

On Becoming a Learning Centered University

Central Academic Affairs

The Division of Academic Affairs is led by the Provost and Vice President for Academic Affairs, and has responsibility for the academic enterprise of the university including: coordination of academic programs, administration of academic resources, and planning and implementation of key initiatives. Central Academic Affairs encompasses a wide array of functions and programs in support of the academic mission of the University. It is comprised of Undergraduate Studies, Research and Graduate Studies, Faculty Affairs, Academic Resources, Institutional Research and Planning, and the International Center. The Center for Community Service-Learning, the Kellogg Honors College, the Learning Resource Center, the University Writing Center, the Test Center, the Faculty Center for Professional Development, and the ROTC also fall under the responsibility of central Academic Affairs.

The Division advances the academic mission by:

- providing leadership and comprehensive support for faculty, staff, and students in the pursuit of excellence in undergraduate and graduate education and in scholarly activities; supporting faculty in their development as teacher-scholars through assistance with internal and external research support, and assuring compliance with all applicable regulations;
- facilitating the use of meaningful data in decision-making and planning, providing data, research, and planning support to the campus community;
- administering the financial resources, physical space, and information technology support for academic units;
- increasing students' and faculty members' global perspective through participation in international study and professional development, the internationalization of curricula, and the management of partnerships with institutions abroad;
- advancing a culture of meaningful civic engagement through community-university partnerships and other opportunities for community outreach and leadership.

Implementation Plan

1. Standards will be developed for work quantity, quality, and efficiency. Measurement of the extent to which the standards are met will be used to improve business processes and inform staffing decisions.
2. Projects will be designed in a format which identifies the desired outcomes, assessment measures, due date, timetable, and communication plan. Periodically throughout the project, progress, obstacles, and opportunities will be assessed. The project plan may be adjusted to overcome obstacles and to take advantage of opportunities.
3. Policies and procedures will be developed and reviewed, and will be assessed for their effectiveness, efficiency in application, and ease-of-use.
4. Appropriate information and resources will be provided to members of the campus community and individuals outside the University. Performance in this area will be assessed through the currency of the information and the accessibility of the delivery. Feedback from those served will be used to inform future enhancements.
5. Faculty, staff, and students will be provided with opportunities to support and enhance their University experience. Assessment will be based on the number of those involved and the effectiveness of the effort.
6. Services shall be provided in a professional and efficient manner that takes into account that the recipients of those services are people with responsibilities outside of the University. Feedback will be collected regularly from recipients of our services through surveys and other tools.

7. Faculty, staff, and students participating in programs within the responsibility of central Academic Affairs will be encouraged to propose, implement, and participate in new learning-centered initiatives and projects that encourage collaboration across and outside of the campus. Plans for these activities will include desired outcomes and assessment measures.
8. Regular collaborative meetings will be held with personnel within and outside of Academic Affairs. These meetings provide for communication, shared problem solving, and the sharing of best practices. These meetings will be guided by agendas which will include expected outcomes and culminate in action items.
9. Staff meetings will be held at least monthly, guided by agendas which include expected outcomes and culminating in action items. Through these meetings, administrators and staff will enhance their knowledge of learning centeredness.
10. Lead personnel will conduct periodic staff performance evaluations to include measurable short-term goals and directions for long-term growth.
11. Professional development will be encouraged, including participation in seminars, workshops, conferences, continued education, and self-guided study of work-related topics. Academic Affairs, in partnership with the office of Organizational Development & Training, will sponsor workshops and other training opportunities for its administrators and staff to promote learning centeredness principles and practices.
12. Participation in University service, committee work, and campus community events will be encouraged. These activities will be assessed for their contribution to the goals of the University and Academic Affairs, and their role in individual professional development.
13. There will be public recognition of activities that exemplify learning centeredness, both within Central Academic Affairs and to the administrators, faculty, staff, and students that we serve.
14. This learning-centered implementation plan will be reviewed annually to measure progress towards meeting the objectives listed above, and may be modified based on the information learned.