Academic Plan

Elizabeth M. Meade, Provost

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2013-2014

Cedar Crest College is a liberal arts college dedicated to the education of the next generation of leaders. Cedar Crest College educates the whole student, preparing women for life in a global community. The mission of the provost’s office is to provide leadership for the academic program and support for the academic mission of the college. It is dedicated to providing an excellent education for students through a rigorous and relevant curriculum, a world-class faculty and high quality support services.

Strategic Plan and Vision

The College is beginning the fourth year of a 7-year strategic plan: Educating the Next Generation of Leaders. The Five Broad Principles of the strategic plan (Scholarship, Creativity, Liberal Arts; Women’s Leadership; Global Connectivity; Health and Wellness; Civic Engagement) will continue to guide and shape academic planning. Twelve of the 22 initiatives have been implemented or partially implemented, with 2 of the initiatives scheduled to be fully implemented in 2013-2014. All new initiatives and programs developed by the College will demonstrate how they can advance the college’s mission through one or more of those Five Broad Principles.

The development of the academic program will continue to be guided by the Vision Statement articulated in the strategic plan:

Cedar Crest College will be a leader in educating women by

- Providing an excellent and rigorous academic program with strength in a broad array of disciplines and guided by a faculty of the highest quality
- Integrating women’s leadership into all aspects of academic and student affairs
- Cultivating the importance of thinking globally and behaving ethically
- Enhancing the status of women in the local community, nationally, and in the global society
- Broadening the educational landscape to encompass opportunities to learn in any place and at every age
- Fostering a spirited and engaged community of teachers and learners
- Creating a synergy between the academic program and co-curricular activities that results in a vibrant and dynamic student life
- Promoting diversity through initiatives that make a college education accessible and affordable and create a campus environment that is appealing to all students
- Establishing itself as a first-choice college for women seeking to achieve at the highest level in their chosen field of study
- Developing graduate education as a distinctive area of the College
• **Building partnerships that expand students’ experiences beyond our campus borders**

• **Enhancing campus facilities and strengthening financial resources to secure the future vitality of the College**

**Goals**

This academic plan was developed in consultation with the President and her cabinet, and hence is aligned with the broad strategic goals for the institution. These goals for the academic program will form part of the President’s Goals, which she presents annually to the Board of Trustees in October.

In addition, the Provost consulted with faculty, academic departments, and the Faculty Council to ensure that these goals are aligned with the goals of academic departments and faculty committees.

The overarching goals of this academic plan are as follows:

1. To continue implementing the Strategic Plan, which in turn keeps the college and curriculum aligned with the mission, vision, and Broad Principles.
2. To develop and implement new majors in the Health Sciences fields
3. To develop a five-year pipeline of new programs
4. To aggressively expand our offering of on-line programs
5. To determine the “value-added” components of a Cedar Crest College education and to market them more aggressively to prospective students

The 2013-2014 Academic Plan includes the following objectives, in service to the above goals. Objectives chosen for inclusion in this plan advance on or more of the above goals.

**Goal 1: Continue implementing the Strategic Plan**

**Objective 1: Cooperative Education Program for Business**

This year will be the first year of implementation for the business cooperative program. This initiative aligns with the principle of Women’s Leadership, and with several of our vision statements, including “Building partnerships that expand students’ experiences beyond our campus borders.”

Resources: No additional resources are required in 13-14, beyond marketing resources.

Metrics: Five students are expected to enroll in the coop program this year.

**Objective 2: Undergraduate Leadership Certificate**

This year will be the first year of implementation for the undergraduate certificate in leadership. This initiative aligns with the principle of Women’s Leadership, and also with several of our vision statements, including “Integrating women’s leadership into all aspects of academic and student affairs.”

Resources: No additional resources are required in 13-14.
Metrics: Five students are expected to enroll in the certificate program.

**Goal 2: To develop and implement new majors in the Health Sciences fields**
The Health Sciences fields collectively involve several areas of traditional strength for us: the biological sciences, health care, and the helping professions. Several initiatives in these areas have been under development across campus by different teams of people. I propose bringing those groups of people together to design a comprehensive Health Sciences program, based around a common core of programs, leading to different majors. I would like to launch 3-4 majors in Fall 2014. This initiative aligns with the Broad Principle of Health and Wellness. Current majors under discussion include: Public Health, Allied Health Sciences, Exercise Science, and Health Promotion and Wellness.

Resources: No additional resources have been allocated for 2013-2014. Resources will be required for the implementation of the programs in 2014-2015. These resources have yet to be fully determined, but are likely to include a new faculty line, and 3-5 new courses.

Metrics: Three to four new programs will launch in 2014.

**Goal 3: To develop a five-year pipeline of new programs**
Adding new programs regularly is important to our being able to attract new students to the college. This will encompass updating existing programs as well as adding entirely new courses of study.

**Objective 1:** Have departments produce five-year strategic plans

**Objective 2:** Establish five-year strategic plan for the academic program

Resources: No additional resources have been allocated for 2013-2014.

Metrics: Five-year plan for the academic program to be endorsed by all constituencies by December 2013.

**Goal 4: To aggressively expand our offering of on-line programs**
While on-line learning is not for everyone, there is a growing population of students who want on-line learning to be a part of their education. In addition, the availability of fully online programs expands access to our programs to a larger population of students, some of whom prefer or require fully on-line programs. Expanding in the area of online learning allows us to realize the vision statement: “Broadening the educational landscape to encompass opportunities to learn in any place and at every age.” We will ensure that any courses and programs that become available online are truly Cedar Crest programs, with Cedar Crest’s mission and learning outcomes.

We are likely to need to use an online management partner to support this expansion. Identifying the right one, and then producing a plan for which programs go online will be important.
Resources: Salary costs associated with new courses/programs put online.

Metrics: Undergraduate business major, RN-BS, Masters in the Art of Teaching, MFA are all currently offered online. We will have an OPM recruit from them by the end of 2013-2014.

By the end of the year we will have identified a minimum of 3 other programs to go fully online in Fall 2014

**Goal 5:** To determine the “value-added” components of a Cedar Crest College education and to market them more aggressively to prospective students

We need to identify very specifically the advantages conferred by a Cedar Crest College education, that our competitors (specifically the state universities) cannot match. These need to be turned into programs that can be quantified and marketed.

**Objective 1: Four-Year Graduation Guarantee**
Students will opt into this program that will guarantee that they will graduate in four years, providing they adhere to certain criteria, determined primarily by the major they declare. As designed, the program should assist with retention, as well as help with recruiting.

Metrics: Program will be developed and marketed over 13-14. I would like to see 1/3 of freshman class of 2015 enroll.

Resources: Additional resources in the Academic Services will be needed, to provide appropriate support and advising.

**Objective 2: Value-Added program regarding experiential opportunities**
I would like to see us develop an identifiable program that demonstrates the value of a CCC education in terms of its experiential components: Study abroad, research, internships, service.

Metrics: A marketing campaign that promotes CCC on this basis

Resources: As conceived currently, no additional resources are needed.

**Objective 3: Guaranteed study abroad**
I would like to find a way to fund a guaranteed study abroad experience for everyone who wants one.