

**1999-2000 GOALS AND PRIORITIES**

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**NOTE:**

This document is a concise summary of the goals and objectives for the Office of Academic Affairs for the 1999-2000 academic year. This is a transitional document that will be replaced by a set of planning documents being prepared by each of our new Responsibility Center Management Areas. These documents will be finalized during Fall 1999 (November).

**I. Office of Academic Affairs**

**A. CURRICULUM AND PROGRAM EXPANSION**

1. Implement the new On-Line MBA, and develop a comprehensive marketing and recruitment plan, in coordination with Enrollment Management, for its rapid expansion (Fall 1999).
2. Introduce new on-line programs in Web Management (certificate) and in the School of Education (1999-2000).
3. Introduce and train faculty in use of new World Class Room conferencing system.
4. Identify new program areas of growth in computer science (software engineering, network architecture, network management, and non-credit training), in media, and in other areas that offer expansion opportunities. Develop plans and financing for these expansion opportunities (for 2001).
5. Support new initiatives in School of Education (Education Administration, Ed. Specialist degree, and new partnerships).

**B. RCM**

1. Implement the proposed Responsibility Center Management (RCM) plan.
2. Complete a new multi-year enrollment and revenue model in coordination with Enrollment Management (Fall 1999).
3. Complete planning documents for each RCM unit (Fall 1999).
4. Conduct training for RCM leaders and academic managers.

**C. QUALITY AND PERFORMANCE**

1. Identify a variety of improved performance indicators for use by academic administrators (financial performance, average class sizes, cost/revenue ratios, retention, enrollment tracking for majors, etc.). This analytical information will be needed for each RCM unit. These quality performance indicators will be developed with Finance and Enrollment Management. (1999-2000).

2. Develop improved performance indicators (including benchmarks) for each extended campus program. These indicators should respond to the “life cycle” of an expanded campus. For example, they should set expectations for start-ups, for mature programs, for restricted military programs, for declining programs. [Budgeting, enrollment projections, staffing costs, instructional salaries, operational costs, marketing, and recruitment models, retention, completion rates, etc.] (1999-2000). These performance indicators will be developed collaboratively with Finance.
3. Continue to assess, identify and document examples of academic excellence in programs, student performance and outcomes, and teaching (1999-2000).
4. Work collaboratively with University Communications to create dramatic new ways to demonstrate excellence through media (videos, printed publications, awards, and professional presentations):
  - Webster’s academic quality
  - Rationale for our multi-campus system
  - Strengths of professional practitioners (adjuncts)
  - Our strategic position market

**D. NEW PARTNERSHIPS**

1. Implement expanded partnership with Marymount College (CA) to enhance and develop undergraduate and graduate programs in greater Los Angeles metropolitan area (Fall 1999).
2. Complete new contract with Regent’s College [London] (1999-2000).
3. Continue to identify new potential partners for expansion of academic programs, new corporate partnerships, and new locations, including international locations (1999-2000).
4. Explore new partnerships with the military for use of technology (distance learning) and program access.

**E. CAPITAL PROJECTS**

1. Complete initial design and planning phases for the new library (1999-2000). [collaboration with Development, Administrative Services]
2. Develop appropriate plans to address short-term space needs in science (labs) and other academic areas (1999-2000 for 2001).
3. Support Development in the successful conclusion of the Comprehensive Campaign and its related funding projects.
4. Implement new technology depreciation and replacement cycle for PCs and other academic technology [in consultation with Finance] (1999-2000).

**F. LICENSURE AND ACCREDITATION**

1. Secure NCA authorizations for full On-Line programs (Fall 1999).
2. Arrange focused visit by NCA for Webster-Thailand (Spring 2000 or Summer 2000).
3. Complete comprehensive licensure in California by the California Bureau (Fall 1999).
4. Complete reviews by multiple state licensure boards whose cycles fall in 1999-2000.
5. Complete several specialized review approvals for new programs with DESE, CBHE, ABA, and NASM (1999-2000).
6. Prepare for NCA review to allow doctorate to extended campuses (2001-2002).

**G. FACULTY**

1. Insure continuous orientation for all 1<sup>st</sup> and 2<sup>nd</sup> year faculty.
2. Promote the institution's academic mission with all faculty and their constituent groups.
3. Continue to work closely with faculty leadership (deans, faculty president, senate, various standing committees, and department chairpersons).
4. Accentuate educational excellence, enhanced student outcomes, and faculty development.
5. Increase the promotion of diverse faculty accomplishments (research, publications, performances, presentations, and pedagogy).

**II. SCHOOLS AND COLLEGES**

[NOTE: See each School/College Annual Report for a full listing of their goals and objectives. This listing is a partial summary of those goals.]

**A. SCHOOL OF BUSINESS AND TECHNOLOGY**

1. Prepare to extend D. Management degree to selected extended campuses.
2. Implement On-Line MBA (Fall 1999) with multiple course sections (Spring 2000).
3. Host a major alumni event.
4. Implement new "Leaders Teaching Leaders" initiative where School Advisory Board members participate.
5. Review new programs in: Sports and Recreation Management, a specialized MBA for client-based professionals (MD, JD, CPA), and expansion of Computer Science programs and emphases.
6. Expand professional development.
7. Faculty Development-International Marketing, and computer science.
8. Recruit permanent dean of the School.

**B. SCHOOL OF COMMUNICATIONS**

1. Expand media programs to possibly three (3) new extended campuses; continue to develop programs in Geneva and London (1999-2000).
2. Create an advisory board for the School and hold two meetings (1999-2000).
3. Conduct a number of curricular initiatives (animation, revised film, interactive media (UG level), journalism education, media literacy, etc.)

**C. COLLEGE OF ARTS AND SCIENCES**

1. Secure more laboratory space for biological sciences.
2. Assess faculty needs in biological sciences.
3. Improve use of foreign language and nurse anesthesia computer labs.
4. Develop strategy for future of small enrolled programs (German, Environmental Science, Gerontology, and International Relations).
5. Develop a multi-year plan for all academic departments and programs in the College.
6. Implement Advisory Board

**D. SCHOOL OF EDUCATION**

1. Increase enrollments in graduate programs.
2. Enhance quality in all academic programs.
3. Develop a multi-year strategic plan with input from the entire School community.
4. Complete several program development activities:
  - teacher education innovations
  - add international opportunities for FT undergraduate students in teacher education
  - Arts in Education Summer workshop

**E. COLLEGE OF FINE ARTS**

1. Archive University Art collection and identify appropriate display spaces.
2. Complete planning process for new MM degree in Opera Performance (collaboration with OTSL).
3. Complete reaccreditation of music programs with National Association of Schools of Music (NASM).
4. Implement Advisory Board for College of Fine Arts.
5. Complete planning for Loretto-Hilton Center expansion.
6. With Development, continue progress with naming of the College.

**III. DOMESTIC EXTENDED CAMPUSES**

1. Expand new start-up initiatives from 1999 (Fayetteville, AR; Ozark Metro, MO; Lakeland, FL; and Edward AFB, CA). Have these campuses cover all direct expenses (1999-00) and begin returning appropriate levels of indirect costs (1999-00).

2. Implement new campus start-ups: in at least one major metro area [i.e., Columbia, SC; Sarasota, FL], and two military campuses [i.e., Fairchild AFB, WA].
3. Develop, in coordination with Enrollment Management, new recruitment and admissions systems to support and track graduate student enrollment. May include admissions/recruitment representatives, performance goal setting, compensation policies, and specialized inquiry/admission/registration tracking reports.
4. Conduct new director orientation and professional development programs, including director goals and performance evaluations.
5. Develop a broad range of performance indicators for use by campus directors to improve quality and performance (ratio-analysis of costs and revenues, average class sizes, enrollment management, recruitment inquiry tracking, salary costs, efficiencies in operations).
6. Review the old “incentive plan” for new ways to recognize improved performance and growth.
7. Conduct reviews of academic program offerings at mature and declining campuses to establish refined life cycles of degree programs, and ensure the introduction of new viable degree programs to maintain enrollment expectations.
8. Complete bidding process for Department of Defense “Acquisition Career Management” program (includes mandatory courses and competency standards for acquisition and technology programs).

#### **IV. INTERNATIONAL PROGRAMS**

- A. Support and supervise established international sites emphasizing growth strategies and recruitment (including new program/curricular development). Specifically:
  1. **EUROPE:** Continue to enhance the role of Director General, European Campuses, in supervising European operations and in overseeing development and implementation of concrete strategies for growth at each of the campuses.
    - a. Geneva
      - Initiate new program in Telecommunications Management with support, participation and sponsorship of the International Telecommunications Union (ITU).
      - Design and plan for implementation 2000-2001 integrated BA/BS programs emphasizing both French and English for Geneva-specific international recruitment of first year, fulltime students (including US students).
      - Launch weekend MBA to expand recruitment intake area to 300km radius.
    - b. Leiden
      - Continue expansion of graduate studies throughout the Netherlands.
      - Strengthen undergraduate program by refining and implementing concrete growth strategies.
      - Finalize the appointment of a permanent Academic Director.

c. London

- Support and supervise integration of new London Director into European region and Regent's College structure.
- Support and assist Director General, European Campuses, and London Counsel in renegotiation and extension of contract with Regent's College.
- Develop and implement concrete strategies for growth of London program including London-area recruiting.

d. Vienna

- Recruit a permanent replacement for the position of Vienna Director.
- Support and encourage Acting Director to maintain staff focus and energy on continued growth.

**2. ASIA**

a. China

- Create climate and framework for expansion.
- By year's end achieve positive cash flow from China.

b. SUFE-Webster Joint Venture ("JV")

Renegotiate and extend JV with favorable resolution of exclusivity and funds repatriation issues.

- Expand JV programs, including: two MBA in-takes per calendar year.
- Develop new program areas [for example: Marketing MA, Study Abroad, Professional Development Seminars, Shanghai-Geneva ventures (WTO)].

c. Sino-American Education Council, ("SAEC")

- Continue feasibility and implementation studies for additional Chinese cities (targets Fuzhou and Beijing).
- Develop strategy for continuous expansion.
- Establish Webster "brand name" as a leading provider of private Western education in China.

d. Thailand

- Launch campus.
- Insure progress with aggressive growth and quality outcomes.
- Working with other administrative units, insure implementation of appropriate administrative systems (including financial systems).

**3. PURSUE POTENTIAL NEW INTERNATIONAL SITES**

- Identify, negotiate arrangements and plan 2002 implementation of a partnership or stand-alone site in Mexico and/or Costa Rica.
- Review partnership potential with Shih Chien College in Taiwan.
- Explore other international leads.

**B. CENTER FOR INTERNATIONAL EDUCATION (“CIE”)**

- Support and supervise integration of new CIE Director in Webster and St. Louis communities.
- Supervise implementation of Title VIa Grant including development of International Studies major.
- Participate in drafting and submitting Title VIb International Business Development Grant Application.

**C. STUDY ABROAD**

- Increase number of students studying abroad (including both Webster and non-Webster students (target number: 100 in each category).
- Service current WINs Affiliate Schools (visit by Webster personnel to each school this year).
- Add five new WINs Affiliate Schools.
- Plan WINs Affiliate visits for International Directors before and after September Directors’ Meeting.
- Plan next WINs international conference.
- Plan and promote WINs sale package for Thailand start-up years.

**V. ACADEMIC SUPPORT**

[partial listing of goals; see Annual Reports for full detail]

**A. LIBRARY**

1. Work with Academic Affairs, Facilities Planning and the consultant on next phases of library building process, including building plans.
2. Implement participation in new State consortium MOBIUS (network).
3. Add new databases and services to PASSPORTS.
4. Request 4<sup>th</sup> funding from Henry Luce Foundation for special cataloguing.
5. Develop training CD-ROMs for selected graduate courses (5000 and 6000 courses).
6. Integrate library training and support into new “World Class Room” system.

**B. ACADEMIC ADVISING**

1. Working with Enrollment Management, improve graduate student registration procedures (St. Louis).
2. Increase retention activities, especially for part-time student population.
3. Improve admissions committee to insure efficient and quality decision making.

**C. ACADEMIC COMPUTING SERVICES**

1. Hire and train five academic computing representatives for the Schools.
2. Hire new MAC support specialist.

3. Modernize selected labs (equipment and infrastructure).
4. Enhance faculty and training to support to integrate instructional technologies.
5. Clarify unmet space needs and work to secure space resources for Academic Computing Services.

**D. MEDIA CENTER**

1. Expand equipment inventory for general campus use, as well as School of Communications.
2. Enhance security measures (include card swipe units and surveillance cameras).
3. Introduce new automated equipment reservation system.
4. Acquire second non-linear digital editing platform to respond to high usage requests.
5. Upgrade post-production suites, video-conferencing equipment, and darkroom equipment storage areas.

**VI. PROFESSIONAL DEVELOPMENT**

1. Generate new programs and revenues to make this initiative fiscally viable with quality outcomes (1999-2000).
2. Expand the professional development initiatives across all campuses, including international campuses [Vienna] (1999-2000).
3. Build the appropriate infrastructure to support this expansion (1999-2000).
4. Establish new partnerships with various professional associations (NAPM, SHRM, ASTD) to provide program offerings.
5. Develop viable training programs reliant on our own expertise for cost and qualify efficiencies.

**VII. EXECUTIVE SUPPORT**

1. Support and advance the goals and objectives of the President, and his administrative cabinet.
2. Support the orientation and information needs of the Board of Trustees concerning academic programs.
3. Fulfill all assignments and projects from the President.
4. Provide collaboration and assistance to all administrative areas and their respective Vice Presidents.