October 2018

Dear Friends and Colleagues,

I am pleased to present the first ever strategic plan for the Division of Academic Affairs, complete with vision, mission, and value statements. This plan is the result of discussions that have taken place over two academic years with faculty, librarians, staff and administrators. Those discussions have benefitted immensely from outreach to students, other divisions in the university, the Board of Trustees, internal and external advisory boards, and a host of other key constituencies and groups that contribute to the vibrancy of the academic mission at BSU. The shared goals we have developed align with the overall university plan. We have also identified the various objectives that will help us measure the progress we are making towards achieving our goals.

I wish to thank everyone for helping to create a thoughtful and ambitious roadmap for the future.

Kindest regards,

Karim Ismaili, Ph.D.
Provost and Vice President for Academic Affairs

For further information on Academic Affairs Strategic Planning, please go to: https://my.bridgew.edu/collaboration/StrategicPlanning/SitePages/Home.aspx
VISION

The Division of Academic Affairs is the intellectual and creative heart of the University, inspiring all members of the broader community to embrace their inherent curiosity to advance learning, understanding, and discovery; work with a shared sense of purpose; and strive to have a positive, meaningful impact on the world.

MISSION

The Division of Academic Affairs builds, sustains, and continually enhances an environment of teaching, learning, and scholarship that meets and readily adapts to the changing needs of students, faculty, librarians, and staff; promotes the generation and sharing of new knowledge and innovative approaches; and actively cultivates professional advancement, public responsibility, and personal well-being.

VALUES

Academic Excellence

Opportunity

Innovation

GOALS

Providing dynamic learning environments focused on our students’ futures

Empowering faculty and librarians to excel within their disciplines

Investing in high-impact practices and the people advancing them

Encouraging our people to develop their lives and careers

Making a positive impact on Massachusetts and beyond

Serving as a beacon for diversity and social justice
GOAL 1

PROVIDING DYNAMIC LEARNING ENVIRONMENTS

Expand and continuously enhance academic programs and learning environments that support the success of our students and prepare them to meet the emerging needs of Massachusetts and the world.

a. Continuously improve existing academic programs through program review to allow for timely updates of program learning outcomes

b. Develop new graduate and undergraduate programs aligned with strategic plan

c. Improve program alignment with community colleges and harness full potential of CC2BSU initiative

d. Improve alignment of course offerings and program schedules to enable students to complete their programs in a timely manner

e. Continuously improve academic technology and alternative learning modalities

f. Address the specialized needs of graduate and post-traditional students

g. Continuously improve the core curriculum

h. Continuously improve learning environments (classroom and specialized learning spaces)

i. Seek private, grant, or alternative resource streams

GOAL 2

EMPOWERING FACULTY AND LIBRARIANS TO EXCEL WITHIN THEIR DISCIPLINES

Engage and support scholarship and creative activities that contribute to the knowledge of disciplines or build connectivity across disciplines.

a. Engage faculty and librarians in work that advances discipline-specific or interdisciplinary educational knowledge

b. Provide dedicated space for scholarship and creative work

c. Participate in innovative scholarship and creative activities

d. Support scholarship as an important aspect of work-life balance

e. Provide equitable funding opportunities for scholarly and creative activity

f. Celebrate the importance of engaging and mentoring students in scholarship and creative projects

g. Provide equitable funding opportunities for student-faculty/librarian scholarship and creative activity

h. Celebrate the innovative contributions produced by student-faculty/librarian scholarship and creative collaborations
GOAL 3

INVESTING IN HIGH-IMPACT PRACTICES AND THE PEOPLE ADVANCING THEM

Support evidence-based approaches to develop, implement, and provide equitable access to a variety of high-impact educational practices inside and outside of the classroom.

a. Create comprehensive advising plans for each program addressing diverse student needs

b. Provide learning assistance programs and other supports for courses with high DFWI rates

c. Engage in post-graduation planning for undergraduates

d. Provide guaranteed availability of required courses for a 4-year plan

e. Provide new opportunities for global engagement and study away

f. Ensure equitable opportunities for funded internships for students

g. Ensure equitable research opportunities for students through Undergraduate Research and Honors

h. Develop equitable funding opportunities for student travel – identify alternative funding methods

i. Facilitate cross-institutional collaboration to

GOAL 4

ENCOURAGING OUR PEOPLE TO DEVELOP THEIR LIVES AND CAREERS

Energize academic vitality by providing consistent pathways for professional development and personal enrichment for all faculty, librarians, and staff.

a. Fund academic innovation grants

b. Implement scalable academic innovations more broadly

c. Define professional development measures related to quality

d. Engage in data-informed planning of professional development needs for the division

e. Communicate professional development goals for the division

f. Communicate the division’s intellectual leadership goals

g. Develop ongoing assessment of professional development and its impact on student success

h. Improve conditions of work-life balance with a focus on personal enhancement

i. Provide equitable travel opportunities for faculty, librarians, and staff

j. Provide educational development for evidence-based teaching practices
GOAL 5

MAKING A POSITIVE IMPACT ON MASSACHUSETTS AND BEYOND

Concentrate the Division’s educational skills, cultural knowledge, and problem-solving capability to address critical matters of public interest in the Commonwealth and around the world.

- Collaborate with the other Divisions of the University
- Engage with local business/civic/non-profit leaders
- Engage with local K-12 leaders
- Utilize data-informed approaches to identify areas of need and opportunity
- Identify the direct connections between external engagements and students’ intellectual growth
- Embed innovative external engagements into curricula
- Coordinate public opportunities for cultural/intellectual engagement
- Engage in specialized educational and socioeconomic projects
- Leverage regional, national, and international opportunities to benefit all parties

GOAL 6

SERVING AS A BEACON FOR DIVERSITY AND SOCIAL JUSTICE

Emphasize the value of an academic community that readily embraces the diversity of people and perspectives, while recognizing our commitment to social justice.

- Utilize a diversity lens to assess content and pedagogical improvement of the core curriculum, degree programs, and global education initiatives
- Identify diversity measures that can help in the continuous improvement of programs and services delivered throughout the Division
- Actively work to further diversify and support the student population
- Actively work to diversify and support the faculty, librarian, and staff population
- Engage in the development of academic programming focused on social justice
- Recognize and honor those who advance social justice
- Expand service-learning and community engagement opportunities for our students
- Promote inclusive teaching and professional practice