ASU

ARIZONA STATE
UNIVERSITY WEST

Fulfilling The Promise

Strategic Plan
1998-2003

ASU WEST

Strategic Plan

1998-2003

As a steward of the public trust, ASU West is committed to developing a learning community that addresses the needs of a diverse metropolitan environment.

As ASU West grows and expands in the next five years, its unique position within Arizona State University and its role as an energetic force for solving community problems in Maricopa County will solidify. Growth will be in a manner consistent with the Arizona Board of Regents' (ABOR) Base Level Plan for ASU West. This document identifies strategic directions that will allow ASU West to sustain core values and focus its resources while responding with innovative, quality programs and services to the changing learning needs of its constituents.

ASU West is:

A Community of Learners where faculty, staff, and students collaborate in scholarly inquiry and creative activity.

A Center of Integrated Learning where liberal arts, professional curricula, and research are blended to create excellence in baccalaureate and master's level education.

A Leader in Shaping the Future of University Education for the advancement of knowledge, relationships with students, and interaction with community.

A Challenging Educational Experience, characterized by high achievement, that prepares students to address issues and pursue opportunities in an ever-changing society.

An Institution Which Values Diversity in ideas and people, and advances diversity through inquiry and discovery.

Whom We Serve:

- Primarily Maricopa County residents
- Career-focused students who balance academics with the multiple demands of family and work.
- A business and professional community which is linked to the university's faculty, staff, and students through a need for current information.
- The not-for-profit government organizations and the K-12 educational system to build effective community leadership and problem solving.

ASU
W E S T

Program Emphasis:

Baccalaureate Programs that are linked with the community colleges and provide a synthesized blend of general studies and professional education.

Career-focused Master's Degrees tailored to meet the needs of students and the marketplace.

A Global Perspective that serves as a foundation for all curricula and is supported by an awareness and appreciation for diversity in culture, learning, and experience.

Ongoing Development of Programs that meet a clear demand from students and community, advance the cultural and intellectual state of the campus and Arizona State University, and address the requirement of the ABOR Base Level Plan.

Hallmarks that identify us:

A Faculty that demonstrates excellence through innovative linkages among research, teaching, and service.

Service that encourages involvement in the community and uses the talents of faculty, staff, and students for the benefit of the citizens.

Experiential Learning Opportunities that link student education with community work, service learning, internships, and applied research projects.

Innovative and Flexible Curricula that emphasize cross-disciplinary programs, imaginative program design and community partnerships.

Application of Technology to the delivery of education to increase learning quality, productivity, and access.

A Student-Centered Campus with a welcoming, flexible, and supportive learning environment that encourages students of diverse backgrounds to reach their full potential.

An Attitude of Continuous Improvement that challenges every person in the University to reject the status quo and strive for excellence.

A Commitment to Invest in and develop the human resources of the campus to allow each faculty and staff member to reach his/her full potential.

Institutional Goals

1998-2003

1. *Increase campus FTE from 3,332 in Fall 1997 to 5,000 by Fall 2003.*

ASU West must attract an increased number of students in order to fulfill the public trust, as promised at its inception, and to make effective and efficient use of resources. This goal will be accomplished by reaching a larger and more diverse range of West Valley residents, encouraging first-generation college students to enroll in transition programs, and creating and re-shaping programs to meet the needs of potential students.

Key Objectives:

A. Increase in campus, college/school, and department FTE.
B. Increase in campus, college/school, and program headcount (enrollment).
C. Increase the number of students from underrepresented groups in the student population.
D. Increase in graduation rates for all students.
E. Increase in retention rates for all students.
F. Increase in number of qualified applicants and their conversion rate to enrollment.
G. Increase in the conversion rate of students from the UCC to ASU West.
H. Increase in college/school FTE per faculty.

Tactics:

- Establish FTE goals for each college/school.
- Redesign the budget process so decisions and resource allocations are made based on progress toward meeting the strategic goals.
- Implement an enrollment management plan to focus on recruitment and retention issues.
- Develop and implement a campus-wide marketing and promotion plan.
- Develop and implement new undergraduate and graduate academic programs based on demand and alignment with the strategic goals.
- Promote interdepartmental and cross-unit curriculum development.
- Redesign and clarify degree programs and majors/minors for prospective students/employers.
- Restructure or phase out programs that have low FTE.
- Create a seamless transition from the community college system to ASU West.
- Enhance scholarship and financial aid opportunities for part-time students.

Institutional Goals

1998-2003

2. *Develop and implement initiatives and programs which reflect the range of diversity in the greater community.*

Diversity enriches knowledge and understanding of the world; strengthens educational programs; and offers a richer cultural, ethnic, and intellectual environment for learning. ASU West is dedicated to encouraging an environment that offers students knowledge about diversity in the local, national, and global communities and prepares them for problem solving, leadership, and cooperation in the context of diversity and pluralism.

Key Objectives:

A. Increase in the understanding of diversity among students, faculty and staff.
B. Increase in the percentage of senior faculty from underrepresented groups.
C. Increase in the percentage of staff from underrepresented groups in decision-making positions.
D. Increase in the percentage of students from underrepresented groups receiving degrees.

Tactics:

- All units establish diversity plans
- Increase resources for diversity training for students, staff, and faculty.
- Conduct a study on the needs of underrepresented students to establish new or improve existing services and programs.
- Create a community council to advise on recruitment of students from underrepresented groups.
- Increase number of student organizations and support services that address the needs of a diverse student body.
- Incorporate diversity issues into course content as appropriate.
- Incorporate different cultures in the physical surroundings.

Institutional Goals

1998-2003

3. *Improve and simplify internal academic and administrative processes.*

ASU West exists in a rapidly changing environment characterized by increased levels of competition and accountability as well as an increasing demand on diminishing state resources. In order to maintain its status as an attractive alternative, ASU West must provide efficient and user-friendly systems which continually meet or exceed the expectations of its constituents.

Key Objectives:

A. Increase in user satisfaction.
B. Decrease in administrative cost.

Tactics:

- Gather data from users about internal academic and administrative processes.
- Use data from academic program review to assess the extent to which existing programs meet user needs.
- Develop and implement a process improvement audit.
- Eliminate practices and procedures that inhibit user satisfaction.
- Use technology, as appropriate, to achieve improvement.
- Provide training for staff.
- Strengthen collaboration and coordination with ASU's other campuses.
- Ensure that student and committee needs are considered in all programmatic and administrative decisions.

Institutional Goals

1998-2003

4. *Prepare graduates to participate in their communities, be successful in their careers, and live productive, fulfilled, self-reliant lives.*

ASU West, with a complement of scholarly faculty and a supportive environment, is committed to ensuring that all students acquire a high quality education that enhances their personal and professional growth. Graduates will be reflective, critical thinkers and writers who can understand abstract concepts, apply and generate knowledge, and take the initiative for learning.

Key Objectives:

A. Increase in the number of student scholarships.
B. Increase in the number of student internships.
C. Increase in the number of undergraduate students involved in research with faculty.
D. Increase in the number of courses which include service learning components.
E. Improvement in the number and quality of job placements of ASU West graduates.
F. Increase in the number of external recognitions received by ASU West graduates.

Tactics:

- Identify and articulate the values, competencies and learning outcomes expected for each program.
- Include the learning objectives and expectations in every course syllabus.
- Implement procedures for assessing the currency of learning objectives on a regular basis.
- Provide systematic, high quality advising.
- Explore the possibility of an upper-division core curriculum designed around key competencies and learning outcomes.
- Examine the viability of establishing a Teaching and Learning Center.
- Utilize honors programs, collaborative research and internships in all academic programs.
- Reward outstanding contributions in teaching.

Institutional Goals

1998-2003

5. Support the integration of teaching and research, collaborative and inter-disciplinary inquiry, and scholarly exploration.

Faculty engagement in research and creative activity is fundamental to the University's mission to create and transmit knowledge. The accelerated rate of knowledge generation and the pace of change around the globe necessitate innovative linkages between teaching and ongoing scholarly and creative activity.

Key Objectives:

A. Increase in the annual number and amount of grants and contracts.

B. Increase in the number of awards granted by the scholarly community.

C. Increase in the number of undergraduate students involved in research projects.

D. Increase in the number and quality of scholarly publications.

E. Increase in the number of funded projects that have integrated research and teaching.

F. Increase in the evidence of scholarly expertise applied to solve problems at community and global levels.

G. Increase in interdisciplinary research projects and creative activity.

H. Increase the dissemination of scholarly investigations of university teaching and curriculum development.

Tactics:

- Promote collaborative research across colleges and ASU campuses.
- Provide support for projects that integrate research and teaching.
- Provide internal grants and other support services to assist faculty in acquiring external support for research and creative activity.
- Align funds for faculty leaves with the strategic direction.
- Reward outstanding contributions in research and creative activity.
- Establish a curriculum that creates high quality opportunities for student involvement in research.
- Encourage the development of interdisciplinary research, teaching, and curriculum development.
- Establish a faculty mentoring program.

Institutional Goals

1998-2003

6. Form community partnerships that will assist in the economic, social, and cultural development of the region.

ASU West is allied with the business and professional community, not-for-profit organizations, government agencies, and the K-12 educational system in an effort to support effective community leadership and problem solving. Through its immersion in the community, ASU West utilizes the talents of faculty, staff, and students for the benefit of citizens.

Key Objectives:

A. Increase in the number of partnerships between ASU West and Maricopa County and regional organizations.

B. Increase in the number of student internships.

Tactics:

- Develop marketing and promotion plan to improve public perception of ASU West.
- Create a database of all university resources related to the community: faculty service and research, internships, and volunteer programs.
- Expand internships and cooperative programs.
- Expand Executive in Residence program.
- Increase opportunities for alumni involvement.
- Recognize and encourage faculty participation in community organizations.
- Promote and reward interdisciplinary, collaborative learning around problems specific to the community.

Institutional Goals 1998-2003

7. *Use technology to enhance learning and increase the efficiency of academic and administrative processes.*

Information technology is changing the nature of all communication and human interactions, and profoundly affects the ways in which the University delivers educational services and conducts its administrative processes. ASU West increasingly uses information technology to provide better access to education, enhance the quality of learning, make teaching more effective, and make administrative processes more efficient.

Key Objectives:

A. Increase faculty, staff, and student access to the information technology infrastructure.

B. Increase in efficiency, convenience, and productivity of administrative services through application of information technology.

C. Appropriate and effective use of information technology in classes and other instructional environments.

D. Increase in number of appropriate courses offered through information technology.

E. Increase in student use of information technology and computing.

Tactics:

- Develop an information technology plan to include network capability, ongoing replacement of workstations, technical support, and training.
- Support the ongoing experimentation with information technology in the learning environment.

Institutional Goals

1998-2003

8. *Hire, retain, and promote excellent and diverse faculty, academic professionals, and staff.*

Quality is a hallmark of ASU West, one which resides largely in the people of the University. ASU West is committed to hiring outstanding faculty, staff, and administrators who represent a diversity of people and ideas, and to providing them with the support they will need to create and sustain quality programs.

Key Objectives:

A. Increase in employee satisfaction.

B. Evidence of employee performance improvement.

C. Increase in employee advancement.

D. Reduction in employee turnover.

E. Increase in diversity among faculty, academic professionals, and staff.

Tactics:

- Align personnel policies and practices with the strategic direction.
- Train all employees to deliver quality service.
- Expand faculty development programs.
- Create a peer coaching and mentoring system.
- Enhance programs to develop, recognize and reward excellence.
- Strive to become a model employer by taking the lead in developing constructive employment practices.

Institutional Goals

1998-2003

9. Expand the cultural awareness and global perspectives of all ASU West students.

In order to meet the challenges of ongoing population diversification and cultural encounter, students must be adept at deploying perspectives born of understanding of cultural difference and global change. ASU West prepares students to take their places as citizens of the world.

Key Objectives:

A. Increase in number of courses that integrate cultural awareness and global perspectives.
B. Increase in enrollment in classes which focus on cultural awareness and global perspectives.
C. Increase in the number of students who have an enhanced awareness of cultural differences in both the local and global contexts.

Tactics:

• Perform a content analysis of syllabi and programs to identify components addressing cultural awareness and global perspectives in the curriculum.
• Develop systematic assessment of student learning about cultural awareness and global perspectives.

Institutional Goals

1998-2003

10. *Increase individual, corporate, and foundation support to enhance achievement of the strategic goals.*

Increased financial support, over and above government grants and contracts, will enable ASU West to increase the quality and quantity of its educational offerings. Private support will enable the University to develop new and innovative programs and partnerships which will benefit both students and the community.

Key Objectives

A. Increase in alumni giving.
B. Increase in major gifts.
C. Increase in participation in donor giving clubs.
E. Meet capital campaign goals.

Tactics:

- Restructure institutional advancement to support and coordinate fundraising efforts in the academic units.
- Work with deans and faculty to increase advisory board membership and educate the membership about the university's needs.
- Encourage financial support from advisory board committee members.
- Identify and develop the programmatic funding needs of each college/school with the Provost's council.
- Develop a prospect database.
- Enhance institutional advancement hardware, software, and database management to develop a prospect tracking system.
- Develop naming opportunities and market them appropriately.
- Develop proposals and solicit donors for initiatives which align with strategic goals.
- Create more opportunities to identify and cultivate prospects.
- Develop a donor stewardship program to ensure appropriate donor recognition.