Strategic Priorities: Below are the six strategic priorities in the 5-Year Academic Strategic Plan; these form the foundation of our goals for each year of this plan. This year, we are in Year 2 of the plan—the second year in which we have activated the annual budget cycle to support strategic priorities that represent a good fit with our shared goals and priorities. Each unit in Academic Affairs annually evaluates its own 5-year plan to construct initiative requests for the upcoming academic year. This year, as last, we are supporting selected initiatives and monitoring their outcomes. We received a total of 147 requests for specific initiatives for this year’s cycle, and we were able to fund 83 (56%), 36 from Academic Support Grants (ASG) and 47 from Strategic Priority Initiative Funds (SPIF)—$633,407 in special initiative funding. Many initiatives are funded by reallocation of funds within each department (or they do not require funding); they do not show up in these figures.

1) Develop and retain quality faculty and staff
2) Strengthen new student preparation, induction and early academic success
3) Pursue excellence and engagement in the academic experience
4) Prepare students for global citizenship and competitiveness
5) Strengthen and expand STEM programs and student success in STEM areas
6) Respond to labor market trends in academic program and center development

Focal Goals: In addition to the above priorities and linked goals, we will focus on the following:

- **Curriculum**: Streamline, Strengthen, Articulate, and Transform the Curriculum (undergraduate and graduate majors, concentrations, minors, courses, delivery models, 5th year Masters, summer programs, utilizing new technologies), moving toward stronger student success (retention, graduation rate) and workforce readiness

- **Accreditation**: Successfully Attain Accreditation for the University and Select Programs (Regionally and in the Disciplines Seeking Accreditation/Reaccreditation)
  - Accredited Already, Seeking Reaccreditation: Visit Dates (Accreditor)
    - NEASC: March 30-April 2, 2014 (New England Association for Schools and Colleges)—reaccreditation
    - CCNE: Fall 2014 (or possibly Spring 2015, due to HH construction) (Commission on Collegiate Nursing Education)—reaccreditation
    - ADA (American Dietetic Association): Fall 2014 (Council for Education in Nutrition and Dietetics)—reaccreditation
    - Commonwealth Honors Program: TBD (first accredited in 2011)—up for reaccreditation in 2016/2017
  - New Accreditations: Visit Dates (Accreditor)
    - NCATE: April 6-9, 2014 (National Council for Accreditation of Teacher Education)
    - IACBE: Fall 2014 (International Assembly for Collegiate Business Education) Self-Study to be Submitted, July 30, 2014; visit dates TBD, before Sept. 30, 2014
    - IFT (Institute of Food Technologists), in Strategic Plan, but not scheduled yet
    - ABET (Accreditation Board for Engineering and Technology), in plan, but not scheduled yet
    - ACS (American Chemical Society) for Biochemistry—accredited in Chemistry, but not Biochemistry, in plan but not scheduled yet

- **Student/Faculty Collaboration**: Create New Dashboard Indicators for Student/Faculty Collaborative Work (Scholarship and Creative Activities) and work to increase collaboration and support.

- **Structure**: Create a More Effective Structure for Academic Affairs (a phase-in of academic deans)
  - Faculty Fellow Liaisons: This will be our second year to utilize Faculty Fellow Liaisons to assist Academic Affairs in creating a collaborative student success focus among affinity departments. Our goal, as stated in our strategic plan and budget, is to phase-in an academic deans structure that leads to student success and community involvement.