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FROM: Gerald McSheffrey

DATE: August 5, 1986

RE: Statement and Plan

Attached is the final DRAFT copy of the Mission and Scope Statement and Program Plan 1985-90 that has been forwarded to President Nelson for distribution to the Vice Presidents.
ARIZONA STATE UNIVERSITY WEST CAMPUS

Mission and Scope Statement

Arizona State University West Campus is the Phoenix-based campus of Arizona State University, offering upper-level and graduate courses leading to baccalaureate and master's degrees. Central to its role in fulfilling the University's urban mission, the West Campus will maintain strong partnerships with ASU Tempe, the Maricopa County Community College District, and with the business community and government sectors.

The guiding concept for development of ASU West Campus will be to seek a mutually beneficial collaboration between ASU West Campus and ASU which draws upon existing resources of the Tempe Campus in consideration of a university system with one institution-wide faculty, one academic policy, one degree, and one administration.

It is the mission of the West Campus to provide a high-quality, broad-based, flexible program of higher education to a diverse student population. The ASU West Campus mission will be focused on students who are pursuing a degree, seeking career growth or furthering their knowledge.

In fulfilling its mission, the West Campus will build professional and research based academic programs that share an interdisciplinary, liberal arts focus. The integration of scholarship with excellence in teaching will ensure that ASU West Campus offers its students state-of-the-art education programs.
ARIZONA STATE UNIVERSITY WEST CAMPUS
Program Plan 1985-1990

A. Developing in Partnership

The development of a complementary relationship between ASU Tempe Campus and ASU West Campus is critical for attaining the shared goals of excellence in scholarship, instruction and public service. This "partnership" is characterized by:

- one institution-wide faculty,
- one academic policy,
- one degree, and
- one administration.

ASU West Campus will be organized to take maximum advantage of its relationship to the Tempe Campus, however, the West Campus requires freedom during its development to plan and establish academic programs and services that meet the needs of the particularly diverse West Valley student population.

The line reporting relationships of personnel at the West Campus will be to the Vice President of the West Campus.

Strong functional relationships will be developed between the Tempe Campus and West Campus counterparts. Effective cooperation between the two campuses will be ensured by the vice presidents of the respective areas and the Vice President of West Campus.

West Campus must, and will especially in the early years, draw upon Tempe Campus resources for support services. Where West Campus personnel are assigned to and report to Tempe Campus units, both personnel and resources will be used to the benefit of the West Campus.

To ensure operational autonomy for the West Campus where necessary and practical, the Vice President of the West Campus will determine, in consultation with Tempe Campus vice presidents, which functional relationships will be:

- delegated,
- shared, or
- advisory.
Partnerships with Colleges of the Maricopa County Community College District will be maintained through working relationships with MCCCDD faculty and administrators to articulate and cooperatively market academic programs. Special services and programs that will aid community college student transfer to the West Campus are planned. In particular, a "two plus two" Honors Program will be planned. Maricopa County Community College students will be actively recruited to enter and complete "capstone" degree programs offered at ASU West Campus.

Partnerships with business and government will be forged to respond to the special needs of a rapidly changing urban environment. New degree programs that will meet business and government needs will be planned. On-going professional development opportunities will be provided for west side employee groups, including credit and non-credit offerings.

B. Academic Organization

ASU West Campus will organize academic units that assume major responsibility and accountability for developing and operating quality academic programs.

Four initial interdisciplinary units called FACULTIES will be created:

- Arts and Sciences,
- Education and Human Services,
- Applied Science, Engineering and Technology, and
- Business.

The rationale for establishing this academic organization is based on:

- The need to develop an academic structure in keeping with the scale of the branch campus;
- The need to develop a structure that would encourage interdisciplinary and innovative programs complementary to those offered on the Tempe Campus;
- The need to create a structure that could interface with, but not necessarily mirror Colleges and Departments on the Tempe Campus.

Academic Directors, who report to the Dean of the Faculty, will administer these units. Academic Directors will be responsible for providing leadership for the development of West Campus curriculum, for attracting and retaining outstanding students and
faculty, for promoting quality research and service, and for ensuring compliance with University policies.

C. Development of Academic Programs

ASU West Campus is dedicated to excellence in instruction, student performance, scholarly achievement, and public service. ASU West Campus will develop a wide range of baccalaureate programs and offer selected master's level programs. Doctoral programs are not planned.

ASU West Campus will seek overall excellence in all disciplines and expects to offer many of the programs nationally recognized at ASU. In addition to offering selected bachelor's and master's degree programs presently authorized at ASU, ASU West Campus will develop various interdisciplinary majors to meet the needs of its students.

While the focus of ASU West Campus' mission will be somewhat different from the mission of ASU Tempe Campus, both share a common goal to offer the highest possible quality academic programs. Academic Program development will include:

- Offering academic degree programs through the master's level that prepare graduates for fulfilling careers, personal growth, and lifelong contributions to the quality of intellectual life in the nation, region and community.

- Equipping graduates with the skills and the broad education necessary to respond to accelerated technological, ecological, social, economic, and political challenges and opportunities of the next decade and beyond.

- Maintaining and enhancing programs for recruiting, retaining and educating students of diverse social, economic, and ethnic backgrounds.

- Developing and sustaining strong programs in, and bonds between the fine arts, liberal arts, sciences, and professions.

- Designing and conducting research intended to create and extend knowledge and understanding.

- Providing access to excellent library, laboratory, and computer facilities to advance scholarship by faculty and students.
Promoting the arts, humanities and preservation of culture.

Rendering service through various activities e.g., cultural presentations, museums and galleries, performances, and other programs; applied research projects; communication of vital information to the public; and off-campus education programs to meet the need for on-going intellectual, professional and artistic development.

Serving in a leadership role for the development of improved education, from childhood through the mature years of life.

Assuring a university environment characterized by intellectual freedom, diversity, and an open exchange of views.

D. Academic Areas Marked for Emphasis

Arts and Sciences

Arts and Sciences embrace those branches of learning most central to the foundations of society: the arts and humanities, the social sciences, and the natural sciences. Through these disciplines, the cultural, social and empirical knowledge of humankind is preserved, evaluated, and expanded. The FACULTY encourages interdisciplinary academic efforts and exchanges and holds a common commitment to the preservation of freedom in the conduct of academic inquiry.

Education and Human Services

Programs offered in Education and Human Services at the West Campus represent four major academic thrusts: education, nursing, social work, and public programs.

- Education programs prepare outstanding personnel for the Teaching profession, for service in public schools and other educational institutions, and through research, support the continuous improvement of the practice of education.

- Nursing programs prepare health care professionals to refine, expand, communicate, and apply knowledge which elevates standards of health care for society.

- Public Programs prepare professionals in the fields of communication, gerontology, justice studies,
leisure studies, and public administration, and through research, support the continuous development of these fields.

- Social Work prepares professional social workers for direct and community social work practice with emphasis on the needs of special populations in the Southwest. Research programs support the continuous improvement of the practice of social work through research.

Applied Science, Engineering and Technology

Applied Science, Engineering, and Technology prepares personnel for scientific and engineering professions and supports the advancement of these fields through research and service. Programs prepare students who possess outstanding technical competence and who understand the economic and social consequences of their fields in an age characterized by rapidly changing technological knowledge.

Business

Business prepares personnel to perform effectively as professionals in business and industry in a dynamic technology-driven, information society. Programs of instruction and research will be interactive with the business community, and responsive to the social, economic and technological changes that are shaping tomorrow's business environment.

E. Potential Research Areas and Service Centers

The ASU West Campus instructional and research programs are inseparable. Research leads to the discovery of new knowledge, permits rapid translation of new insights and information into instructional programs, and permits direct involvement of students in new fields of inquiry.

Quality education and excellence in research are closely linked. Consequently, ASU West Campus will develop, maintain, and nurture research excellence as determined by faculty interests and community needs.
F. Faculty Recruitment and Development

The quality of faculty is by far the single greatest factor in determining university excellence. Faculty play the central role in instruction, research, creative endeavor, and public-service programs. The faculty is integral to academic governance, academic recruitment, academic personnel decisions, and the assurance of high quality academic programs. In particular, faculty recommendations are pivotal in the development of course standards, faculty appointments and promotion, selection of chairs and other academic administrators, and the formulation of governance policies and procedures, academic discipline, establishment of teaching standards and evaluation methods, and related areas of academic affairs.

ASU West Campus is committed to recruiting the most highly qualified and heterogeneous faculty possible. Emphasis will be placed on employing faculty with high scholarly commitment and achievement in teaching, research, and public service.

An appropriate mix and balance of faculty which considers academic program needs, faculty rank, tenure status, and the ethnic and gender composition of the faculty will be sought.

ASU West Campus will employ and sustain a full-time resident faculty who will hold tenure in ASU West Campus academic units.

To expand the array of faculty expertise available to its students, ASU West Campus will also employ Faculty in Residence from ASU to teach a course(s) as appropriate to student needs. Faculty in Residence will hold tenure at ASU.

To provide its students and faculty opportunity to benefit from association with faculty of exceptionally outstanding accomplishment, ASU West Campus will seek the joint appointment with the Tempe Campus of a few highly distinguished faculty.

ASU West Campus Resident Faculty will be governed by the conditions of service and personnel policies and regulations of Arizona State University.

Common Arizona State University criteria for promotion and tenure will be applied in the promotion and tenure review of both West Campus and Tempe Campus faculty.

Promotion and tenure reviews of West Campus Resident Faculty will be conducted by West Campus FACULTY units. In the early years of development, appropriate Tempe
Campus faculty will be involved in the peer review process. Recommendations concerning promotion and tenure of faculty from both campuses will be made by one Arizona State University Promotion and Tenure Committee.

Faculty development programs will assist faculty to pursue new research interests, develop and improve academic programs, improve the quality of course instruction, develop and refine faculty computer skills, secure external funding, and improve public service activity.

ASU West Campus is committed to providing untenured faculty the opportunity to conduct and publish research.

To enhance faculty productivity, ASU West Campus is committed to recruit, sustain, and develop highly qualified staff to provide competent and adequate support for faculty research, teaching, and service.

G. Student Recruitment and Enrollments

ASU West Campus must target its academic programs, services, and recruitment efforts to a particularly diverse West Valley student population with characteristics that include:

- students transferring from Maricopa County Community Colleges;

- a high proportion of mature working adults, many with interrupted college careers who will enroll part-time;

- the necessity to commute to the campus;

- a high percentage of women, many returning to school after a long absence;

- racial/ethnic minorities;

- professionals in all fields, especially technological industries and education; and

- many place-bound to the West Valley, confined by work and resident locations as well as by family and community commitments.
With a 1985 Fall Semester enrollment of 695 full-time equivalent students and a headcount of 2529 students, modest increases over previous semesters have been realized. Similar increases in enrollment are expected during the period before permanent facilities are constructed with rapid increases thereafter up to approximately 10,000 full-time equivalent students by the mid or late 1990s.

The enrollment achieved by the early 1990s will depend upon the speed with which facilities become available and could reach 5,000 FTE if current development projections can be realized.

Student enrollment at ASU West Campus will increase among all types of students at the upper division and graduate levels. The current part-time student profile may change when permanent facilities become available to include a larger number of full-time students.

Enrollment at ASU West Campus will be limited to 10,000 FTE students. Enrollment in some academic programs may be also limited due to resource constraints and to avoid unnecessary duplication with Tempe Campus course offerings.

H. Off-Campus Courses and Programs

The ASU West Campus local service area is bounded on the north by Happy Valley Road; on the west by Jackrabbit Trail; on the south by Southern Avenue; and on the east by 16th Street and Cave Creek Road from Indian School to Happy Valley Road, and on the east by 35th Avenue south of Indian School Road. The service area described is not intended to represent an exclusive preserve for the West Campus, but to identify areas within which enrollment and collections will be attributed to programs operated by the West Campus. Accounting should be flexible enough to permit valid comparisons over time despite changes that may be made in the definition of the service area in the future.

ASU West Campus expects to design its new campus facilities to take advantage of known and projected technologies for delivering instruction particularly for off-campus programs. Some instruction which originates at the Tempe Campus will be delivered to students at ASU West Campus by means of Instructional Television Fixed Services (ITFS).
I. Library

The role of the West Campus Library is to advance the academic mission of ASU West Campus by providing for the information needs of West Campus educational programs.

To fulfill its role, the ASU West Campus Library will provide an on-site collection of high use information resources, electronic access to information and to the resources of other libraries, and staff services to assist clients in the effective use of materials from remote sites.

The libraries of the Arizona State University enjoy an interdependent relationship and together provide a full program of services. The West Campus Library provides on-site resources and services to satisfy frequent and basic information needs of ASU West Campus students and faculty. West Campus users will also be linked to the resources and services of other ASU libraries to satisfy specialized information needs.

The on-site collection of the ASU West Campus Library will provide materials which directly support the West Campus curriculum. Specialized research materials needed by West Campus faculty and advanced students will be provided by access to and daily delivery of materials from the collections of other ASU libraries. To further expand available resources and serve the broader community, the ASU West Campus Library will participate in a consortium of West Valley libraries, organized for the purpose of cooperative collection development and resource sharing.

J. Student Services

Student services programs will augment and support ASU West Campus academic programs by extending the learning environment of students to the broad campus experience.

Services planned to students will include:
  o pre-enrollment information;
  o academic advisement;
  o admissions and orientation;
  o registration;
  o financial aid services;
  o student employment;
  o career services;
  o counseling;
  o learning support services.
  o student organizations;
  o student publications;
  o acquisition of necessary learning materials; and
  o student health.
Student services will emphasize new and continuing programs and services which promote the instructional mission of ASU West Campus and address the developmental needs of students. Attention will focus on the quality of campus life for all students and, in particular, "special needs" groups such as ethnic minorities, part-time working adults, community college transfer students, commuter students, disabled students, and re-entry students.

K. Administrative Services

ASU West Campus Administrative Affairs will be responsible for:

- Ensuring that the quality of the support services and facilities at ASU West Campus is consistent with the Tempe Campus;

- Ensuring that West Campus resources are used effectively and in a manner consistent with University and Board of Regents policies; and

- Increasing public awareness about West Campus to attract and develop community support.

To carry out those responsibilities, Administrative Affairs will:

- Improve support services delivery systems to the West Campus by developing strong relationships with Tempe Campus support service units;

- Develop and explore various financing strategies for West Campus building projects;

- Develop and implement an internal budget allocation process that ensures that allocations adequately reflect the mission and priorities of West Campus;

- Continue the activities of Marketing and Public Relations through print and broadcast advertising, public relations and information, public events, slide/tape presentations and direct mail; and

- Continue to identify key groups and individuals important to the success of West Campus and sustain communications with current and perspective donors.
L. Physical Facilities

Facilities development at the permanent site on Thunderbird Road will take place consistent with the Master Plan. ASU West Campus expects to pursue a phased capital development program, based upon the availability of capital outlay funds, with a goal of opening the first major building during the 1988-89 academic year. The first phase build-out is being planned for 5,000 FTE students with a final phase envisioned to serve 10,000 FTE students.

The dynamic nature of population growth in the West Valley, and the consistency and timeliness of state funding to support the development goals of the plan point to the need for continuous review.

Due to fluctuations in the pace of development and student demand, both temporary campuses at Montebello and Alhambra will be needed in the early years to provide the necessary flexibility for accommodating student needs not met at the Thunderbird Campus.

The 1985 Master Plan provides for revenue-producing commercial use of the Thunderbird Campus that will off-set university operating costs. That issue will be re-examined in light of new developments in commercial and industrial use in northwest Phoenix and Glendale and in terms of appropriateness of location on the Thunderbird site.