

Office of Faculty Affairs and Undergraduate Enrichment (OFAUE)

Strategic Plan

Goal	Objective	Action Steps	Timeline	Performance Measures	Who
<p>1. (Faculty Affairs) : Provide assistance, services, and information to faculty and academic administrators.</p>	<p>1.1 Support all faculty processes (e.g. , the faculty appointment, reappointment, tenure, and promotion processes, sabbatical approvals, post-tenure reviews, etc.) through the provision of accurate information and useful advice and information.</p> <p>1.2 Promote, encourage, and recognize faculty excellence through awards programs and special appreciation events.</p> <p>1.3 Provide effective leadership in the development, revision, review, and interpretation of academic policies, guidelines, templates, and forms that support faculty processes.</p> <p>1.4 Communicate effectively with constituencies by sharing information in a wide variety of ways; serving as a liaison between the Provost’s office and internal and external groups; bringing faculty and administrators together on committees, tasks forces, etc.; leading the AD/ASG and ALC groups on the downtown campus; and sponsoring workshops and symposia, as appropriate.</p>	<p>1.1 Create guidelines, templates, forms, etc., for all faculty processes.</p> <p>1.2 Continue all existing awards and appreciation events, and add new ones as appropriate (e.g., a Chancellor’s Lectureship Series).</p> <p>1.3 Review and revise academic policies; complete revision and approval process for downtown RTP policy; create new PTR policy.</p> <p>1.4 Continue</p>	<p>Ongoing</p>	<p>✓ Levels of satisfaction among faculty and administration, advice, and materials provided; with opportunities for input as policies and procedures are developed, reviewed, and revised; with the type and amount of communication between the FAUE and internal and external constituencies; and with the quantity and quality of awards programs and special recognition efforts and events.</p> <p>✓ Extent to which faculty processes flow smoothly, completely, and accurately at Provost level. Awards programs and recognition events occur at the</p>	<p>Associate Vice Chancellor for Academic Affairs (FAUE), with support and assistance from others, as needed</p>

		existing communication strategies, and develop new ones as needed.		appropriate times throughout the year; other ways of recognizing faculty occur via a variety of methods.	
2. (Faculty Affairs): Develop and support new programs and services to enhance the academic experiences of faculty and students.	2.1 Lead ad hoc task forces and committees of faculty, staff, and administrators charged with solving problems, developing new programs, or revising existing programs and practices (e.g., QUE, Maymester Planning Group, International Initiatives).	2.1 Implement Maymester, spring 2009; assess effectiveness; work with Planning Group on plans for future years. 2.2 With others, create visions for new programs and services and manage the processes needed to bring them to fruition.	1-3 years	<ul style="list-style-type: none"> <li>✓ Extent to which participants and constituents are satisfied with work accomplished; perceptions of the relevance and effectiveness of goals and products of the groups.</li> <li>✓ New programs and services are developed to meet needs of the university and in accordance with the university's Strategic Plan; extent to which evaluations of the programs and services indicate that they are effective, relevant, and timely.</li> </ul>	Associate Vice Chancellor for Academic Affairs (FAUE), with assistance and support from others, as needed
3. (Undergraduate Experiences):	3.1 Ensure that all students have access to the highest quality	3.1 Continue Quality	1-3 years	<ul style="list-style-type: none"> <li>✓ Extent to which UC Denver is viewed as a</li> </ul>	Assistant Vice

<p>Develop vibrant, interactive and diverse learning community that defines UC Denver as a first-choice university for students and faculty.</p>	<p>academic programs, support services and engagement activities.</p> <p>3.2 Increase the local, regional, national and international reputation of undergraduate and graduate programs through development of selective signature programs and implementation of interdisciplinary and collaborative programs across the campuses and throughout the world.</p> <p>3.3 Substantially increase experiential learning opportunities outside the classroom through internships, research, community service, co-curricular activities, and international programs.</p>	<p>Undergraduate Education (QUE) Steering Committee to bridge academic and student affairs programs.</p> <p>3.2 Maintain travel funds to support regional, national and international conference presentations by UC Denver faculty and staff.</p> <p>3.3 Add service learning staff position to the Experiential Learning Center (ELC); implement findings of ELC Task Force.</p>		<p>first-choice institution by students (and possibly parents) evaluated during a redesigned new student orientation, through an annual student “climate” survey, or incorporated in NSSE evaluation of student engagement.</p> <ul style="list-style-type: none"> <li>✓ Evaluation of student enrollment growth patterns in non-resident student population, and in international student population.</li> <li>✓ Assessment of undergraduate students involved with undergraduate research, internships and service learning – in terms of numbers of students involved as well as the quality of the experiences.</li> <li>✓ Develop experiential program based on academic</li> </ul>	<p>Chancellor for Undergraduate Experiences, with support and assistance from others, as needed</p>
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				<p>benchmarks established by the NSEE (National Society of Experiential Education) national standards.</p> <p>✓ Performance measures that relate to objectives 3.4 and 3.5 are under development.</p>	
<p>4. (Undergraduate Experiences): Develop and implement programs of excellence, including University Honors and Leadership and First-Year Seminars, that recruit and retain the best local, national, and international students at UC Denver.</p>	<p>4.1 Develop academic programs that increase the student persistence and graduation rates of undergraduate students.</p> <p>4.2 Develop and implement student support programs that lead to presentations and publications at the regional, national, and international levels.</p> <p>4.3 Attain the highest quality academic and support programs that lead to presentations at the regional, national and international levels.</p>	<p>4.1 Increase systematic assessment of first-year student programs.</p> <p>4.2 Incorporate recommendations from Foundations of Excellence report into UC Denver Strategic Plan.</p> <p>4.3 Maintain travel funds to support regional, national and international conference presentations by UC Denver faculty and staff.</p>	1-3 years	<p>✓ Extent to which Foundations of Excellence planning recommendations are incorporated into UC Denver strategic plan.</p> <p>✓ Assessment of trends in enrolled undergraduate student quality through a combination of CDHE index scores; ACT/SAT scores; high school GPA; annual persistence rates; 5-year graduation rates; and number of new freshman remediation in reading, writing, or mathematics.</p>	<p>Assistant Vice Chancellor for Undergraduate Experiences, with support and assistance from others, as needed</p>

<p>5 (Faculty Development): Enhance faculty success.</p>	<p>5.1 Present workshops, seminars and programs that promote excellence in scholarship/creativity and teaching/learning.</p> <p>5.2 Consult with faculty on teaching and aspects of the tenure and promotion processes (e.g., dossier preparation).</p> <p>5.3 Provide leadership for, and initiate special UC Denver initiatives (e.g. the Junior Faculty Mentoring Program).</p> <p>5.4 Circulate print publications and electronic resources on a wide range of topics related to teaching, scholarship, and creative activities.</p> <p>5.5 Enhance faculty capacity to teach cross-culturally and to manage sophisticated international content.</p>	<p>5.1 Continue offering programs designed to promote excellence in scholarship/creativity and teaching/learning.</p> <p>5.2 Continue to consult with faculty on teaching and aspects of the tenure and promotion processes.</p> <p>5.3 Respond as appropriate and initiate new programs as needed.</p> <p>5.4 Continue existing publications, and develop new ones as needed.</p> <p>5.5 Develop capacity to teach cross-culturally and to manage sophisticated international content.</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>✓ Levels of satisfaction among faculty who use the CFD services and resources (e.g., workshops, consultations) based both on evaluations completed immediately and an annual satisfaction survey.</li> <li>✓ Comparison of needs assessment data over several years to determine any changes in trends.</li> <li>✓ Extent to which faculty and units perceive the CFD as responsive to individual and collective needs (e.g., new programs and services are developed, launched, and evaluated); extent to which faculty report accessing print and electronic resources.</li> <li>✓ Number of faculty professional development events</li> </ul>	<p>Director of the Center for Faculty Development (CFD), with support and assistance from others, as needed</p>
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	<p>campuses as appropriate, leveraging cooperation around strengths and forming international stakeholder groups in all domains of internationalization throughout the university, including cross-campus groups.</p>	<p>with key offices on campus to outline communications issues and seek common, viable solutions; develop a suite of communication instruments; develop comprehensive international web site for university; secure funds to support effective communications infrastructure. 6.4 Participate in regular presentations/discussions scheduled at policy and advisory meetings at all levels; provide webinars and expert presentations on priority international topics and propose new international</p>	<p>One Year</p> <p>Ongoing</p>	<p>communicate electronically with key constituencies; production of annual report and special international reports; number of grants and opportunities notices distributed; and other informational events for faculty and staff.</p> <ul style="list-style-type: none"> <li>✓ New International Affairs web site completed.</li> <li>✓ Advisory structures integrated with policies and procedures.</li> <li>✓ Number of policy briefings and presentations.</li> <li>✓ Number of informative webinars and other information sharing practices.</li> </ul> <p>✓ Finance advisory “brain trust”</p>	
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		<p>advisory structures, as needed.</p> <p>6.5 Maintain ongoing advisory meetings with financial officers; identify and restructure inefficient and under-leveraged programs and propose new structures (e.g., Tanzania Project); develop new fiscal models to enhance revenue from study abroad, innovative degree programs, and university partnerships.</p> <p>6.6 Convene One University Global Health planning group to enable two-campus participation and leadership; create collaborative East Africa Project involving</p>	Ongoing	<p>established for ICB to meet on regular basis; number of new, effective model programs with innovative and self sustaining business models in study abroad, research partnerships, collaborations, and other programs.</p> <ul style="list-style-type: none"> <li>✓ Establishment of exemplary cross university international Global Health Center that successfully integrates and strengthens both campuses.</li> <li>✓ Successful planning seminar series with international experts for Sustainability Initiative and clear international goals for the initiative.</li> <li>✓ Number and effectiveness of additional cross campus collaborative international initiatives.</li> </ul>	
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	<p>regions linked to faculty research, curricular priorities, and strategic priorities of the university and international stakeholder groups.</p> <p>7.4 Substantially support excellence in the university's undergraduate experience through international study, international service learning, international internships and undergraduate international research, international honors and IP core curriculum</p> <p>7.5 Bring international perspective to the curriculum through effective partnership between International Affairs and academic departments and programs</p> <p>7.6 Develop exemplary international learning options of national stature for nationally underrepresented constituencies including the sciences, health professions pipeline and ethnically diverse populations.</p> <p>7.7 Substantially enhance the presence of international students on campus in numbers and in the vital integration of those students in campus learning opportunities and student activities.</p> <p>7.8 Create a dynamic International Student Success Initiative that ensures faculty and staff support of academic and social success of international students and includes</p>	<p>UCD graduate programs for ICB graduates; develop strong ICB alumni program; improve first year educational experience for ICB; develop value-added programs for ICB students.</p> <p>7.3 Develop inventory of international interests of faculty linked to strategic priorities of university; convene faculty and support priority.</p> <p>7.4 Secure staff to support growth in global education activities serving both campuses; develop new programs providing international internships, service learning,</p>		<p>for the students.</p> <ul style="list-style-type: none"> <li>✓ One or more viable international signature initiatives organized around a world region or key stakeholder group.</li> <li>✓ Number of new international learning opportunities in all categories.</li> <li>✓ Amount of scholarships funds available to support international study and experience.</li> <li>✓ Sufficient key staff positions to enable delivery of global education objectives.</li> <li>✓ Three International Strategic Plans developed in first year, and number of new international strategic plans per year following.</li> <li>✓ Number of faculty development and/or curriculum development events and opportunities.</li> <li>✓ Number of new programs in science</li> </ul>	
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	<p>an array of stakeholders across both campuses</p> <p>7.9 Develop international strategic plans with select priority departments/ programs, schools/colleges with a view to accomplishing international strategic planning with all.</p> <p>7.10 Sponsor and co-create faculty development opportunities that strengthen capacity to teach cross culturally, manage complex global concepts in the curriculum, and teach in intense international settings</p>	<p>undergraduate research, IP Core and honors; secure scholarship funds to enable student participation; develop new international Maymester options.</p> <p>7.5 Assist individual faculty and departments with planning; provide support funds for curriculum enrichment.</p> <p>7.6 Identify best practices in science, health and minority participation in study abroad of all types; establish new programs and partnerships aligned with departmental and program planning; develop university recruitment and mentoring</p>	<p>One Year and Ongoing</p>	<p>and health professions; and increase in numbers of participants in all programs of students of various ethnic minorities.</p> <ul style="list-style-type: none"> <li>✓ New International Admissions Plan with expert consultants.</li> <li>✓ Amount of scholarship funds available to international students.</li> <li>✓ Degree to which institution has funded development of international admissions materials and international communications media.</li> <li>✓ Number of international students enrolled.</li> <li>✓ Number of activities and stakeholders linked to international student success initiative.</li> </ul> <p>✓ Number of</p>	
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		<p>program for UNCFSP IIPP Fellows Program; develop other recruitment programs for students in science and health professions pipeline.</p> <p>7.7 Develop international admissions plan using expert resources; secure scholarships and fellowships for international students, and improve communications capacity with international applicant pool; promote campus-wide participation in International Student Success Initiative.</p> <p>7.9 Identify target departments/ programs and schools/colleges</p>	<p>international strategic plans developed at the departmental or school/college level.</p> <ul style="list-style-type: none"> <li>✓ Degree to which International Affairs has established a priority schedule and protocol for international strategic planning at departmental level.</li> <li>✓ Degree to which academic leadership encourages and supports departmental planning in collaboration with Office of International Affairs.</li> </ul>	
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		and develop international strategic plans in priority schedule; secure support of Provost, Academic Administration and Deans for this effort.			
8 (International): Develop external funding for international initiatives and programs.	<p>8.1 Work with CU Foundation to develop international fundraising plan and priority case statements.</p> <p>8.2 Increase student and faculty awareness of external funding opportunities and support application processes.</p> <p>8.3 Develop revenue-generating programs with strong, innovative business models.</p>	<p>8.1 Develop international fundraising portfolio with CU Foundation; develop Saudi Ambassadors Initiative and other international alumni initiatives for long range fundraising success.</p> <p>8.2 Develop international funding announcements for target faculty, support Fulbright applicants through workshops, presentations,</p>	Ongoing	<ul style="list-style-type: none"> <li>✓ Number of fundraising case statements and donors cultivated.</li> <li>✓ Number and quality of Saudi Ambassadors program activities and growth of Saudi support networks.</li> <li>✓ Number and success of student and faculty applications for external funding.</li> <li>✓ Number and success of faculty Fulbright applications.</li> <li>✓ Number and success of collaborative international grant initiatives.</li> <li>✓ Number of new international revenue-generating</li> </ul>	Assistant Vice Chancellor for International Affairs, with support and assistance from others, as needed

		<p>and assistance with proposals; develop funding source reference section for international web site; work with Grants Office to support collaborative grant projects.</p> <p>8.3 Develop international revenue generation models for select study abroad initiatives; develop the Tanzania Field School for revenue sufficiency; support schools/colleges seeking entrepreneurial models for new international degrees, D2, and other partnerships; secure Saudi Proteomics</p>		<p>programs.</p>	
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		Research proposal			
9	<p>(Assessment): Enhance a culture of assessment to advance student learning, teaching effectiveness, program quality, and university accreditation.</p> <p>9.1 Support individual faculty and academic programs in designing and implementing effective data-driven outcomes assessment systems that advance student learning through consultations, workshops, and resources.</p> <p>9.2 Provide guidance and feedback to academic programs on their assessment reports for professional and university accreditation.</p> <p>9.3 Inform the university administration on assessment-related issues.</p> <p>9.4 Act as a liaison on assessment-related issues with relevant organizations, such as the Higher Learning Commission of the North Central Association, companies providing testing and assessment services, and higher education organizations.</p>	<p>9.1 Conduct workshops and consultations on assessment systems and techniques, and provide report templates and assessment resources.</p> <p>9.2 Prepare written feedback for programs on their assessment plans and results reports.</p> <p>9.3 Prepare documents and reports to guide university administration on assessment issues; make presentations or lead discussions for administration and university groups on assessment issues.</p> <p>9.4 Coordinate university's assessment</p>	Ongoing	<ul style="list-style-type: none"> <li>✓ Extent to which faculty and program assessment needs are addressed, as measured by number of consultations and workshops and satisfaction levels.</li> <li>✓ Extent to which programs find report feedback useful.</li> <li>✓ Extent to which the university administration reports assessment-related information is timely and valuable in guiding decisions.</li> <li>✓ Amount and type of support provided to campus organizations (e.g., FoE, Writing Center, Counseling Center).</li> <li>✓ Number and type of contacts on assessment-related issues with outside organizations, including HLC.</li> <li>✓ Number of scholarly publications and</li> </ul>	Director of Assessment, with support and assistance from others, as needed

		initiatives with accrediting organizations, testing companies, and higher education organizations, and attend annual meetings, training workshops, and information sessions as appropriate.		grants with center colleagues and faculty clients. ✓ Completion of FIPSE-funded field test of standardized measures of learning.	
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