

Academic
Master Plan
2005
Angelo State
University





Preface

With the completion of the Academic Master Plan 2000, Angelo State University gained an atlas to direct the development of our academic programs and activities over the next several years. Despite monumental political, social, and economic changes since that time, many of them totally unforeseen, that plan has proved a highly effective guide to prudent decision-making and a central component of ASU's inclusive, budget-based strategic planning process. Academic Master Plan 2000 has gathered no dust on dark shelves, but has served as a well-thumbed guide for faculty and administrators throughout the Division of Academic and Student Affairs, and, indeed, our university. Like our other institutional strategic planning guides at the time – the Campus Facilities Master plan, the Financial SelfAssessment, the SACS Institutional Effectiveness Plans, the Recruiting and Retention Task Force Report, and the Marketing Plan – Academic Master Plan 2000 has been one of the planning documents cited as an essential basis for budgetary requests. Today, six years later, most of its individual recommendations have been implemented.

As envisioned in Academic Master Plan 2000, academic master planning has been an on-going process at Angelo State. A new Academic Master Plan Committee was formed during Academic Year 2004-2005, completing its work near the beginning of the fall semester, 2005. Since that time, several of its recommendations have already been adopted. Given the steady diminishment of state financial support for higher education over the past several years, careful and creative strategic planning has assumed even greater importance as Angelo State and other public universities strive to make the most effective use of limited resources. With the significant addition last year of Angelo State's Centennial Master Plan 2028 to ASU's overall institutional strategic planning documents, Academic Master Plan 2005 will continue to be implemented in careful coordination with that document, which envisions an enrollment of 10,000 students by 2028.

Perhaps ironically, our institutional goals have become better defined and more optimistic than what we aspired to in 2000, even though the future we face today seems less certain than what we confronted six years ago. That optimism is testimony to Angelo State University's commitment to the ambitious goals of the state's "Closing the Gaps" initiative and to providing the citizens of Texas genuine education at reasonable cost.

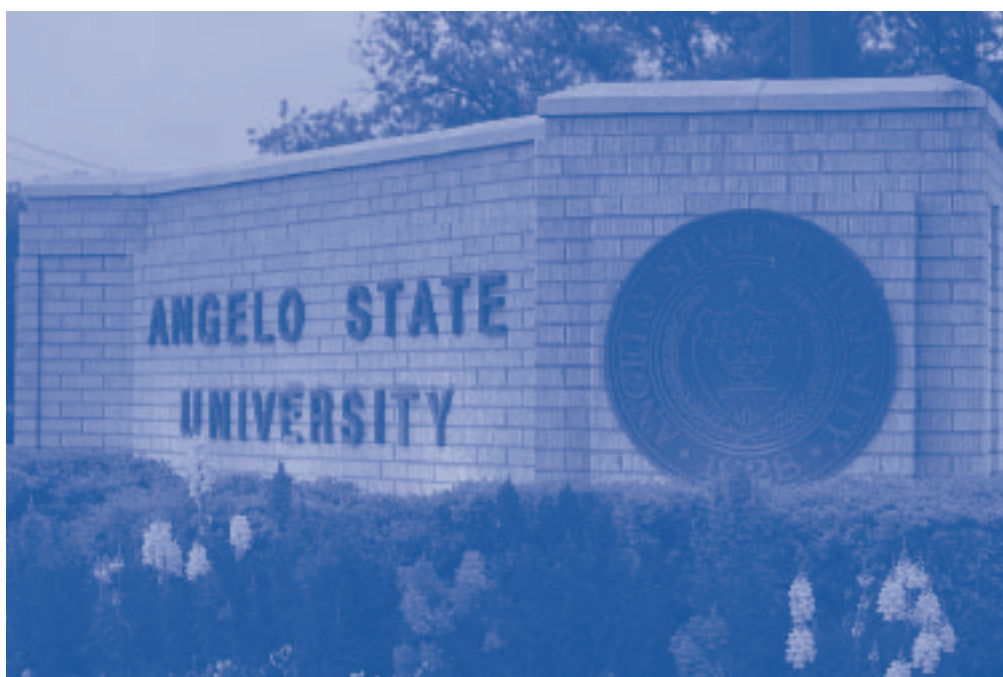
I am grateful to all of those who have played key roles in developing Academic Master Plan 2005 – as well as to so many of you who also helped write and implement Academic Master Plan 2000.

James Hindman
President
April, 2006

In 2000, Angelo State University formulated its first Academic Master Plan. The purpose of this Plan was to identify and clarify goals for the University to follow in its efforts to become one of the premier master's level comprehensive universities in Texas. To this end, a number of specific recommendations were made, within the framework of several broad academic goals and the prevailing economic and cultural climate.

Although most of those specific recommendations have been put into effect, several philosophies behind the broad academic goals form the backbone of a strong academic program regardless of external conditions. These philosophies transcend any specific recommendations and remain a template for future academic planning at Angelo State University. It is the purpose of this revised Academic Master Plan to reiterate these philosophies and make further recommendations that take into account current and potential future economic conditions, educational trends, and demographic indicators.

Furthermore, the technology infrastructure has evolved over time and has become part of the fabric of the university. Technology and information literacy should be evaluated as underlying tools to achieve goals outlined in this plan.



ASU Academic Goals



- I.** *Build on the university's tradition of excellence in teaching at all levels in order to maximize learning and student success.*
- II.** *Recruit an academically qualified student body which reflects the diversity of the region and state, so that this student body may successfully complete challenging programs.*
- III.** *Develop and retain its students by forming cohorts/communities of learning, with an integrated program of curricular and co-curricular activities.*
- IV.** *Develop and expand both undergraduate and graduate level academic programs to accommodate the needs of students and the marketplace and to include partnerships with other organizations and institutions.*
- V.** *Secure and distribute sufficient resources, both long-term and short-term, to maintain high quality in its academic programs and therefore to produce graduates whose skills and accomplishments will ensure success in their futures.*

Goal I

Angelo State University is first and foremost a teaching university, both at the undergraduate and graduate levels, and a primary aim should be extensive quality interaction between its faculty and students. This interaction may take place in the classroom or in a research setting, since research is an important component of teaching as well as a vehicle for faculty development. Consequently, the University should strive to help faculty, both junior and senior, become the most effective teachers possible.

Angelo State University should:

1. Create a Center for Faculty Development. The ASU Faculty Senate has proposed a model for such a Center which focuses on the following general issues: mentorship, teaching tools, research, and other developmental issues. This model addresses many of the specifics which would lead to excellence in teaching, and it should be used as an outline for any future programs.
2. Seek appropriate ways to compensate faculty teaching overloads, recognizing that such overloads must sometimes be assigned in order to accommodate students' needs, without simultaneously jeopardizing quality of teaching. Again, the ASU Faculty Senate has submitted an outline for such a program, which could be used as a starting point for addressing this issue.

Build on the university's tradition of excellence in teaching at all levels in order to maximize learning and student success



Goal II

Recruit an academically qualified student body which reflects the diversity of the region and state, so that this student body may successfully complete challenging programs.

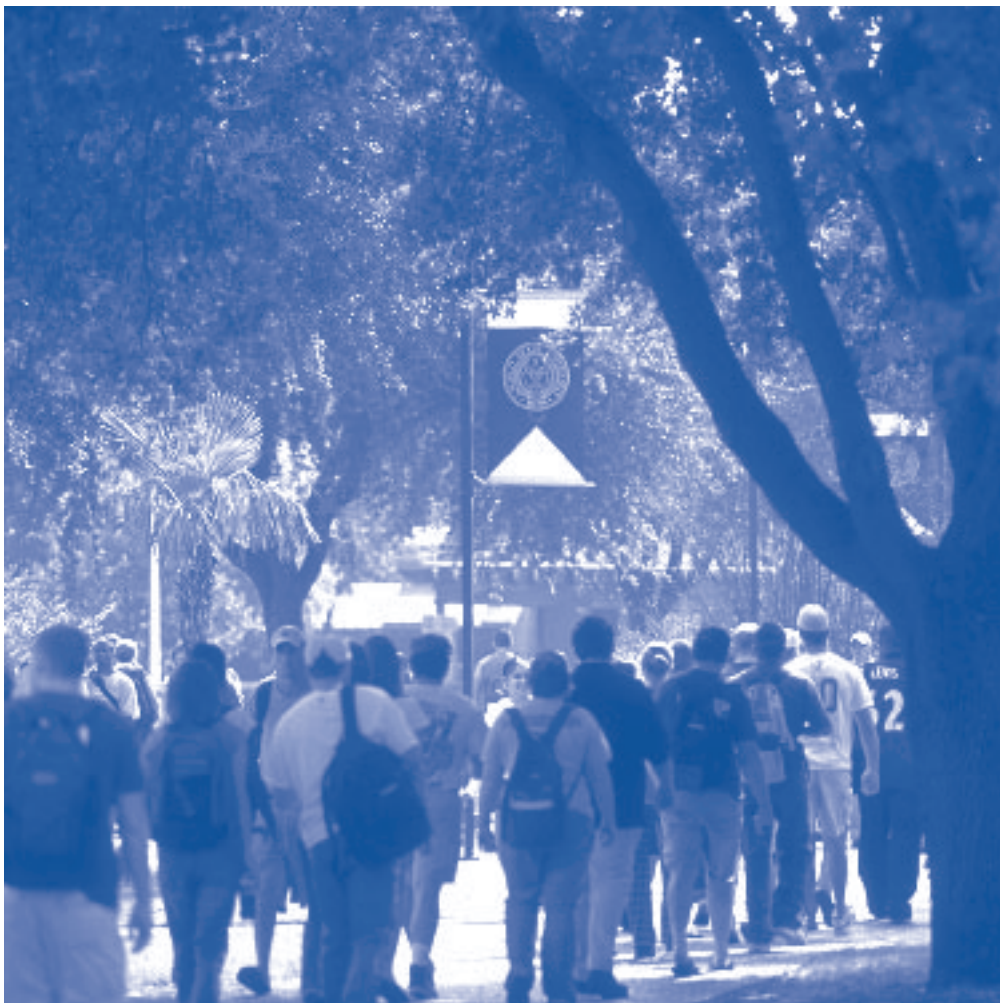
Angelo State University must aggressively market the University to increase public awareness of the quality and cost effectiveness of the education available. In addition to recruiting students from the traditional West Texas market, this campaign should be directed to regions outside of West Texas, to non-traditional students, to transfer students, and to international students. These targets were specifically identified in the original Academic Master Plan, and they continue to be very important for the future of Angelo State University.

Personal contact with potential students can be a highly effective recruiting tactic. Therefore, ASU should employ this tactic as often as possible using staff, faculty, and alumni.

Angelo State University should:

3. Continue vigorously to recruit students from the top quartile of their high school graduating classes.
4. Increase recruiting efforts from a wider geographic region: outside of West Texas, larger cities, out-of-state, and international.
5. Increase recruiting efforts toward minorities, with one aim being to qualify as an Hispanic Serving Institution (HSI).
6. Increase efforts to recruit non-traditional students, home-schooled students, and charter school students.
7. Increase public awareness of scholarship opportunities and the cost effectiveness of an ASU education that these opportunities provide. Out-of-state students should be made aware of out-of-state tuition waivers that academic scholarships provide.

8. Develop a Transfer Day during the normal academic year in which potential transfer students could pre-register for fall or spring semester courses, thus creating a commitment to the University.
9. Change the name of “Preview ASU” to a title that more correctly describes the program. The effectiveness and efficiency of this program should be regularly evaluated.
10. Develop a succinct statement that could be used to communicate to the public the mission of Angelo State University. A similar statement should be developed to communicate the vision of Angelo State University.



Goal III

Develop and retain its students by forming cohorts/communities of learning, with an integrated program of curricular and co-curricular activities.

Students' success at Angelo State University depends not only on students' abilities but also on students' involvement, both in their academic lives and in their co-curricular lives. It is especially in this arena that the Student Life component of the Division of Academic and Student Affairs should play a major role. The University should seek to provide opportunities for students to form both academic and co-curricular bonds with each other very early in their university careers. These bonds in turn would create bonds to the University and increase retention.

Angelo State University should:

11. Effectively begin each semester before the first day of classes with a coordinated program of orientation, advising, and group co-curricular activities designed to maximize interactions between students.
12. Evaluate USTD 1201 to see if it is better suited as an intense short course, perhaps as a part of orientation, as opposed to a semester-long course.
13. Consider pilot academic programs such as course coupling (e.g., English 1301/1302 with History 1301/1302) or freshman seminar designed to bring cohorts of students together into communities of learning. This could ultimately lead to a University Scholars program which might include such features as block housing.
14. Strive to identify students having difficulties, academic or non-academic, and direct them to the Center for Academic Excellence, Student Life office or other appropriate departments for help.
15. Utilize technology tools to analyze student data to identify student recruitment and retention patterns and opportunities.

Goal IV

Angelo State University must continue to evaluate and improve its undergraduate and graduate programs, adding new programs or modifying existing ones as economic conditions and marketplace needs dictate. The University must remain committed to providing outstanding general education and specialized training alike, and to taking advantage of partnerships with other institutions and agencies to provide programs that might not be feasible if attempted alone.

Angelo State University should:

16. Seek to develop new academic programs at the bachelors, masters, and doctoral levels as demands for such programs dictate and as resources for such programs become available. These programs may either be undertaken solely by ASU or in conjunction with other institutions.
17. Provide qualified faculty to staff new and current programs in order to uphold teaching excellence. Currently, ASU effects faculty allocation/reallocation intradepartmentally or within a college. Should it become necessary, ASU should be willing to allocate/reallocate faculty across the university as a whole.
18. Encourage accreditation of programs where appropriate.
19. Continue to develop and expand the Honors Program.
20. Encourage Departments and Colleges to expand non-traditional programs and features such as on-line courses, international courses, and flexible scheduling.
21. Establish and strengthen partnerships with community colleges and outreach programs with secondary schools, such as dual credit courses.

Develop and expand both undergraduate and graduate level academic programs to accommodate the needs of students and the marketplace and to include partnerships with other organizations and institutions.

Goal V

Secure and distribute sufficient resources, both long-term and short-term, to maintain high quality in its academic programs and therefore to produce graduates whose skills and accomplishments will ensure success in their futures.

In the current climate of economic uncertainty, Angelo State University must seek to maximize and properly distribute the resources needed to carry out its academic mission. These resources include, but are not limited to, funding sources for operating expenses, personnel, equipment and instrumentation, library holdings, specialized collections, specialized programs, and physical plant structures, and these funds may come both from students and from outside sources. These resources may also include donations of materials or services to a specific program or to the university as a whole.

Angelo State University should:

22. Seek to generate new funding sources for its programs.
23. Pursue incentives for students, especially scholarship recipients, to take and complete more hours. The possibility of reduced or waived fees for ASU faculty and staff and/or their immediate families should be investigated as ways to generate extra semester hours credit.
24. Attempt to devise a mechanism, given the current restricted economic climate, whereby departmental M&O budgets could be reallocated if a compelling case could be made to do so.
25. Develop an aggressive marketing plan for summer school.
26. Establish a full-time grants office. Not only would this office fully support applications to such programs as U.S. Department of Education Title III, FIPSE, TRIO, and HIS that would benefit the University as a whole, it would support specific research grant applications to such agencies as NSF and NIH. Since research is an integral part of the teaching function, this would support the teaching function of the University.

Conclusion

Because state resources for higher education throughout Texas have steadily diminished over the past several years and because public universities have become even more competitive as a result, implementing Academic Master Plan 2005 will require thoughtful decisions. Its recommendations will compete with other worthy needs throughout Angelo State University, all of which must focus primarily on the most effective strategic use possible of available resources. Institutional stewardship of public money has never demanded more of our careful collective budgeting than it demands today.

During the period we will be implementing Academic Master Plan 2005, a search will be underway for a new president of Angelo State University. Even under different leadership, our academic master planning should continue to evolve as we strive as a university community to improve continuously and to achieve the institutional goals we have committed to under the state's ambitious "Closing the Gaps" initiative. Like Academic Master Plan 2000, Academic Master Plan 2005 should therefore be reviewed periodically so that its recommendations remain relevant, and so that, when appropriate, they are either replaced or supplemented by new proposals for strengthening our university.



Academic Master Plan Committee

George Shankle (Chair)	Dept. Head	Chemistry & Biochemistry
Mike Butler	Dean	College of Business
Carol Diminnie	Dean	College of Graduate Studies
Charles Endress	Interim Dean	College of Liberal & Fine Arts
David Loyd	Dean	College of Sciences
John Miazga	Dean	College of Education
Deborrah Hebert	Dean	Student Life
June Smith	Dept. Head	Communication, Drama & Journalism
Susan Keith	Faculty	Kinesiology
Marcia Broughton	Faculty	Education
Gretchen Hilton	Faculty	Agriculture
Mandy Carr	Faculty	Agriculture - Graduate School Representative
John Wegner	Faculty	Faculty Senate
Doug Fox	Assoc. VP	Information Technology
Maurice Fortin	Director	Library
Brent Hastings	Student	Student Senate

Academic Master Plan Subcommittees

Mark Allan	Staff	Library
Nancy Allen	Dept. Head	English
David Bixler	Faculty	Physics
Jeff Boone	Faculty	Communication, Drama & Journalism
Shirley Eoff	Faculty	History
James Forbes	Faculty	Psychology
Leigh Harbin	Faculty	English
Karl Havlak	Faculty	Math
Donna Howell	Faculty	Chemistry
Jeane Irby	Staff	Information Technology
Lawrence Jones	Faculty	Government
Kevin Lambert	Dean	Liberal and Fine Arts
Laura Nicholas	Staff	Student Life
Meghan Pace	Staff	Admissions
Connie Russell	Faculty	Biology
David Tarver	Faculty	Education