

Academic Affairs Strategic Plan 2018 - 2023

Mission:

The mission of Academic Affairs at York County Community College is to provide for the continued growth and intellectual development of our college community through quality academic and career programs, cultural events, and service opportunities.

The strategic goals of York County Community College Division of Academic Affairs are to:

1. Provide responsive and accessible curriculum, programs, training, and services
2. Ensure academic integrity and rigor
3. Promote student success
4. Promote excellence in teaching
5. Create a rich and diverse educational environment

1. Provide responsive and accessible curriculum, programs, training, and services.

OBJECTIVES:	Responsibility	Tie-in to MCCS Strategic Plan	Budgetary Impact	Progress
1.1 Systematically review the effectiveness and relevancy of all credit and non-credit academic programs, courses, and services				
MEASURES:				
1.1.1 Cultivate active advisory committees for all credit associate degrees and certificates programs on a bi-annual basis, beginning Fall 2018.	Department Chairs	Adult Pathways and workforce Development #1	Limited	Joint meeting of all career program PACs to be scheduled spring 2019
1.1.2 Align the curriculum and services with industry requirements and community needs based on advisory committee input on an ongoing basis.	Advisory committees, department chairs, Continuing Education, Academic Dean, Grant Coordinator	Adult Pathways and workforce Development #1	Moderate to high	Credit Program at Joint PAC meeting
1.1.3 Review the pros and cons of increasing accelerated course offerings by Fall 2018.	Associate Academic Affairs		Limited	Move to Summer 2019
1.1.4 Review the pros and cons of increasing accelerated program offerings by Spring 2020.	Department Chairs	Retention/attainment #2	Limited	
1.1.5 Identify two Programs (Associate Degrees and Certificates) per academic year in order to improve success rates, beginning Fall 2018.	Academic Dean	Retention/attainment #2	Moderate	Base meeting to be held at March department chair meeting

1.2 Develop new curricula, programs, training, and services in response to emerging needs				
<i>MEASURES:</i>				
1.2.1 Review projected employment trends and emerging fields to identify new programs and concentrations on an ongoing basis.	Associate Academic Dean, Continuing Education, Academic Dean, Grant Coordinator	Adult Pathways and workforce Development #1	Moderate	3 new certificates submitted to System.
1.2.2 Conduct a needs assessment of local businesses to identify new non-credit classes and programs by 2019	Continuing Education		Moderate	Move to Workforce Development
1.2.3 Implement Math Pathways by Fall 2019.	Department Chairs, Academic Dean, Grant Coordinator		Moderate	Phase I in process, new dev math courses begin Fall 19.
1.2.4 Investigate certificates for all career programs by Spring 2020.	Department Chairs	Retention/attainment #1	Moderate	
1.2.5 Create non-credit to credit pathways for programs related to manufacturing and healthcare by 2021.	Continuing Ed and Academic Coordinator	Retention/attainment #1	Moderate	
1.2.6 Implement non-credit programs that lead to industry credentials and/or entry-level employment in manufacturing and healthcare by 2021.	Continuing Ed		Moderate	Move to Workforce Dev
1.2.7 Develop apprenticeship model that assists employers in providing	Continuing Ed		Low	Move to Workforce Dev

apprenticeship opportunities to employees by 2020.				
1.3 Increase accessibility to curricula, programs, training, and services				
<i>MEASURES:</i>				
1.3.1 Use a data driven process to design course schedules, on an ongoing basis.	Department Chairs, Continuing Education, Academic Dean	Retention/attainment #2	Limited	In process
1.3.2 Create a Universal Design for Learning Action Plan to include a philosophy, best practices and a professional development program for credit by Spring 2019.	Associate Academic Dean, Grant Coordinator	Retention/attainment #2	Moderate	Move to Spring 2020
1.3.3 Implement the Universal Design for Learning Action Plan in stages to be completed by Spring 2023.	Academic Dean; Associate Academic Dean, Library, Learning Center, e-learning Specialist; and faculty		Moderate	

2. Ensure academic integrity and rigor				
<i>OBJECTIVES:</i>	<i>Responsibility</i>	<i>Tie-in to MCCS Strategic Plan</i>	<i>Budgetary Impact</i>	<i>Progress</i>
2.1 Ensure the quality and consistency of academic programs, courses, training, and services				
<i>MEASURES:</i>				

2.1.1 Revisit and validate institutional learning outcomes by Spring 2023.	Academic Dean		Moderate	
2.1.2 Develop program learning outcomes for all credit certificate programs by Spring 2019.	Department Chairs	Retention/attainment #1	Moderate	Move to Fall 2019
2.1.3 Develop a new process for the approval of Program Learning Outcomes by Fall 2018.	Associate Academic Dean, Assessment Committee and Curriculum Committee		Limited	Move to Summer 19, due to staffing change
2.1.4 Develop and/or implement assessment plans for programs and services by Spring 2019.	Academic Dean, Library, Learning Center & Assessment Committee	Retention/attainment #1	Moderate to high	In process
2.1.5 Create an Academic Affairs hiring plan for faculty and staff by Spring 2023.	Academic Dean		Moderate to high	
2.1.6 Formalize instructor credentialing guidelines for credit and non-credit courses by Spring 2020.	Academic Affairs/CEBS		Moderate	
2.1.7 Work to align success rates of online courses with face-to-face courses by Fall 2020.	Faculty/Academic Dean, Associate Academic Dean	Retention/attainment #2	Limited	OLC committee is working standards and guidelines.
2.1.8 Develop and implement assessment plans for all non-credit classes and programs on an ongoing basis.	Continuing Ed		Limited	Move to Workforce Dev

2.2 Support active, empowered, and knowledgeable academic staff and faculty				
<i>MEASURES:</i>				
2.2.1 Provide access to all faculty & academic staff to resources that support best practices in curriculum development, assessment, and teaching on an ongoing basis.	Academic Dean, department chairs, Library, Learning Center. Grant Coordinator		Moderate	Grant funds available/used for online workshops/trainings and On Course II workshops (2018/2019)
2.2.2 Offer in-house workshops for credit and non-credit instructors on emerging trends in innovative teaching methods on an annual basis.	Academic Dean & Continuing Education, Associate Academic Dean		Moderate	Online Essentials for faculty new to online ed – offered twice a year.
2.2.3 Advocate for additional funding for faculty and academic staff participation in conferences, workshops, and research projects related to teaching and learning on an ongoing basis.	Academic Dean		Moderate to high	Included in grant applications.
2.2.4 Advocate for additional funding and opportunities for adjuncts and contract academic staff participation in conferences, workshops, and research projects related to teaching and learning beginning on an ongoing basis.	Academic Dean		Moderate to high	Included in grant applications.
2.2.5 Support sabbatical programs for administrative staff beginning on an ongoing basis, beginning Fall 2019.	Vice President/Academic Dean, Grant Coordinator		Moderate to high	Staff application submitted to System Office for approval – spring 2019.

2.2.6 Coordinate in-house workshops for credit and non-credit faculty and staff on working with our diverse student population on an ongoing basis.	Academic Dean and Continuing Education, Associate Academic Dean	Retention/attainment #2	Moderate	UDL workshops for online teaching offered twice a year (2018/2019)
2.3 Ensure academic standards are maintained in all distance learning environments.				
<i>MEASURES:</i>				
2.3.1 Establish an Online Learning Committee by Spring 2018.	Associate Academic Dean/OLC ad-hoc committee		Limited	Completed
2.3.2 Create Online Teaching Handbook by Spring 2020.	Online Learning Committee	Retention/attainment #1	Limited	In process – 2018/2019
2.3.3 Create and formalize policies for online education by Spring 2019	Online Learning Committee		Limited	In process – 2018/2019
2.3.4 Provide faculty training and resources in ‘best practices’ of online course design and instruction on an ongoing basis.	Academic Dean, Associate Academic Dean, Grant Coordinator	Retention/attainment #1	Moderate	Online Essentials (in house), OLC workshops and Online course design standards in process 2018/2019
2.3.5 Implement a quality assurance system for fully and hybrid online courses by Spring 2021.	Online Learning Committee & Department Chairs	Retention/attainment #1	Moderate	
2.3.6 Ensure parity for support of online students, faculty, and courses with on-campus students, faculty, and students by Fall 2021.	Academic Dean, Associate Academic Dean, Grant Coordinator		Moderate	

2.4 Continue to develop relationships with adult education and secondary institutions				
MEASURES:				
2.4.1 Update and expand agreements with adult education and secondary institutions on an ongoing basis.	Academic Coordinator		None	On going.

3. Promote Student Success				
OBJECTIVES:	Responsibility	Tie-in to MCCS Strategic Plan	Budgetary Impact	Progress
3.1 Improve persistence in courses and programs				
MEASURES:				
3.1.1 Research ways to decrease remedial education in both English and Math by Spring 2019.	English and Math Faculty, Director of Learning Center, Academic Dean, Grant Coordinator	Retention/attainment #1	Moderate to High	Reduced dev math pathways 2018/2019, English move to Spring 2020.
3.1.2 Explore ways to lower textbook costs for students by Spring 2020.	Academic Dean, Associate Academic Dean and Department Chairs, Grant Coordinator		Moderate to High	For courses that use Cengage materials, we participated in their new Cengage +, American Studies utilized library data base in place of text book.

3.1.3 Investigate the benefits to students for the creation of a college honors program by Fall 2020.	Academic Dean, Grant Coordinator		Limited	Pilot honors course planned for Fall 19.
3.2. Support completion of a credential, transfer or individual goal				
<i>MEASURES:</i>				
3.2.1 Expand collaborations between academic departments to allow students to customize their course electives for specific career paths, by Fall 2021	Department Chairs, Continuing Education, Grant Coordinator	Retention/attainment #1	Limited	SBM, ACM and HOS programs have a group of common electives 2018/2019.
3.2.2 Create a process to allow degree-seeking students to earn any related certificates within their program by Fall 2019.	Associate Academic Dean	Retention/attainment #1	Limited	Pilot project completed in Spring 2018, now researching automated option and aligning one cert per degree 2018/2019.
3.2.3 Align programmatic schedule with program sequencing to ensure progress to completion in all programs by Fall 2020.	Department Chairs		Limited	
3.2.4 Research best practices for advising at community colleges by Spring 2019.	Academic Dean	Retention/attainment #1	Limited	Advising discussions begun in spring 2019, research in process.
3.2.5 Move campus advising practices to align with the research on best practices by Spring 2023.	Academic Dean, Associate Academic Dean, Grant Coordinator	Retention/attainment #1	Moderate	

3.5 Ensure that student academic support resources are valued as key contributors to the overall learning environment				
<i>MEASURES:</i>				
3.5.1 Provide the necessary funding to academic support services in order to fully achieve their missions by Fall 2020.	Academic Dean & Directors of Library and Learning Center, Grant Coordinator		high	
3.5.2 Identify opportunities to deepen collaboration between faculty and staff to support student success on an ongoing basis.	Academic Dean Associate Academic Dean	Retention/attainment #1	none	Student Success Team one example of moving in this direction.

4. Promote excellence in teaching				
<i>OBJECTIVES:</i>	<i>Responsibility</i>	<i>Tie-in to MCCS Strategic Plan</i>	<i>Budgetary Impact</i>	<i>Progress</i>
4.1 Provide opportunities for incorporating diverse teaching strategies for credit and non-credit				
<i>MEASURES:</i>				
4.1.1 Investigate emerging trends in innovative teaching methods on an ongoing basis.	Faculty, Learning Center, Library		Limited	OLC online teaching certificates and workshops 2018/2019.

4.1.2 Implement and support a variety of engaging teaching methods on an ongoing basis.	Academic Dean, Faculty, Grant Coordinator		Moderate	Intro to CJ course – with 4 instructors representing facets of the profession.
4.2 Showcase academic achievement				
<i>MEASURES:</i>				
4.2.1 Support academic departments in the creation of ways to celebrate the successes of students on an ongoing basis.	Academic Dean, Department Chairs, Directors	Retention/attainment #1	Limited	<ul style="list-style-type: none"> • Pens & Keystrokes, 2018 • Art Show, 2018 • Skills USA, 2018 • Spotlight on Student Success posters and receptions 2018/2019.

5. Create a rich and diverse educational environment				
OBJECTIVES:	Responsibility	Tie-in to MCCS Strategic Plan	Budgetary Impact	Progress
5.1 Provide opportunities to enhance local and global awareness				
MEASURES:				
5.1.1 Expand opportunities for service learning and experiential learning by Fall 2022.	Faculty and Academic Dean, Grant Coordinator		Moderate	
5.1.2 Explore the possibilities of domestic and international travel to supplement the academic experience by Spring 2019.	Faculty, Academic Dean, Grant Coordinator		Moderate	Boston and DC trips 2018/2019.
5.2 Support Institutional Learning Outcomes				
5.2.1 Deliver diverse academic services and programming that support the Institutional Learning Outcomes on an ongoing basis.	Academic Dean & Department Chairs	Retention/attainment #1	Moderate	

