

Strategic Plan, 2015 -2017
College of Arts and Sciences
Department of Biology, Chemistry & Environmental Science

Mission. The Department of Biology, Chemistry and Environmental Science (BCES) at NNMC delivers an effective and modern curriculum to majors seeking associate and baccalaureate degrees in the biological, chemical, and environmental science disciplines and provides high-quality learning experiences for general STEM knowledge for non-majors from other departments. The Department of BCES integrates knowledge and technology to develop competitive faculty and student research opportunities. The Department of BCES is a leader in establishing an institutional department grounded in open and honest communication, mutual respect, and recognition of diverse individual contributions.

Vision Statement. The Department of BCES strives to attain state and national status for excellence and scholarship for undergraduate students and to provide institutional support for progressive and balanced learning experiences that prepare students for placement in advanced degree programs, applied technical and research-oriented careers, allied life sciences and health-related programs, and the pursuit of life-long scholarship that meets the needs of our culturally rich and diverse student population.

Responsible leader: Dr. Ulises Ricoy, Chairperson

Goals

- Recruit and retain high quality faculty with diverse academic expertise and training and with demonstrated commitment to excellence in teaching, scholarship, and service.
- Optimize Enrollment Management: Recruitment and Retention
- Foster student-centered learning that translates intellectual curiosity into scientific critical thinking skills.
- Create a culture of professionalism, integrity, collegiality and service within the department and college and across the local and regional communities.
- Maintain and support an effective program for students in preparatory or pre-college programs to succeed in the respective programs of the department.
- Maintain a supportive and effective infrastructure that supports the faculty and students in the respective programs of the department.

Progress in these six goals will be through the analysis of institutional data that measure improvement and achievement. We will benchmark with other comprehensive institutions in New Mexico that are our aspirational peers, specifically Eastern New Mexico University, New Mexico Highlands University and Western New Mexico University, and collaborate whenever possible with these institutions and with the research institutes (UNM, NMSU, New Mexico Tech). The comprehensive institutions have similar and mature programs which serve for compare relevancy of curricula and strength; the research institutions can help provide direction through collaboration and visioning.

Goal 1: Recruit and retain high quality faculty with diverse academic expertise and training and with a demonstrated commitment to excellence in teaching, scholarship, and service.

Objectives

1. Create and support a professional development plan for departmental faculty
 - The Chair will work with departmental faculty to develop, implement and monitor a plan for professional development.
 - The department Chair will work with faculty to develop, implement and monitor a plan for training associated with teaching effectiveness and student assessment.
 - The department Chair will work with faculty to optimize opportunities and successes in securing research and program development funding.
2. Add faculty in the following disciplines:
 - Chemistry 2014-2016
 - Environmental Science – 2013-2014
 - Create new baccalaureate degree in Chemistry; 2016-17
3. Develop an effective faculty orientation program and related policies that advocate for mutual respect based on the values of Northern New Mexico College. Information and policies will be given to all new faculty in the department and the Chairman will create several opportunities each academic year to stress the importance of mutual respect for colleagues, for institutional staff and for students in our respective programs. All members of the department will be accountable for their actions. BCES faculty, staff, and program interns will staff participate in diversity and gender workshops adopt the principles of these trainings into effective action.
4. Develop an effective faculty evaluation procedure that includes elements of supervisor, peer and student evaluation input.

Goal 2: Optimize Enrollment Management: Recruitment and Retention

Objectives

- Develop, implement and monitor advisement protocols for each program in the department to ensure effective course scheduling and to provide one-on-one advisement to each student.
- Conduct a systematic analysis of the course offerings each semester to ensure timely progress of students through their degree program requirements.
 - Use scheduling data in concert with student surveys to schedule courses that will allow students to progress towards graduation in a timely manner.
 - Use survey and enrollment data to assure the most appropriate times and days for effective scheduling of required courses.
 - Attain a graduation goal of thirty-five percent graduation rate within 3 years for students enrolled in Associate degree programs and 5 years for students in the baccalaureate degree programs.

- Maximize student choice and departmental efficiency by identifying courses that can be cross listed across disciplines and used for degree program requirements.
- Develop and maintain an up-to-date course scheduling map in an interactive database format for general consideration and progressive scheduling.
- Schedule all departmental faculty for active participation in K-12 outreach activities with a goal to interest young students in the sciences.
- Schedule faculty to work with the College's recruitment office to increase awareness of departmental offerings to area community college and high school students.
- Conduct a comparative and systematic analysis of the similar programs at the state's comprehensive institutions to determine:
 - If we are offering degree programs that are founded on the strengths of our department
 - Our ability to compete or complement (programmatically) with regional institutions
 - Our ability to meet the needs of our students (are they succeeding/ articulating into subsequent programs and careers?)
- Conduct a systematic analysis of the alignment between departmental degree programs and employment opportunities (regional and national).
- Work with institutional student services to bring awareness of our programs to local and regional high school students.
 - Faculty will participate in on-campus and off-campus recruitment events to highlight their programs.
 - Develop collaborative grant proposals with an aim to enhance program effectiveness and enrollment.

Goal 3: Foster student-centered learning that translates intellectual curiosity into scientific critical thinking aptitude and employable job skills.

Objectives

- Develop and track mechanisms in our programs that are designed to improve general, scientific, and technical writing skills across all science program curricula.
 - Further the current efforts in linked science/ writing courses
 - Integrate objectives and learning outcomes into individual course syllabi
 - Assess the ability and effectiveness of our student success in articulating into advanced degree programs and associated careers?
- Evaluate, consolidate, and coordinate formal peer-led learning and study sessions via structure study groups and learning communities.
 - Identify upper division peer-leaders for organization of structured–study groups.
 - Identify physical space that will formalize and facilitate structured–study groups.
 - Develop cooperative learning techniques designed for STEM students that can be used by peer-leaders and members of the structured–study groups.
 - Schedule structured-study groups for those courses where students may be at risk.

- Develop and support seminar activities for science faculty and students to highlight topics of interest or to present research.
 - Formally integrate invited and intramural faculty seminar students.
 - Establish journal club student-led activities to complement curricula in specific courses.

<p>Goal 4: Create a culture of professionalism, integrity, collegiality and service within the department and college and across the local and regional communities.</p>

Objectives

- Foster and set the expectation for a culture of inclusiveness and participation in regular well-organized departmental meetings whose proceedings are clearly communicated to the Dean.
- Establish and maintain a scientific advisory board to provide input for departmental programs.
- Establish professional relationships with regional organizations/ institutions that will cultivate employment, mentoring, and networking opportunities for our students.
- Partner with local and community non-profits or charities to sponsor/ participate in community service.

<p>Goal 5: Maintain and support effective programs and activities for students in preparatory or pre-college programs to succeed in the department</p>

Objectives

- Evaluate/ consolidate/ coordinate recruitment and tracking of students enrolled in learning communities.
- Develop and implement programs for monitoring preparedness, progress and effectiveness in improving pass rates for developmental math and writing students, and students participating in on-line courses.
- Support and track the effectiveness of outreach and recruitment programs targeting pre-college students
 - Dual credit programs
 - Friday Academy programs
 - Learning community summer workshops

<p>Goal 6: Maintain a supportive and effective infrastructure to support departmental students, staff and faculty.</p>

Objectives

- Conduct an inclusive evaluation and assessment of current needs for instructional and laboratory equipment (i.e., software, lab supplies/ instrumentation, and support staff) in each program that is based on input from all faculty and directly impacted staff.

- Create and maintain a current equipment (instructional and support) inventory that includes a program schedule of replacement for technology and other expendable items.
- Collaborate across departments and institutional units to develop transparent, clear, and equitable policies and procedures for effecting purchasing requisitions, procurement and acquisition of supplies and equipment acquisitions for institutional programs.
- Collaborate across departments and institutional units for mechanisms that will lead to establishment and sustainability of adequate professional development funds with an aim to improve teaching effectiveness, scholarship and research opportunities for faculty.

Strategic Plan, 2015 -2017
College of Arts and Sciences
Art Department

I. Mission

The mission of the Art Department is to provide the community with enrichment and educational opportunities in the Arts, including visual arts, heritage arts, dance, music, theatre, film and digital media arts. The curriculum of the Fine Arts Department is designed to foster personal creativity and inquiry in the arts and encourage a commitment to serving the community.

II. Vision

NNMC Art Department will be a community focused learning center for enrichment in the Arts and a leader in fine arts education in the areas of heritage arts, visual arts, dance, music, theater, film and digital media arts.

III. Support of Mission

1. Present performances and gallery exhibits to enrich and educate the community about music, visual arts, heritage arts, dance, theater, film and digital media arts.
2. Provide educational opportunities in music, visual arts, heritage arts, dance, theater, film and digital media arts.
3. Foster personal creativity and inquiry in the arts by using student centered learning that nurtures student's intellectual curiosity and critical thinking.
4. Inspire service to the local and global community by incorporating service learning activities into all fine arts program areas.

IV. Core Values

1. Create a culture of excellence in teaching and collegiality within the college and across the local and regional communities.
2. Inspire creativity and critical thinking within the college and community.
3. Encourage a commitment to serving the community.
4. Create an understanding of the importance of art to all civilizations.

V. Strategic Goals 2015-2018

Goal 1: Enrollment Management: Recruitment and Retention of students

1. Present a Student Showcase each semester to highlight student achievements in music, visual arts, heritage arts, dance, theater, film and digital media arts and to bolster the pride of the students in their work. (continuing)
2. Continue the growth in the applied lesson program in music where faculty members Mentor students and act as the early alert system for student problems. (continuing)
3. Increase art shows featuring different media to educate students about the Visual art processes to increase student interest in the arts. (continuing)

4. Increase film screening opportunities in Santa Fe for FDMA students. (2015-17)
5. Complete the recruiting video for the Art Department by the film/digital media students.
6. Establish monthly meetings of art majors to create camaraderie among students. (2015-17)
7. Create more performance and gallery opportunities for music and visual arts students.
8. Develop closer communication with the advisement office so art majors are sent to the art department sooner and do not fall behind in their program area classes. (2015-17)

Goal 2: Developmental Education: maintain excellent faculty who are diverse and committed to excellence in teaching, scholarship, and service.

1. Hire a Director of Music with a background in music education. (2015-17)
2. Hire a Chairperson for the Art Dept. with a background in visual arts education. (2015-17)
3. Present a Faculty Showcase each year to highlight faculty achievements in music, visual arts, heritage arts, dance, theater, film and digital media arts. (continuing)
4. Provide funding for faculty professional development in their program areas. (2015-17)
5. Encourage faculty leadership in service learning with students. (2015-17)

Goal 3: Comprehensive Program Review: Develop programs, degrees and curriculum that meet student needs.

1. Reactivate the visual arts advisory committee and the music advisory committee. (2015-17)
2. Continue working on the BA in Art to include concentrations in Studio Arts and Film/digital Media Arts.
3. Alter AA's in the Art Department to better align with the new BA in Studio Arts and Film/Digital Media Arts. (2015-17)

Goal 4: Program Accreditation:

1. Update the AA and BM in Music by reducing credits to conform to NASM standards. (2015-17)
2. Research requirements for accreditation of the BA in Visual Arts and Film/Digital Media Arts with NASAD. (2017-17)

Goal 5: Student Affairs:

1. Restart participation in Friday Academy with various art programs. (2015-17)
2. Work with Espanola High School film festival students to familiarize them with the Film program at NNMCC. (2015-17)
3. Invite local high school students to student art shows and concerts. (continuing)
4. Coordinate with Ghost Ranch and Espanola Valley Arts Festival on exhibiting student work and participating in the setup of art shows and festivals. (continuing)

Goal 6: Customer Service: Maintain an infrastructure that supports the many programs within the college.

1. Provide support by securing funding for a FT administrative assistant for the Art Department instead of a 2/3 position. (2016-17)
2. Provide support by securing funding for a FT Theater director for the theater. (2017-17)
3. Assess classroom scheduling and reorganize to utilize space more effectively. (continuing)
- 4, Complete adequate ventilation in the Art Annex art studio so that it can be effectively utilized. (2017-17)

Goal 7: Fundraising

1. Research grants to support a nationally recognized Heritage Arts program. (2015-17)
2. Research national grants such as NEA, NEH, NFA for funding. (2015-17)
3. Research local funding such a Los Alamos Foundation, New Mexico Arts and other small funding sources to help bring arts into the college and community. (2015-17)

Strategic Plan, 2015 -2017
College of Arts and Sciences
Department of Mathematics and Physical Sciences

Mission: The mission of the Department of Mathematics and Physical Sciences at Northern New Mexico College is to provide students with courses in applied mathematics and the physical sciences that are relevant and maximize quantitative creativity and critical thinking skills. The Department prepares students for mathematics careers in computational mathematics, actuaries, software design, operation design, and leading to mathematics education.

Vision: Students who graduate from departmental programs will be grounded in Differential Equations, Partial Differential Equations, Linear Algebra, Vector Analysis, Probability and Statistics, Complex Variables, Numerical Computing and Mathematical Methods in Science and Engineering.

Goal 1: Maintain excellent faculty who are committed to students by providing students with quality instruction, advisement and support.

Goal 2: Provide research opportunities to students.

- Continue to offer mentored research through the Alliance for Minority Participation grant.
- Pursue grant funding to offer other research opportunities to mathematics students.

Goal 3: Recruit students for mathematics degree.

- Provide luncheons to students to provide information about the AS and BS degrees and mathematical careers.
- Advertise the mathematics program at career fairs and other recruiting events.
- Investigate local job or internship opportunities for mathematics majors.

Goal 4: Continue to use assessment to improve curriculum and instruction.

- Final exams will be used to assess concepts that students have difficulty with and improve instructional techniques in those identified areas.

Goal 5: Offer Professional Developmental opportunities to faculty.

- Allow faculty to attend and/or present at a professional conference.
- Encourage faculty to present their research at NNMC seminars.

Goal 6: Improve classroom instruction through the use of computational software.

- Integrate MATLAB in the course curriculum and instruction of Differential Equations, Linear Algebra and Numerical Analysis.
- Integrate software in the course curriculum and instruction of statistics courses.

Goal 7: Improve the retention and success of students in mathematics courses.

- Coordinate tutoring sessions for students at the Student Success Center and the MathLab.
- Encourage the development of structured study groups at the Student Success Center, the MathLab and at other venues on the campus.
- Establish peer and faculty-led structured study groups for students enrolled in mathematics and physical sciences courses.

Strategic Plan: 2015 -2017

College of Arts and Sciences – Department of Humanities, Social Sciences and Language and Letters

1. Goal: Enrollment Management: Recruitment and Retention			Progress Trajectory				
Department Objectives	Department Indicators	Department Expected Outcomes	Northern Strategies	Leader	Time frame	Status	Budget
<p><u>1.1 a.</u> Increase the number of students completing in AAS, Associate and BAIS degrees</p>	<p><u>1.1b</u> Documents growth in areas and other targeted growth areas such as ability to offer all required courses such that student retention and graduation are accelerated.</p>	<p><u>1.1c</u> Identify resources that will produce the expected growth in areas identified; e.g. hire more faculty to offer required classes. Identify areas needed: <input type="checkbox"/> CJ <input type="checkbox"/> psychology <input type="checkbox"/> sociology <input type="checkbox"/> history <input type="checkbox"/> Spanish <input type="checkbox"/> Developmental</p>	<p><u>1.1 d</u> Analysis of cost effectiveness in each of the academic programs to determine the allocation of resources Determine: # of students enrolled in each program under our department Determine # of required courses not offered by discipline Determine student/faculty ratios GE programs: <input type="checkbox"/> FYE <input type="checkbox"/> Area IV <input type="checkbox"/> Area V</p>	<p>1.1f Academic Program Director, Faculty, Chair and Dean</p>	<p>1.1g 2015-2016</p>	<p>1.1h Pending budgetary approval</p>	<p>1.1i replace the lost FTE in faculty for the department by hiring 3 additional adjunct faculty salary per unit, per semester in sociology, history, Spanish or 2 additional fulltime faculty, with expertise in sociology/substance abuse/deviance and psychology/social psychology/criminal justice</p>

<p><u>1.2 a.</u> Increase the number of students completing in AAS, Associate and BAIS degrees</p>	<p><u>1.2b</u> Complete approved new program process with University Curriculum Committee, Senate and Board of Regents for Crime and Justice Concentration Track incoming students declaring</p>	<p><u>1.2c</u> A new academic programs in CJ was proposed and designed based on the expressed needs of the community in response to workforce demands and new emerging professions recruit students/instructors from local law enforcement community. Create collaboration</p>	<p><u>1.2d</u> Provide resources for new Crime and Justice concentration.</p>	<p><u>1.2e</u> Chair, Director of Advisemnt, Faculty in pysicsology /criminal justice</p>	<p><u>1.2f</u> 2015 designed CJ and went through approval process, curriculum committee, and senate</p>	<p><u>1.2g</u> Pending approvals BOR</p>	<p><u>1.2h</u> costs to include: recruitment in local law enforcement community will require print flyers, handouts, pay for meetings with sheriff's, with state, county, and local, with magistrate and other courts, host meeting at Northern--invite local law enforcement to</p>
<p>AA Programs:</p> <ul style="list-style-type: none"> ● Human Services ● Substance Abuse ● General Psychology ● Criminal Justice <p>Bachelor's Programs:</p> <ul style="list-style-type: none"> ● Humanities ● PIS ● Psychology ● Crime and Justice Studies 							

	degree in CJ AA and CJ BAIS	with Business for law enforcement to complete degrees Work with advisement to create pathways from AA in CJ and BAIS in CJ to jobs, via practicum and paid internships					Northern to recruit current AA students
<u>1.3.a.</u> Develop more rigorous system of advising	<u>1.3b</u> Collect data on usage of the writing center Assign students to faculty for mandatory advising Implement HSS 288 introduction to dialog classes and introduction to Integrated Studies	<u>1.3c</u> Increase usage of writing center Increase students taking only required courses to accelerate graduation and rapport with dept. faculty. Created a new class to address HLC concerns in past focus visit such that students know what Integrated studies is/are and what their degree means	<u>1.3d</u> Enhance technology in writing center to track usage, probably using survey monkey Assign students in classes to see advisor. Assign students to take papers to writing center. Track whether students taking HSS 288 have improved retention.	<u>1.3e</u> \$200 annual renewal for Survey monkey for entire campus.	<u>1.3f</u> Summer, 2015 in progress in progress end of term 2015	<u>1.3g</u> pending budget approval ongoing ongoing during end of term assessments	<u>1.3h</u> \$200 annual renewal for Survey monkey for entire campus. N/A
2. Goal: Developmental Education/recruitment							
Department Objectives	Department Indicators	Department Expected Outcomes	Northern Strategies	Leader	Time frame	Status	Budget
<u>2.1a</u> Curriculum	<u>2.1b</u> Continue to	<u>2.1c</u> Accelerated Co-	<u>2.1c</u> Provide professional	<u>2.1d</u> Academic	<u>2.1e</u> 2014-2016	<u>2.1f</u> ongoing	<u>2.1g</u> supported by Exito

Changes - to support student success and increase pass rates, revision of developmental reading/writing courses to accelerate students through the developmental sequence and provide them with extended time to work individually with students	collect data to evaluate student success and pass rates; continue collaboration among composition faculty to improve instruction and maintain standard learning objectives	requisite courses have been created, approved, and continue to be scheduled. We expect to see increase in passing rates and for students to progress more quickly through the developmental writing sequence. We expect for students coming from the developmental courses to do well in their college courses.	development opportunities to faculty; continue to use assessment and tracking to monitor student success	Chair, Developmental Writing Specialist			grant funding; as that grant closes will need to transition into I &G funding
<u>2.2a</u> Summer Bridge - continue to support and develop Summer Bridge Program to recruit students and provide them an opportunity to progress through the	<u>2.2b</u> We will continue to collect data on student pass rates for summer and rates of placing into college-level writing courses. We will continue to track their	<u>2.2c</u> We expect to continue to have robust enrollment in Summer Bridge; continued high rate of students passing and placing into college-level writing courses. We expect the Summer Bridge students to be prepared for college	<u>2.2d</u> Provide support for Summer Bridge Coordinator; Summer Bridge Writing Team; Chat Book publication; Textbooks; and other costs Continue efforts to promote, develop, and support the program.	<u>2.2e</u> Summer Bridge Coordinator; Developmental Writing Specialist Department Chair	<u>2.2f</u> 2012 - 2016	<u>2.2g</u> ongoing	<u>2.2h</u> Program has been funded by Exito; as that grant comes to an end, Summer Bridge should move to I &G funding

developmental writing sequences and begin their freshman year at the freshman composition level	progress in their college courses and progression towards a degree.	and maintain high rates of retention in their first year of college						
<u>2.3a</u> Through Peer Tutoring/Writing Center continue to support students successful completion of developmental writing courses	2.3b Collect data on developmental students use of the Writing Center and correlate with their retention and pass rates in developmental courses; track students continued success in their college-level courses	2.3c We expect increased use of the Writing Center and peer tutors by developmental students. We expect those students who are using tutoring support to have increased rates of retention and passing.	2.3d Continue to support the Writing Center; Writing Center Director Position Continue to support tutor training and professional development	2.3e Writing Center Director/ Dept Chair	2.3f 2015-2016	2.3g ongoing	2.3h Writing Center has been supported by Exito funding, as that grant comes to a close, Writing Center and Writing Center Director position will need to be shifted to I &G funding	
3. Goal: Comprehensive program review								
Department Objectives	Department Indicators	Department Expected Outcomes	Northern Strategies	Leader	Time frame	Status	Budget	
3.1a Establish more reliable IS data	3.1.b * Entrance and Exit Surveys for BAIS.	3.1.c * Implement improvements to program based on student and faculty	3.1.d * Provide Professional Development opportunities for IS and writing faculty	3.1.e Departmental Chairs, Directors, Full-time	3.1.f 2015-2016	3.1.g Ongoing	3.1.h I & G funding for Writing Center Services	

	*Data Collection for Writing Intensive Courses: eg. HSS 488 *Data Collection for Final essay in English 111 and persuasive speech in Speech 130.	feedback. *Formulate strategies to improve upper level writing based on reports (rubric analysis and qualitative data) *Formulate strategies to improve English 11 writing and instruction based on Portfolio Analysis	*Provide vital academic support services for students: --Writing Center --Student Success Center --Tutoring	Faculty				
<u>3.2a</u>	<u>3.2.b</u> *Program Degree Sheets *Updated Catalogue Information	<u>3.2.c</u> *Courses offered in alignment with Program expectations *Improved Advisement Strategies	<u>3.2.d</u> *Support from Office of Advisement. *Familiarity with expectations and course offerings by advisors	<u>3.2.e</u> Departmental Chairs, Directors, Full-time Program Faculty	<u>3.2.f</u> 2015-2016	<u>3.2.g.</u> Ongoing	<u>3.2.h</u> I & G funding for adequate full-time faculty and adjunct faculty to fulfill required course offerings	
4. Goal: Accreditation								
Department Objectives	Department Indicators	Department Expected Outcomes	Northern Strategies	Progress Leader	Time frame	Status	Budget	
<u>4.1a</u> Continue to develop and improve BA in	Renew IS association membership Hold Faculty	Renewed AIS association membership creates validity for program plus For 35	Renew IS association membership Hold Faculty meeting with adjuncts as well	Director, Chair, Faculty	Summer, 2015 Fall Convocation,	lapsed membership	Renew A IS association membership= cost of membership \$300	

IS	meeting with adjuncts as well as fulltime to discuss and impart syllabi etc. from AIS.	<p>years, The Association for Interdisciplinary Studies has offered scholars and teachers a collegial and nurturing environment at conferences and through our numerous publications and resource rich website.</p> <p>As a member You will be kept informed of significant issues concerning integrative studies.</p> <p>You will share in the central scholarly task of identifying the common elements among diverse conceptions of interdisciplinary study and research.</p> <p>You will aid the growth and enhance the quality of integrative colleges, schools, programs, and curricula throughout the nation.</p>	as fulltime to discuss and impart syllabi etc. from AIS.		2015	<p>Institutional <i>Institutional members receive:</i> 4 copies of all AIS publications</p> <p>Listings as a supporting institution in the annual conference program, in Issues in Interdisciplinary Studies, and on the AIS Website (with a link or hot logo link back to the institutional member's website)</p> <p>2 reduced registration fees at the annual AIS conference</p> <p>The use of an AIS "hot" logo for the member institution's website</p> <p>Eligibility to form a chapter in the International Honor Society for Interdisciplinary Studies</p>
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		<p>You will receive assistance in resolving problems of interdisciplinary research, program and curricular design, and in setting the highest scholarly standards of excellence for the conduct of interdisciplinary investigation.</p> <p>You will meet and exchange ideas with colleagues who have similar interests in interdisciplinary/integrative research and teaching</p>				<p>Hold Faculty meeting with adjuncts as well as fulltime to discuss and impart syllabi etc. from AIS= cost for meeting</p>
<p>4.2a Continue current assessment activities</p>	<p>4.2b Assessment results should reflect success and suggest areas for improvement</p>	<p>4.2c Assessment Results should improve as we implement changes</p>	<p>4.2d Continue to include college-wide goals in syllabi and to identify assignments and collect data to assess students' progress on these goals; \$200 annual renewal for Surveymonkey , which is used by the for entire campus for various assessment activities.</p>	<p>4.2e Director/ Chair</p>	<p>4.2f ongoing</p>	<p>4.2f \$200 annual renewal for Surveymonkey , which is used by the for entire campus for various assessment activities.</p>

4.3a	4.3b	4.3c	4.3d	4.3e	4.3f	4.3g	4.4h
Implement course and instructor evaluations in SurveyMonkey	Pilot new method with HSS 288 and Psy 421	Save Administrative Assistant's time and money for paper etc., and collect better data	Depending upon the results from pilot project, implement in Fall, 2015 for all courses. This would require faculty compliance and use of the computer lab in the library.	Chair, Admin Assistant, Faculty	In progress	In progress	\$200 annual renewal for SurveyMonkey, which is used by the for entire campus for various assessment activities.
5. Goal: Student Affairs							
Department Objectives	Department Indicators	Department Expected Outcomes	Northern Strategies	Leader	Time frame	Status	Budget
5.1a Annual Graduate School Symposium for students	5.1b Number of students attending symposium, applying to graduate school and being accepted/ student satisfaction	5.1c We expect continued and increased participation in the symposium and increased success for students' acceptance into graduate programs	5.1d Continue and develop the symposium	5.1e Director, Chair, Faculty	5.1f 2014-2016	5.1g ongoing	5.1h funding for symposium, speakers and refreshments, supplies
5.2a Revitalize and publish 2nd edition of literary journal/ journal readings/	5.2b sign in sheets and exit surveys at events; focus group reflection on journal and readings	5.2c Increased interest in Humanities and Language and Letters; increased recruitment to the BA in Integrated Studies and Creative	5.2d Provide faculty release time to serve as editor of the journal and to organize readings and speakers series	5.2e Faculty, Chair	5.2f 2015-2016	5.2g ongoing	5.2h release time for faculty; internal fundraising; support from Office of Student Life

Re-instate Humanities Speakers Series; introduce Northern community to successful professionals in the Humanities	Writing Courses; Community Building; supporting a climate of co-curricular learning														
<u>5.3a</u>	Participation in ARCCS annual student research and creativity Symposium; host an essay contest with recognition for student writers	<u>5.3b</u>	increased participation; student reflection; surveys	<u>5.3c</u>	support and celebrate student's research and creative activities; increase interest and recruitment to BA in Integrated Studies and writing courses	<u>5.3d</u>	Continue faculty involvement in symposium event planning; continue research project requirements in HSS courses; involving writing courses in essay contest	<u>5.3e</u>	Faculty	<u>5.3f</u>	2015-2016	<u>5.3g</u>	ongoing	<u>5.3h</u>	institutional support for ARCCS
6. Goal: Customer Service															
Department Objectives	Department Indicators	Department Expected Outcomes	Northern Strategies	Leader	Time frame	Status	Budget								
<u>6.1a</u>	<u>6.1b</u>	<u>6.1c</u>	<u>6.1e</u>	<u>6.1e</u>	<u>6.1e</u>	<u>6.1e</u>	<u>6.1h</u>								
Analyze data on student satisfaction with department over time	Course and instructor evaluations	<i>Provide data for improvement; perhaps implement customer satisfaction measures for all students in dept.</i>	\$200 annual renewal for Survey monkey for entire campus.	Faculty, Chair	Fall, 2015- <u>Spring, 2016</u>	pending budget approval	\$200 annual renewal for Survey monkey for entire campus.								
<u>6.2a</u>	<u>6.2b</u>	<u>6.2c</u>	<u>6.2d</u>	<u>6.2e</u>	<u>6.2f</u>	<u>6.2e</u>	<u>6.2f</u>								

Develop more rigorous system of advising	Increased participation in advising/increased student completion and satisfaction	We expect more faculty to become involved and proficient at advising process and greater student participation and satisfaction	Advising Workshop prior to Fall semester/ Faculty goals for advisings, faculty reflection during annual review	Chair/ faculty	Fall 2015/ Spring 2015	ongoing	part of faculty responsibility/no additional funding
6.3a Develop a BAIS graduation recognition Reception; department celebration of Student Accomplishments	6.3b student reflection; surveys	6.3c Increased student satisfaction; community building; recruitment of students to the BAIS	6.3d Host the event for the 2015/16 graduates; involve students in the planning and reflection of event	6.3e Director/Faculty	6.3f 2015-2016	6.3g ongoing	6.3g funding for event; speaker; refreshments
7. Goal: Fundraising							
Department Objectives	Department Indicators	Department Expected Outcomes	Northern Strategies	Leader	Time frame	Status	Budget
7.1a Work with Foundation to identify and procure funding for an on-going Humanities speakers series	7.1b Secure funding to host series	7.1c Increased interest in Humanities; community building; environment of collaborative learning	7.1d Departmental collaboration to support and organize the speakers series	7.1e Faculty, Chair, Director	7.1f 2015-2016	7.1g ongoing	7.1h stipends for speakers; refreshments for event; promotion costs
7.2a Work with	7.2b Successful	7.2c Continued Exitio	7.2d Departmental	7.2e Faculty	7.2f 2015-2017	7.2g ongoing	7.2h

grants offices and AIS to identify grants in AIS and to support Exito grant acquisition and reporting	completion and acceptance of grants	support for professional development; development writing specialist; tutoring; support for AIS and Humanities	collaboration to develop and support grant efforts				
<u>7.3a</u> Work to develop an endowment to provide funds for Professional development, using AIS	7.3b increased support for professional development; increased opportunities for faculty	7.3c increased support for development of faculty; increased satisfaction and retention of faculty	7.3d Departmental and institutional collaboration to support professional development	7.3e Faculty	7.3f 2015-2017	7.3g ongoing	