

Five-Year Academic Master Plan Format
Basic Composition (ENGH)

From Strategic Plan, 2001, Strategic Priority I

Attract, Retain and Promote Excellent Students, Faculty and Staff

Strategic Goal 1: Attract Students Who Will Gain From and Contribute to UVSC

Objectives:

- I.1.1 We will remain an open-enrollment institution, limiting numbers of students only by the number of course sections and seats available.

Action Plan

- a. Department will investigate new ACT test with writing component
b. Forrest will offer sections to accommodate moderate growth

Timeline: ACT meeting with Stuart AbbyBFeb. 2003; Fall 2003 scheduling with Tara; ongoing

- I.1.2 We will improve recruiting through new uses of technology and through more effective high school relations. Initiatives will include campus hosting, contacting well-prepared students, increasing student scholarships, and awarding scholarships in a timely manner. We will increase our efforts to recruit students from diverse populations. We will ensure future students are fully aware of student job opportunities.

Action Plan

- a. Department will sponsor a workshop with Utah County high school English teachers to encourage more writing in the high school curriculum

Timeline: Begin planning Fall 2003; hold workshop Fall 2004

- I.1.3 We will continue to improve student orientation and advising to ensure correct program and course placement. We will assist students to make better connections to all academic support services; and we will help students monitor their progress in achieving educational goals.

Action Plan

- a. Forrest and advisors will Beta-test A Caesar@advising program; give feedback to Shad Sorenson
b. Department will improve in-class advising in 0890 and 0990
c. Rich will conduct department research about placement; specifically, are the Compass and DRP scores accurate placement tools

Timeline a. April 2003 b. being spring semester 2004 c. fall 2002, spring 2003, summer 2003, fall 2003

Strategic Goal 2: Attract, Retain & Promote Excellent Faculty

Objectives:

- I.2.1 We will conduct timely national searches and offer competitive salaries for new faculty. We will advertise and interview at professional meetings as well as on campus. We will train faculty search committees regarding best practices, and address special needs of candidates. We will seek funds to create endowed chairs and professorships to better attract outstanding faculty.

Action Plan

- a. *Have all department faculty attend HR training*
- b. *Forrest will survey current new hires about how UVSC compares to other schools*

Timeline a. *by spring 2004, survey Kevin, Heidi, and Rich*

- I.2.2 We will increase salaries of current faculty to competitive levels. Deans will formulate plans within Schools to address special needs or equity issues. Faculty salary increases will be based upon criteria developed within Schools. We will increase the ratio of full-time faculty to part-time faculty.

Action Plan

- a. *Steering committee will make finishing salary equity a priority*
- b. *Steering committee will address compensation for department leadership*
- c. *Tenure design committee will align merit on the base with RTP committee*

Timeline a. *Spring and Summer 2003*

- I.2.3 We will facilitate and reward faculty efforts to improve teaching and scholarship. We will foster faculty development by supporting advanced education, conference participation, sabbaticals, rank advancement, and research.

Action Plan

- a. Allow flexible assignment of classes for Debs doctorate (U of U; fall 2003)
- b. Support Dean Henrie's scholarship committee
- c. Fund faculty who present at conferences (Rich, Deb, Forrest, Kaye, Melinda)
- d. Require faculty to obtain funds from the Faculty Development Committee
- e. Allow Forrest flexible completion of assignments for dissertation

Timeline begin fall 2003 and ongoing

Strategic Goal 3: Attract, Retain and Promote Excellent Staff

Objectives:

- I.3.1 We will conduct local, statewide, and national searches and offer competitive salaries for new staff. We will advertise in multiple venues as well as on campus, train selection committees regarding best practices, and address special needs of candidates.

Action Plan

- a. *Department members will serve on hiring committees for staff positions*

Timeline *as needed; ongoing*

- I.3.2 We will increase salaries of current staff to competitive levels. We will improve staff salaries in areas below market or in areas of special emphasis. Executives will formulate plans within their areas to address special needs or equity issues and develop criteria for staff salary increases.

Action Plan

- a. *Forrest will advocate for increased salary for faculty support personnel*

Timeline *summer steering retreats (summer 2003)*

- I.3.3 We will increase the number of staff in areas where the ratio of students to staff is high. We will utilize student talent to leverage staff services whenever possible.

Action Plan

- a. *Increase the number of support staff dedicated to department support*
b. *Support the hiring of more advisors*
c. *Support the hiring of work-study students to help Mary*

Timeline *by fall 2004; then ongoing*

- I.3.4 We will facilitate and reward staff efforts to improve their abilities to contribute in their service areas as well as build collaboration among departments. We will foster staff improvement by supporting training and professional development opportunities as well as grade advancements.

Action Plan

- a. *All department members will communicate directly with staff to solve problems*
b. *Forrest will encourage Mary's job description to be rewritten with the goal of increasing salary*

Timeline *a. ongoing b. fall 2003*

- I.3.5 We will assess staff performance with multiple indicators including supervisor, peer, subordinate, and client evaluations. We will evaluate staff performance by evidence of serious commitment to courteous, timely and high quality service. We will support necessary staff improvements with professional development and mentoring.

Action Plan

- a. Department could provide feedback of staff during annual performance evaluations
- b. Department suggests that associate dean become staff supervisor
- c. All department members will offer positive feedback to recognize staff effort

Timeline ongoing beginning fall 2003

From Strategic Plan, 2001, Strategic Priority II
Create a Vibrant Teaching and Learning Environment

Strategic Goal 1: We expect our programs to be nationally competitive and of high quality.

Objectives:

- II.1.1 We will ensure careful, planned hiring based upon strategic needs of the Schools and College.

Action Plan

- a. Forrest will identify what growth would be needed to justify hiring another English contract faculty member. Begin advertising in December of year when new faculty member is justified.

Timeline a. begin spring 2004

- II.1.2 We will develop, initiate and evaluate academic programs and degrees based upon a set of established criteria. Programs at UVSC must:

- \$ fit the mission and role of UVSC as a comprehensive baccalaureate-granting institution
- \$ fit the institutional fiscal plan
- \$ seek efficiency and nominal cost per student
- \$ have sufficient student and market demand
- \$ consider the impact on other programs at UVSC and the USHE
- \$ fill a unique niche or opportunity;
- \$ be sustainable and of high quality;
- \$ utilize current or future expertise among UVSC faculty or suggest whether the program's importance should drive the hiring process
- \$ utilize existing or planned fiscal and physical plant resources

We will offer some graduate level courses as the need arises and will base graduate proposals on criteria developed from those needs.

Action Plan

- a. Support the offering of the TESL certificate by the ESL program

Timeline *begin fall 2004*

- II.1.3 We will provide adequate resources to programs and departments. We will seek additional external resources to programs and departments to assure their quality.

Action Plan

- a. *Track spending by splitting ESL and Basic Composition budgets with Linda Makin and Jan; separate Basic Composition from CSAL.*
- b. *Rich will apply for merit foundation grant*

Timeline *a begin fall 2003 b. March and April 2003*

- II.1.4. We will continue to support and encourage applied technology education, short-term training, and continuing education in both credit and non-credit. We will continue collaboration and partnership with the Mountainland Applied Technology College on applied technology education issues. We will offer developmental education and expand our continuing and community education offerings to address the needs of the community.

Action Plan

- a. *Support ESL students through Centro Hispanico*
- b. *Make 0890 and 0990 students aware of short-term, non-credit options because about one third don't continue with traditional college.*

Timeline *Begin fall 2003*

- II.1.5 We will improve our institutional effectiveness program by assisting each department to develop and implement outcome assessments and other measures of achievement. We will adjust programs based on assessment results.

Action Plan

- a. *Revise and update department outcomes (Rich Matzen lead faculty)*
- b. *Forrest will distribute new department goals to SGA and steering committee*

Timeline *a. Weekly department meetings during spring 2003; document published 3/31/03*

- II.1.6 We will encourage active, experiential learning to engage students in the application of knowledge and help students understand the relevance of that knowledge.

Action Plan

- a. *Revise curriculum to focus on reading-based writing and portfolio assessment.*
- b. *Highlight Melinda's service learning with the elementary school*

Timeline begin fall 2003; encourage service learning in all sections by fall 2006

- II.1.7 We will continue to develop and maintain a comprehensive library to support teaching, research, scholarship and other creative activities.

Action Plan

- a. Forrest will survey department to find out what books, periodicals, and services are needed and how library is meeting our needs.
- b. Forrest will give survey results to Mike Freeman.
- c.

Timeline begin Spring 2004; give feedback to Mike by fall 2004

- II.1.8 We will expand the professional commitment of chairs by making pertinent Department Chair positions full-time, 11-month commitments with designated term limits.

Action Plan

- a. Support term limits for Department Chairs in SGA
- b. Support paid 11-month contracts for chairs

Timeline begin fall 2004; ongoing

- II.1.9 We will promote, model, and expect ethical behavioral in all academic endeavors within the UVSC community.

Action Plan

- a. Define non-ethical behavior based upon the AAUP statement
- b. Assess ethical behavior as part of new tenure process

Timeline begin fall 2003 and finish spring 2004

Strategic Goal 2: We Expect Excellence in Scholarship

Objectives:

- II.2.1 We encourage and actively support research, scholarship, and other creative activities.

Action Plan

- a. Forrest will encourage faculty to set annual, specific research or scholarship

Timeline Forrest will hold faculty accountable for the previous year's goals during annual tenure and post-tenure reviews in January and February each year: ongoing

II.2.2 We will develop a policy on research, scholarship, and other creative activities.

Action Plan

- a. Forrest will serve on Dean's Scholarly Activities Committee*
- b. Support school's policy when implemented.*

Timeline Design committee for will meet in spring/summer 2003

II.2.3 We will develop a sabbatical and non-paid leave policy for faculty development.

Action Plan

- a. Forrest will encourage the steering committee to set these policies and then make the policies readily accessible to faculty.*

Timeline begin summer 2003 in steering retreats; work with Jerald to make policies available online

II.2.4 We will ensure that writing and research are integral components of the curriculum.

Action Plan

- a. Rich and Kaye will serve on WAC Committee*
- b. Rich will serve on Technical Writing Committee*
- c. Add research paper with sources in APA or MLA format in English 0990*

Timeline a. began fall 2002; b. began spring 2003; c. for new curriculum fall 2003

II.2.5 We will recruit and develop a faculty that is actively engaged in research, scholarship, and/or other creative activities as defined by the Schools, as required for tenure, and as required for accreditation standards.

Action Plan

- a. We will hire faculty who value research and scholarly activity (Rich)*
- b. Work together on department research for outcomes assessment*
- c. Develop a department-wide survey to be given to all students*

Timeline a. completed fall 2003 b. developed guidelines spring 2003 c.

completed spring 2003

Strategic Goal 3: We Expect Excellence in Teaching and Learning

Objectives:

- II.3.1 We have high expectations of faculty and students in learning and performance and will appropriately communicate those expectations. We will encourage learning environments that support frequent student-faculty educational interaction, collaboration among students, and experiential learning.

Action Plan

- a. *Design updated curriculum for English 0890 and 0990*
- b. *Implement portfolio assessment for English 0890 and 0990*
- c. *Shared Standards and Shared Pedagogy (see Flow Chart for Department of Basic Composition)*

Timeline *new curriculum presented to adjunct faculty 3/31/30; implementation will be fall 2003*

- II.3.2 We will encourage teaching that acknowledges and responds to diverse ways of learning.

Action Plan

- a. *Allow flexibility in teaching by having shared standards and shared pedagogy*
- b. *Use questionnaire to assess a variety of teaching and learning*

Timeline *Shared Standards published and presented spring 2003 and implemented fall 2003*

- II.3.3 We will reduce teaching load to conform to accrediting organizations, discipline-specific professional associations, and the AAUP *Statement on Faculty Workload With Interpretive Comments* (<http://www.aaup.org/statements/Redbook/rbwork.htm>).

Action Plan

- a. *Write memo to dean outlining where we don't conform to NCTE standards.*
- b. *Lower class sizes for spring 2003 and assess financial impact and student success*

- c. Balance financial realities while working toward teaching load and class-size guidelines

Timeline a. Riches fall 2002 memo; b. ongoing c. assess at each semester's end

II.3.4 We will support professional development for faculty to improve teaching and scholarship.

Action Plan

- a. Choose appropriate textbooks for course objectives
- b. Write syllabi to support curricular objectives
- c. Share relevant articles about practices
- d. Began Enghteachers group on Groupwise as a way to communicate and share ideas.

Timeline a. We have chosen new texts for fall 2003 b. collected, published, and distributed all faculty syllabi in fall 2002. c. initiated fall 2002; ongoing d. initiated fall 2002 ongoing

II.3.5 We will establish teaching, research, scholarship, and/or other creative activities as integral parts of the decision to award merit raises, tenure, promotion, and faculty professional development leaves, and promote retention.

Action Plan

- a. School faculty want to align the reporting processes so that paperwork would not be duplicated
- b. RTP Design Committee will have Basic Composition department representatives

Timeline a. spring 2003 b. summer 2003

II.3.6 We will maintain commitment to personal attention to our students, while demanding academic rigor and high achievement.

Action Plan

- a. Monitor quality and consistency between sections of ENGH 0890 and 0990 by collecting samples of an A, B, and C Portfolios from each teacher
- b. Collect students' responses about personal attention in a end-of-semester survey

Timeline a. begin fall 2003 b. implement spring 2003

- II.3.7 We will support technology-assisted instruction that enhances learning, maintains quality, and expands student access.

Action Plan

- a. Pilot online days for English 0890 and 0990
- b. Use WebCT or similar technology in all courses
- c. Forrest will ensure quality by meeting with each faculty member

Timeline a. spring 2003 pilot; implement in all sections fall 2003 b. spring 2003; ongoing c. spring 2003; ongoing

- II.3.8 We will assess faculty performance with multiple performance indicators:
- \$ teaching performance evaluation by peers and supervisors
 - \$ student learning and academic rigor
 - \$ scholarly contribution, and student ratings of instructor
 - \$ evidence of service to department, school, college, and community

These evaluations will be formalized by tenure and post-tenure review policies. We will support necessary faculty improvements with professional development, and mentoring.

Action Plan

- a. Every contract and adjunct faculty will observe at least on class and be observed at least once.
- b. Student Questionnaire will be written, piloted, and used for all sections
- c. Ask Damon to separate English and ESL scores on new summative reports, and target faculty in the lower deciles for faculty development

Timeline a. fall 2003; ongoing b. spring 2003; ongoing c. begin summer 2003

- II.3.9 We will improve opportunities for training and professional development for adjunct faculty, and monitor their quality and performance. We will improve the adjunct teaching experience through increased wages, support resources, mentoring, and training. Minimum resources should include access to telephone, voice mail, e-mail, computer, and space for student consultation and storage of materials.

Action Plan

- a. Forrest will continue to raise the minimum resources issue with Dean Henrie and steering Committee
- b. Protect adjunct work space and space for consultation as we move to the

Liberal Arts building

c. Contract faculty will observe adjunct classes at least once each semester.

Timeline a. steering summer retreats b. summer and fall 2003 c. beginning fall 2003 and ongoing

II.3.10 We will encourage a teaching and learning culture to develop independent learning and research skills.

Action Plan

a. Require 0890 and 0990 students to write a source paper and evaluate the validity of those sources

Timeline *beginning fall 2003, part of new curriculum.*

Strategic Goal 4: We Expect Excellence in Service

Objectives:

II.4.1 We value service performed by faculty at UVSC. We will assess faculty service with multiple performance indicators. Evaluating service will be formalized by tenure and post-tenure policies.

Action Plan

- a. All faculty will actively give service to the department through specific assignments*
- b. All faculty will actively give service to the SGA by serving on committees*
- c. Faculty will give service as asked to the college and campus by serving on faculty senate, the WAC Committee, and the Technical Writing Taskforce.*

Timeline *a. established fall 2002; implemented in fall 2003; b. summer 2003 c. ongoing as needed*

II.4.2 Faculty members are encouraged to use their professional expertise to perform service to the community.

Action Plan

- a. Define acceptable community service as discipline-specific expertise offered with compensation*
- b. Highlight community service during annual tenure and post tenure review interviews*
- c. Forrest will provide opportunities for faculty to share their community service*

accomplishments with the department and school

Timeline a. spring department retreat 2003 b. beginning January/February 2004; ongoing
c. Ongoing in Department meetings, school meetings, trustees reports, online faculty group discussions.

From Strategic Plan, 2001, Strategic Priority III

Create a Supportive Student Campus Environment

Strategic Goal 1: Encourage and Promote Student Success

Objectives:

- III.1.1 We will enhance students' educational experience by focusing on the following:
- \$ increase the number of academic advisors/career counselors in the college, school, and departments.
 - \$ promote learning communities within departments.
 - \$ support coop and/or internships within each academic school.
 - \$ value and seek diversity in curriculum and academic processes.
 - \$ include service learning as a part of department curriculum where appropriate.
 - \$ establish and maintain appropriate graduation requirements.
 - \$ provide an academically oriented graduation ceremony.
 - \$ encourage utilization of tutoring/supplemental instruction and freshman seminar courses

Action Plan

- a. Melinda will model, present, and encourage service learning in the department
- b. All faculty in the department will attend the commencement graduation ceremony
- c. Monitor student use of the Writing Center through the student questionnaire

Timeline a. beginning fall 2003 b. Every April c. end of each semester beginning fall 2003

- III.1.2 We will enhance collaboration between, and participation with, academic departments and student support services, including orientations, assessment processes, etc.

Action Plan

a. Forrest will meet monthly with the English and Literature Department leadership

Timeline beginning fall 2003

Strategic Goal 2: Enrich the Extracurricular Life of Students

Objective:

III.2.1 We will tie academic activities to extracurricular opportunities as appropriate.

Action Plan

- a. *In department meetings, discuss if upcoming campus sessions tie into our curriculum.*
- b. *Establish the general theme of education in our department as a common theme that ties to the school of general academics*

Timeline a. *fall 2003; ongoing* b. *part of new curriculum for fall 2003*

From Strategic Plan, 2001, Strategic Priority IV

Create a Collaborative and Effective Work Environment

Strategic Goal 1: Foster Higher Levels of Service and Communications

Objectives:

IV.1.1 We will generally improve the service ethic and performance among faculty and staff through orientation, training, and evaluation.

Action Plan

- a. *Hold new curriculum orientation for all department faculty*
- b. *Hold monthly training meetings with adjunct faculty for new curriculum and WebCT*
- c. *Hold weekly contract faculty meetings and use email when possible*

Timeline a. *March 2003* b. *beginning fall 2003* c. *began spring 2003*

IV.1.2 We will purposefully improve internal communication among individual campus components through all available means.

Action Plan

- a. *Establish public Groupwise group for all English teachers*
- b. *Have faculty commit to read at least the new Academic Communicator weekly*
- c. *Respond to student email and voicemail within 24 hours*

Timeline a. completed fall 2002 b. get commitment for fall 2003 c. fall 2003
training; ongoing

IV.1.3 We will develop new and better ways within each academic school to increase and improve external communications, thus enhancing the image of the College.

Action Plan

a. Forrest will provide Bonnie with the details of faculty accomplishments so that she can forward them to the appropriate sources.

Timeline a. fall 2003; ongoing

From Strategic Plan, 2001, Strategic Priority V
Develop a Quality Infrastructure

Strategic Goal 1: Improve Utilization of and Expansion of Funding Sources

Objectives:

V.1.1 We will evaluate and improve utilization of existing resources.

Action Plan

a. Raise course fees for English 0890 and 0990 to cover critical costs

Timeline *a. begin work in fall 2002 for fall 2003 increase implementation*

V.1.2 We will seek an increase of appropriated funds, consistent with UVSC's mission, equitably within the USHE.

N/A

V.1.3 We will prepare a clear, concise list of personnel, programs, equipment and capital facilities representing the highest priority for public and private support.

N/A

V.1.4 We will increase the number and level of grants, contracts, and partnerships with business and industry, foundations, and all levels of government to support research, scholarship, and other creative activities.

Action Plan

a. Strongly encourage faculty to attend grant-writing workshops

b. Apply for grants to fund department priorities

Timeline *a. spring 2003; ongoing b. spring 2004*

V.1.5 We will continue to seek private funds to augment the existing student scholarship and financial assistance endowment.

N/A

Strategic Goal 2: Acquire Land and Facilities to Meet Current & Future Demand for Access

Objectives:

- V.2.1 We will document the need for additional access to higher education at UVSC through planning and the collection of evidence.

N/A

- V.2.2 We will coordinate academic space planning to address the immediate and long-range needs.

Action Plan

- a. *Forrest will address the need for ESL dedicated computer lab space*
- b. *Forrest and Kevin will meet with Del Shumway to secure drop-in space for ESL students in the language lab.*

Timeline *spring 2003; summer 2003;*

- V.2.3 We will maximize space utilization by improving understanding of our physical plant resources and scheduling procedures.

Action Plan

a. Forrest will work with Tara and Lilas to schedule MWF and TR classrooms in the new building and using our LA 005 for the other days.

Timeline *a. began fall 2002; finished fall 2003 schedule in spring 2003.*

Strategic Goal 3: Use Technology to Improve Learning and Administrative Processes

Objectives:

- V.3.1 We will use technology to enhance teaching and learning where appropriate.

Action Plan

- a. *Pilot online days for English 0890 and 0990*
- b. *Use WebCT or similar technology in all courses*
- c. *Forrest will ensure quality by meeting with each faculty member*

Timeline *a. spring 2003 pilot; implement in all sections fall 2003 b. spring 2003; ongoing c. spring 2003; ongoing*

- V.3.2 We will establish a proactive infrastructure to acquire and replace equipment, including computers, needed to provide high quality instruction.

Action Plan

a. Forrest will meet with Jerald and Bonnie to assess computer equipment needs for faculty and students.

Timeline summer 2003; ongoing