

Preface

A mission of the University of Alabama System Office is to encourage activities among the System universities that will result in improved educational programs and improved resources to support those programs among the universities. Further, it is a mission of the System Office to facilitate these activities whenever possible. The strategic initiatives described in this document represent an effort on the part of the System Office to fulfill its mission. Therefore, an overriding goal of these initiatives is to assist the universities in cooperative activities that the universities find mutually beneficial.

We recognize that cooperative activities are most likely to succeed when they originate within the faculty and programs of the universities. Rather than imposing such activities, it is our desire to facilitate those activities by increasing the flow of information among the universities and by identifying and reducing barriers to those activities.

A goal of these initiatives is to increase cooperation among the universities when this cooperation will result in better opportunities for students and reduced costs of providing educational opportunities. We recognize that the universities continue to face financial resource constraints. It is not our intent that the initiatives should increase the financial burdens imposed on the universities. Consequently, any implementation of the initiatives is contingent on the implementation resulting in cost savings or not imposing increased costs that will jeopardize current programs and activities of the universities or diminish the quality of those programs and activities.

We also recognize that each university has a distinct mission. It is not our objective to modify or interfere with the accomplishment of that mission. Accordingly, the initiatives must be interpreted in light of each university's mission and should be implemented in ways consistent with that mission.

Finally, we recognize that academic programs are developed and implemented by faculty in those programs who are in the best positions to assess program needs and quality. We respect the rights of faculty to make these decisions. It is the intent of some of these initiatives to encourage and facilitate interaction among faculty at the three universities. It is not the intent of these initiatives to mandate such interaction when the faculty determine that such interaction is not beneficial for their students or will have a negative effect on program quality. We specifically recognize the rights of faculty to make these decisions.

The University of Alabama System
Strategic Planning Initiatives Task Force #1
“Strategic Collaboration in Academic Programs among UA System Institutions”
 (Revised January 3, 2001)

Recommended Strategic Initiative Number 1	Evaluate all proposed new academic degree programs for collaboration
I. Expected Outcome(s)	<p>a-Each new undergraduate and graduate program proposal will be provided to reviewed by each University in the System to determine whether collaboration would be mutually beneficial and feasible.</p> <p>b-Collaboration is recommended in cases where joint, cooperative or shared academic programs are beneficial to each of the participating institutions and to the State of Alabama</p> <p>c-Nothing in this initiative is intended to suggest that collaboration is required for programs when the campus of origin believes collaboration will have a negative effect on the quality or success of the proposed program.</p>
II. Enabling Condition(s)	<p>a-Disclose plans for new programs early in the program planning process by distributing campus planning documents to the provosts and relevant deans and department chairs</p> <p>b-The response time from other campuses should not exceed 30 working days from the date the proposal is submitted.</p> <p>c-The System Office should assist programs that wish to collaborate by reducing the amount of work and time to gain approval.</p>
III. To be Implemented by	<p>a-Department heads and program faculty on the campus of origin will be responsible for developing the details of the collaboration</p>
IV. Measures of Success: Accountability	<p>a-Description of planned collaboration in NISPs or evidence that programs have been reviewed by campuses, but decided not to participate (Not a measure of success)</p> <p>a-Successful start up of a new program.</p> <p>b-Incorporate results of evaluation into proposal submitted to the Board of Trustees</p>
V. Time Line	<p>a-Process to begin in 2001 TBA</p>

<p>Recommended Strategic Initiative Number 2</p>	<p>Encourage intra-campus and intercampus faculty participation in dissertation committees and similar activities when it is in the best interest of the students and departments can afford to spare the faculty time.</p>
<p>I. Expected Outcome(s)</p>	<p>a-Increased opportunities for faculty to participate in disciplinary activities system-wide b-Increased breadth of expertise of thesis and dissertation committees</p>
<p>II. Enabling Condition(s)</p>	<p>a-Appoint faculty from other campuses to graduate faculty or honor appointments at other campuses a-Utilize existing procedures for graduate faculty appointments. b-Identify and publicize opportunities for participation on dissertation committees e-b-Provide lists of interested faculty and their research focus</p>
<p>III. To be Implemented by</p>	<p>a-Graduate deans and program directors</p>
<p>IV. Measures of success: Accountability</p>	<p>a-Notification of graduate program directors of the opportunity to participate in thesis and dissertation committees on other UAS campuses b a-Posting of graduate faculty and their areas of interest on university websites e-Increased numbers of faculty from different campuses appointed to thesis and dissertation committees. d b-Annual report of intra-and inter-campus interdisciplinary participation by graduate deans</p>
<p>V. Timeline</p>	<p>a-Notification of graduate program directors: January 2001 b-Posting of graduate faculty interest and expertise: June 2001 e-Increased participation: evident by June 2002 TBA</p>

<p>Recommended Strategic Initiative Number 3</p>	<p>Determine which campus-unique degree programs could be delivered to other UAS campuses.</p>
<p>I. Expected Outcome(s)</p>	<p>a-Increased access to campus unique programs Reviews of existing programs initiated by program faculty to determine the feasibility of offering a quality degree program to another campus.</p>
<p>II. Enabling Condition(s)</p>	<p>a-Catalog deliverable unique programs b- Provide academically appropriate, convenient, and cost-effective mechanisms for program delivery c-Identify student interest on other campuses a- In the regular cycle of program reviews, each program will evaluate the feasibility of delivering that program to other campuses.</p>
<p>III. To be Implemented by</p>	<p>a-Initiated by the program faculty with the support, cooperation, and coordination of the Provosts and relevant deans and (department chairs) Provosts and Deans</p>
<p>IV. Measures of success: Accountability</p>	<p>a-Identification of appropriate programs at each campus <i>that the campus of origin wants to deliver.</i> b-Determination of appropriate methods of program delivery c-Circulation of lists of suitable programs to other campuses for review <i>Deleted. Item a was determined to be sufficient.</i> d-Assessed need for distance delivery of programs e-Updated inventory of distance learning courses and programs reported on UAS web site a-Completed reviews of existing programs</p>
<p>V. Timeline</p>	<p>a-Review of programs and assessment of suitable delivery methods on each campus: Beginning January 2001 <i>Jan. 2001 date not possible.</i> b a-Distribution of lists: Upon completion of reviews of programs</p>

Recommended Strategic Initiative Number 4	<p>Explore and define opportunities for collaboration in research as well as in cooperative and shared academic programs</p> <p><i>Explore and define opportunities for collaboration in research. This item was to be a strategy for sharing research opportunities through workshops that would provide greater awareness of ongoing activities at the three campuses; the substance of the committee discussion was research only. The addition of “cooperative and shared academic programs” was not a part of the committee discussion and the task force requested its deletion.</i></p>
I. Expected Outcome(s)	<p>a-Opportunities for collaboration in current research programs</p> <p>b-Collaboration is recommended when beneficial to each of the participating institutions</p>
II. Enabling Condition(s)	<p>a-Hold topical workshops sponsored by UAS with nominations of topics by faculty, department chairs, and deans</p>
III. To be Implemented by	<p>a-Initiated by the program faculty with support, cooperation, and collaboration of the Provosts and relevant deans and department chairs</p>
IV. Measures of success: Accountability	<p>a-Development and distribution of a request for workshop proposals</p> <p>b-Produce an annual report of activities</p>
V. Timeline	<p>a-Call for proposals</p> <p>b-Review and scheduling of workshops</p> <p>c-Completion of workshops and reports</p> <p>d-Assessment of program success</p>

Recommended Strategic Initiative Number 5	Each campus should develop initiatives for distributed learning that is consistent with that campus' mission.
I. Expected Outcome(s)	<p>a-Increased availability of courses through distributed learning methodologies</p> <p>b-Development of catalog and benchmarks for technology delivered courses</p>
II. Enabling Condition(s)	<p>a-Hold system-wide conferences for faculty and administrators to discuss technical and policy issues and to share experience and knowledge</p> <p>b-Facilitate and streamline the process for submitting courses to SREB</p> <p>c-Improve marketing of distance learning courses</p>
III. To be Implemented by	a-Program committee of faculty, technical representatives, administrators, and SREB representatives from each campus, with System Office providing logistical support
IV. Measures of Success: Accountability	<p>a-Establishment of a system-wide conference schedule and conference agendas</p> <p>b-Development of a proposal for streamlining SREB course submission by SREB representatives</p> <p>c-Increased UAS listings on the SREB electronic campus</p> <p>d-Increased enrollment in distance education courses and programs</p>
V. Timeline	<p>a-Development of conference schedule and agenda</p> <p>b-Development of proposal to streamline submissione-Increased listing on the SREB electronic campus</p> <p>d-Increased enrollment in distance education</p> <p>e-Annual report of distributed learning programs and activities done collaboratively</p> <p>TBA</p>

Recommended Strategic Initiative Number 6	<p>Overcome any articulation (transfer and transfer of credit) problems that might interfere with student success</p> <p>Improve administrative processes (transfer, transfer of credit) to facilitate student success</p>
I. Expected Outcome(s)	<p>a-Ability of students to take courses at other System institutions <u>“within the policies of each campus.”</u></p> <p><u>a-Increased efficiency in processing of applications for admission of students and transfer of credit</u></p> <p>b-Encrypted electronic transfer of transcripts</p>
II. Enabling Condition(s)	<p>a-Provide to the extent appropriate and feasible, compatible academic calendars and web-based class schedules</p> <p>b-Ensure that encryption scheme is compatible with technology on campuses</p>
III. To be Implemented by	a-Provosts and registrars
IV. Measures of success: Accountability	<p>a-Accessible class schedules system-wide</p> <p>b-Improved satisfaction of students taking courses on another campus</p> <p>e-b-Reduction in request for paper transcripts</p> <p>c-Reduction Increased efficiency in processing time for requests to transfer to or enroll at other campuses</p>
V. Timeline	a-Annual review of experiences during previous year process

Recommended Strategic Initiative Number 7	Explore collaboration opportunities in continuing education offerings of executive education programs
I. Expected Outcome(s)	a-Encourage Executive Education programs that would be developed cooperatively by UA System institutions and directed towards individuals in various fields
II. Enabling Condition(s)	a-Establish a working group of experienced faculty and/or Continuing Education officers from each institution to conduct needs assessments and to design the programs to be offered
III. To be Implemented by	a-A committee of deans and relevant faculty representing participating institutions
IV. Measures of success: Accountability	a-Identification of suitable programs b-Development and implementation of programs, marketing strategies, and business plans c-Increased enrollment in executive education programs
V. Timeline	d-Annual report of programs offered

The University of Alabama System
Strategic Planning Initiatives Task Force # 3
 “Improving the Overall State of Teaching and Learning in Alabama – P-16”
 (Revised January 3, 2001)

Recommended Strategic Initiative Number 1	<ul style="list-style-type: none"> • Develop a central system to coordinate and p Provide information about what is happening at the 3 campuses so we have an accurate up-to-date list of on activities and service ventures involving P-16 education
I. Expected Outcome	<p>a-Provide information for public relations use</p> <p>b-Provide data on the contributions all 3 campuses make to Alabama and P-16 education</p>
II. Enabling Condition	<p>a-Institutions collect and maintain current provide information about collaboration and services to P-12 (Institutions already doing this)</p> <p>b-Some office needs to collect and organize the information</p>
III. To Be Implemented By	<p>a-Initiated by The System Academic Affairs Office</p>
IV. Measures of Success: Accountability	<p>a-Targeted and frequent press releases</p> <p>b-More information to support our political agenda</p>
V. Timeline	<p>a-Should be an ongoing semi-annual report once a process is in place</p> <p>Ongoing</p>

() in each item III designates individual or group primarily responsible for the activity.

Recommended Strategic Initiative Number 2	<ul style="list-style-type: none"> • Serve as a coordinating resource to help identify for Provide information when available to P-12 education about potential sources of funding from foundations and other business-related enterprises interested in supporting the public schools and higher education
I. Expected Outcome	a-More funding opportunities for P-12 schools. Closer e Collaboration across P-16 in seeking external funds for mutual benefits
II. Enabling Condition	a-Institutions centralize Organize and disseminate information on foundations and businesses interested in supporting P-12 education and collaboration across P-12 and higher education b-Identify contacts at Provide information or access to a web site to the State Department of Education and each school district interested in funding opportunities
III. To Be Implemented By	a-Development and research offices on each campus b-System Office
IV. Measures of Success: Accountability	a-More joint projects across P-16 and increased funding to support P-16 initiatives from more government sources
V. Timeline	a- Discuss process and try to identify contact people during 2000-2001 school year Ongoing activity

<p>Recommended Strategic Initiative Number 3</p>	<p>Expand and Enhance Partnerships with Elementary and Secondary Schools and Develop Rural School and Urban School Initiatives with Partners. Participate in the Enhancement of K-12 Teacher Assessment Data:</p> <ul style="list-style-type: none"> • Continue reward structures that recognize and encourage greater faculty involvement with P-12 enhancement initiatives
<p>I. Expected Outcome</p>	<p>a-Increased awareness among university faculty about P-12 issues</p> <p>b-More faculty from across the university involved in the elementary and secondary schools</p>
<p>II. Enabling Condition</p>	<p>a-Funding to support release time for faculty to work with public schools</p> <p>b-Include and count activities with schools as part of faculty workload</p> <p>b-Reward involvement with merit pay, when appropriate</p> <p>c-Make clear statements about how administrators view university collaboration with P-12 as important</p>
<p>III. To Be Implemented By</p>	<p>a-Chancellor and presidents</p>
<p>IV. Measures of Success:</p>	<p>a-Faculty who are involved with P-12 schools receive public recognition and are rewarded</p>

Accountability	b-Increased levels of quality research and service conducted out in school settings b-Policies rewritten to support this involvement
V. Timeline	a-Ongoing process

<p>Recommended Strategic Initiative Number 4</p>	<p>Expand and Enhance Partnerships with Elementary and Secondary Schools and Develop Rural School and Urban School Initiatives with Partners. Participate in the Enhancement of K-12 Teacher Assessment Data:</p> <ul style="list-style-type: none"> • Identify and implement models that have viability to increase university and P-12 partnerships with a focus on State priorities (at the current time, reading, science, mathematics, and technology).
<p>I. Expected Outcome</p>	<p>a-Formal partnerships established with P-12 schools b-More faculty involvement with Statewide initiatives</p>
<p>II. Enabling Conditions</p>	<p>a-Support for partnerships, both financial and moral b-Seek f Funding to support faculty participation during the summer months with Statewide initiatives</p>
<p>III. To Be Implemented By</p>	<p>a-Provosts and other academic officers at campuses</p>
<p>IV. Measures of Success: Accountability</p>	<p>a-Establishment of formal partnerships b-State, regional, and national recognition of partnership activities</p>
<p>V. Timeline</p>	<p>a-One to three years to set agenda and establish partnerships and priorities</p>

<p>Recommended Strategic Initiative Number 5</p>	<p>Expand and Enhance Partnerships with Elementary and Secondary Schools and Develop Rural School and Urban School Initiatives with Partners. Participate in the Enhancement of K-12 Teacher Assessment Data:</p> <ul style="list-style-type: none"> • Continue professional development opportunities for university faculty to help them understand how their research and work within the university setting can benefit and assist P-12 education
<p>I. Expected Outcomes</p>	<p>a-More collaboration</p> <p>b-Better understanding of each other’s roles and how we impact P-12 faculty, administrators, and programs</p> <p>e-Use of high school feed-back reports and discussions between university and high school faculty and administrators to enhance student success in college</p>
<p>II. Enabling Conditions</p>	<p>a-Professional development activities need to be provided</p> <p>b-Faculty must be encouraged to participate</p>
<p>III. To Be Implemented By</p>	<p>a-Provosts, academic deans</p>
<p>IV. Measures of Success: Accountability</p>	<p>a-How many faculty attend and then pursue research activities with P-12 schools</p>

V. Timeline	a-Ongoing with annual reports
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<p>Recommended Strategic Initiative Number 6</p>	<p>Expand and Enhance Partnerships and Clarify and Enhance Working Relationships with Two-year Community, Junior, and Technical Colleges. Develop Improved Ways of Measuring the Effectiveness of Two and Four year Colleges:</p> <ul style="list-style-type: none"> • Enhance Provide direct feedback to community colleges concerning the performance of their students • Share more information concerning syllabi and course and program expectations at our 3 campuses with those community colleges providing the greatest proportion of our transfer students
<p>I. Expected Outcomes</p>	<p>a-More realistic expectations of professional requirements at the 3 campuses</p> <p>ab-Better information on performance expectations what is working effectively for transfer students and areas we need to modify or improve</p> <p>e-More consistent objectives and requirements for similar courses taught at all campuses</p> <p>bd-Better prepared transfer students</p>
<p>II. Enabling Condition</p>	<p>a-Better data collection on each campus to allow for the easy identification of transfer students and their performance characteristics</p> <p>b-More information on web sites about program and course</p>

	expectations on our campus
III. To Be Implemented By	a-Registrars and (campus arts and sciences colleges) program faculty
IV. Measures of Success: Accountability	a-Accuracy of the information feedback and its usefulness to community colleges b-Better cooperation and improved relationships across campuses c-Better success rates among transfer students
V. Timeline	a-As soon as protocols can be established to identify students and data sets b-Ongoing

<p>Recommended Strategic Initiative Number 7</p>	<p>Assist in Providing Distance Education Opportunities to K-12 Institutions:</p> <ul style="list-style-type: none"> • Identify and publicize all current, available distance education opportunities for students, both P-12 and higher education
<p>I. Expected Outcomes</p>	<p>a-Show public and legislature the scope of our offerings and opportunities we provide people in Alabama</p> <p>b-Better inform P-12 educators and students about what is available from UA System campuses</p>
<p>II. Enabling Conditions</p>	<p>a-Better collection of data on all offerings</p> <p>b-Ability to disseminate information accurately and quickly to P-12 educators</p>
<p>III. To Be Implemented By</p>	<p>a-Continuing education heads on the 3 campuses</p>
<p>IV. Measures of Success: Accountability</p>	<p>a-Increased recognition for our outreach efforts</p> <p>b-Increased enrollment in distance education courses and programs</p>
<p>V. Timeline</p>	<p>a-Ongoing with annual feedback and evaluation</p>

<p>Recommended Strategic Initiative Number 8</p>	<p>Assist in Providing Distance Education Opportunities to K-12 Institutions:</p> <ul style="list-style-type: none"> Decide the how big a role the University System campuses wish to play in the offering of courses for dual enrollment and dual credit to high school students in the State
<p>I. Expected Outcomes</p>	<p>a-Provide opportunities to poor and rural schools</p> <p>b-Enable each campus to dual enroll outstanding high school students who can be recruited to our campuses</p>
<p>II. Enabling Condition</p>	<p>a-Each campus must determine:</p> <p>a-if it is academically appropriate to offer dual enrollment classes b-what it can offer for dual enrollment and who will provide the courses</p>
<p>III. To Be Implemented By</p>	<p>a-Provosts and continuing education programs academic deans on each campus</p>
<p>IV. Measures of Success: Accountability</p>	<p>a-Enrollments in courses offered</p> <p>b-Recruitment of more and better graduating Alabama high school students who can do college level work</p>
<p>V. Timeline</p>	<p>a-Once established, ongoing</p>

<p>Recommended Strategic Initiative Number 9</p>	<p>Assist in Providing Distance Education Opportunities to K-12 Institutions:</p> <ul style="list-style-type: none"> Encourage more faculty to develop courses and programs that take advantage of technology enhanced instruction via HTS, web courses, particularly courses that may be of interest to educators and community college faculty throughout the State
<p>I. Expected Outcomes</p>	<p>a-More graduate students enrolled in our courses and programs b-Closer links to Alabama communities where courses are offered</p>
<p>II. Enabling Condition</p>	<p>a-Incentives to develop HTS technologically based courses b-More sites to broadcast courses on each campus Technical support for faculty who need assistance developing courses</p>
<p>III. To Be Implemented By</p>	<p>a-Academic affairs office on each campus</p>
<p>IV. Measures of Success: Accountability</p>	<p>a-Increase in the number of technology based courses offered and increased student enrollment</p>
<p>V. Timeline</p>	<p>a-Ongoing process</p>

<p>Recommended Strategic Initiative Number 10</p>	<p>Ensure the Delivery of Effective Teacher and Administrator Preparation Programs:</p> <ul style="list-style-type: none"> • Maintain and continue to support high admission standards for all teacher and administrator preparation programs
<p>I. Expected Outcomes</p>	<p>a-Recognition of our programs as the best in the State. Better students enrolled in our programs</p> <p>b-Improved academic reputation of all our campuses programs for educators</p>
<p>II. Enabling Condition:</p>	<p>a-System and campus support for raising admission standards</p> <p>b-Resisting political pressure to lower standards because of projected shortages</p> <p>c-Support for faculty to strengthen the curriculum</p>
<p>III. To Be Implemented By</p>	<p>a-(System Office of Academic Affairs) and a Academic affairs offices on each campus with policies carried out in each education program</p>
<p>IV. Measures of Success: Accountability</p>	<p>a-State, regional, and national recognition of our programs</p> <p>b-Better, more qualified students in our education teacher and administrator preparation programs</p>
<p>V. Timeline</p>	<p>a-Ongoing</p>

<p>Recommended Strategic Initiative Number 11</p>	<p>Ensure the Delivery of Effective Teacher and Administrator Preparation Programs:</p> <ul style="list-style-type: none"> • Provide in-service opportunities for administrators; addressing performance accountability and financial accountability standards • Provide linkages to university faculty in the areas of education, business and law
<p>I. Expected Outcome</p>	<p>a-Closer relationships with P-12 administrators and the State Department of Education</p> <p>b-Better communication and connections a across with public school administrators and faculty</p> <p>c-Technical assistance made available to P-12 educators and administrators</p>
<p>II. Enabling Conditions</p>	<p>a-Identify needs of school administrators</p> <p>b-Support business, law and education faculty in the development of workshops for P-12 administrators</p> <p>c-Provide a process to link business and law faculty to the schools</p>
<p>III. To Be Implemented</p>	<p>a-Interested business, education, and law faculty and programs</p> <p>b-Needs assessments coordinated by t The in-service centers</p>

By	
IV. Measures of Success: Accountability	a-Feedback from administrators attending the sessions offered b More connections to schools and a reduction in legal problems and financial problems in P-12 schools/districts
V. Timeline	On-going needs assessment conducted beginning 2000-2001 academic year

RESPONSIBILITY AND TIMELINE MATRIX (SUMMARY)

UA System Strategic Initiative	Responsible	Time-line
Academic Collaboration:		
1. Evaluate all new academic degree program proposals for inter-institutional collaboration	Department Heads	Beginning 2001
2. Encourage intra- and inter-campus faculty participation in dissertation committees and similar activities	Graduate program directors	Beginning 2001 and ongoing
3. Determine which campus-unique programs could and should be delivered to another UAS campus	Department Heads	Beginning January 2001
4. Explore and define opportunities for collaboration in research, cooperative, and shared programs	Department Heads	Ongoing
5. Develop initiatives for distributed learning offered via technology	Provosts and Distance Education heads	Annual report of progress
6. Overcome any articulation problems that might interfere with student success	Provosts	Annual review of experiences
7. Explore opportunities for inter-campus	Deans	2001 and

<p>cooperation in the delivery of continuing education offerings, especially in executive education</p>		<p>annual reports</p>
<p>Administrative Collaboration:</p>		
<p>1. Sustain, enhance, and expand high performance networking for the UAS, all higher education, and eventually all education in AL, for the purpose of developing a strategic resource to deliver instruction, conduct research, and provide public service throughout the state</p>	<p>Vice Chancellor for Information Technology and GCG Working Group</p>	<p>Continuous with annual reports in June</p>
<p>2. Initiate a comprehensive tri-campus Information Technology Collaboration to permit increased sharing of resources, foster collaboration, and develop competitive information technology infrastructures</p>	<p>Vice Chancellor for Information Technology</p>	<p>Continuous with annual reviews</p>
<p>3. Develop a strategy to ensure that the UAS is competitive and current in its student, faculty, and staff access to information technology</p>	<p>Appropriate administrators at the campus level</p>	<p>July 2001 and annual review of progress</p>

<p>Improving the Overall State of Teaching and Learning in Alabama – P-16:</p>		
<p>1. Develop and maintain an up-to-date record of Provide information on activities and services involving our campuses, P-12, and/or two-year colleges</p>	<p>Vice Chancellor for Academic Affairs</p>	<p>Ongoing with semi-annual reports</p>
<p>2. Coordinate information on potential foundation and business sources for funding P-12 programs</p>	<p>Development officers on campuses</p>	<p>Beginning 2001</p>
<p>3. Expand and enhance partnerships with P-12 rural and urban schools by continuing to recognize and encourage greater university faculty and staff participation</p>	<p>Chancellor and presidents</p>	<p>Ongoing</p>
<p>4. With P-12, focus on state priorities, such as reading, mathematics, science, and technology</p>	<p>Provosts</p>	<p>Within three years Ongoing</p>
<p>5. Continue professional development opportunities for university faculty to enable better understand how their research & service activities to can benefit P-12</p>	<p>Provosts</p>	<p>Ongoing with annual reports of progress</p>

6a. Provide “feedback” information to community colleges on the performance of their transfer students	Registrars	Ongoing annually
6. Share syllabi and course and program expectations with CC faculty and administrators	Colleges of Arts and Sciences Registrars and appropriate program faculty	Ongoing with reports of experiences
7. Identify and publicize existing distance education opportunities for P-12 and university students	Continuing education heads	Ongoing with annual evaluation
8. Evaluate our role in providing dual credit courses for high school students	Provosts	Once established, Ongoing
9. Encourage faculty to develop more technology enhanced courses via the Web, IITS, etc.	Academic administrators	Ongoing
10. Maintain and continue to support high admission standards for teacher and administrator programs	Deans of Education with support from provosts and VCAA presidents	Ongoing
11. Provide in-service programs for P-12 administrators to develop skills related to	Colleges of Education, Law, and Business	Ongoing

academic performance and financial accountability and provide linkages to university faculty in the areas of education, business administration and law	Interested faculty and programs, in-service centers	
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NOTE: Standard reporting date of June 1st of each year . . . progress reports to Board of Trustees at its Annual Meeting in September of each year.