targeted to the economic development of the San Luis Valley.

**Objective 5-2. The Office of Academic Affairs will encourage and reward professionals who work collaboratively and successfully with other state entities and/or the private sector to develop the physical and human resources of the San Luis Valley.**

**Strategy 5-2-A.** Academic Departments, the Provost Council, and the Office of Academic Affairs will explore ways to develop collaboration with external entities that may promote economic development for the San Luis Valley.

**Strategy 5-2-B.** The Office of Academic Affairs will seek additional resources to underwrite this collaboration.

### **Assessment**

Adams State College, in accordance with its statutory mission and institutional goals, develops and maintains appropriate assessment methods to encourage ASC's role in the economic development of the San Luis Valley.

- Academic departments who have economic development as a component in program goals as part of Higher Learning Commission Criterion 3 submit data as part of the Budget Crosswalk at Adams State College.
- Departments evaluate employment data on their graduates as part of the five-year program review cycle at the College

### **F. Institutional Goal 6. Improve Organizational Effectiveness.**

Because they value student learning and achievement in a larger policy environment with other priorities, the faculty of the college and the Office of Academic Affairs especially values organizational efficiency that permits the targeting of scarce institutional resources on the essential mission of the college, educating its students. As an institutional component, the Office of Academic Affairs, alongside of department chairs and faculty, work to insure that the teaching and learning mission of the college is properly prioritized and valued, especially including the compensation and institutional support of professional development for effective faculty members. In addition, the Office of Academic Affairs continually works to develop streamlined processes that reduce

resources needed for non-essential, but important, tasks and the proper allocation of physical and technological resources.

**Objective 6-1. Provide appropriate support for faculty.**

**Strategy 6-1-A.** Monitor and review faculty salaries to insure salary equity, address salary compression issues, and, where warranted, account for market forces affecting salary.

**Strategy 6-1-B.** Promote faculty excellence and reward it appropriately.

**Strategy 6-1-C.** Provide opportunities and resources for professional development of faculty.

**Strategy 6-1-D.** Promote the ongoing professional development of department chairs in their administrative capacity.

**Strategy 6-1-E.** Promote leadership development among the faculty.

**Strategy 6-1-F.** Promote inclusion of off-campus and on-campus adjunct faculty.

**Objective 6-2. Promote ongoing efforts linking the Academic Master Plan with facilities planning.**

**Strategy 6-2-A.** Continue to work with the Vice President of Finance and Administration and the Director of Facilities Services to reconfigure, and where necessary to reassign, existing physical resources to meet the needs of current students and educational programs.

**Strategy 6-2-B.** Work with program areas to gather data to assist the prioritization process for new capital construction, renovation, and maintenance.

**Objective 6-3. Provide instructional technology that enhances the learning and working environment.**

**Strategy 6-3-A.** Continue the implementation of faculty training, maintenance funding, replacement funding, and ongoing technological support.

**Strategy 6-3-B.** Continue to evaluate the technology resources of the college.

**Assessment**

Adams State College, in accordance with its stated mission and goals, develops and maintains appropriate assessment methods to encourage organizational effectiveness and the efficient use of resources.

- The Office of Academic Affairs will continue to gather salary data to support ongoing salary equity studies and efforts.
- The Office of Academic Affairs will continue to operate a merit-based evaluation, retention, tenure, and promotion system based on evaluations as established in the Handbook for Professional Personnel.
- The Office of Academic Affairs, and where warranted, program areas, works with the Office of Finance and Administration to determine alignment among facilities construction, reconfiguration, and maintenance is consistent with the priorities of the Academic Master Plan.
- Program areas work with the Academic Instructional Technology Committee, the Institutional Technology Committee, and the Office of Academic Affairs to determine if appropriate funding, training, and support for educational and workplace technology are aligned with the institutional mission.

### **G. Institutional Goal 7. Build Financial Stability.**

The Office of Academic Affairs and the areas it oversees are of necessity the consumers of financial resources more than other entities of the college. Nevertheless, the Office of Academic Affairs and the faculty of the college can and should play an affirmative and significant role in promoting the financial stability of the college.

**Objective 7.1. Ensure that achievement of financial stability is especially linked to achieving institutional goals relating to academic excellence, supporting a high-quality student centered environment, and promoting educational access and opportunities for student success.**

**Strategy 7-1-A.** The Office of Academic Affairs, the Provost Council, and the Vice President for Finance and Administration shall ensure that the Budget Crosswalk appropriately funds educational priorities.

**Strategy 7-1-B.** The Office of Academic Affairs and the Provost Council shall continue to strengthen the links between departmental and institutional goals.

**Objective 7.2. Where feasible, the Office of Academic Affairs and program areas shall assist the college in establishing new financial resources (scholarships, grant funding, donor development).**

**Strategy 7.2.A.** The Office of Academic Affairs shall expect, and where appropriate facilitate, cooperative development of financial resources between program areas and funding sources.

### **Assessment**

The Office of Academic Affairs and the academic program areas participate in on-going budgetary processes of the college. As directed by institutional goals, trustee policy, the

Colorado Commission of Higher Education, and applicable legislation, the Office of Academic Affairs aligns and assesses the links among academic goals, facilities, and resources.

- The Office of Academic Affairs and the program areas participate in the Budget Crosswalk Process, which appraises resource allocation and reallocation on an annual basis.
- The Office of Academic Affairs, as part of the cabinet of Adams State College, and in consultation with the academic program areas, assesses the adequacy of Budget Crosswalk benchmarks.

**Planning and Accountability Calendar**

<b>August 20</b>	<b>Finalize Program Area goals for upcoming semester/academic year.</b>
<b>September 1</b>	<b>Office of Academic Affairs to provide Board of Trustees with Academic Planning Report</b>
<b>November 1</b>	<b>Office of Academic Affairs and Vice President of Business and Finance to finalize construction/maintenance priorities for next fiscal year.</b>
<b>December 15</b>	<b>Academic Program Areas complete assessment for semester goals and make necessary adjustments to annual/longitudinal goals.</b>
<b>February 15</b>	<b>Office of Academic Affairs to complete collaborative process for identifying budget priorities according to Academic Master Plan</b>
<b>February 28</b>	<b>Budget Committee to complete recommendations to President/Cabinet</b>
<b>May 1</b>	<b>Office of Academic Affairs to complete annual update of Academic Master Plan and realignment of Academic Master Plan with Facilities Master Plan</b>
<b>May 15</b>	<b>Program Areas to complete assessment of semester/annual goals and draft goals for upcoming academic year.</b>
<b>July 1</b>	<b>Academic Program Areas to complete input into Budget Crosswalk</b>