

# Academic Affairs Strategic Plan

April 27, 2009

## Mission

As the educational center of Sonoma State University, Academic Affairs promotes excellence in teaching and learning, inquiry, and service in the context of its diverse cultural and natural environment.

To advance its mission, Academic Affairs

- encourages interactive teaching and learning and close mentoring relationships throughout the curriculum and throughout the campus,
- provides a foundation for critical thinking, experiential learning and personal growth,
- supports the exploration of a variety of perspectives and diverse modes of discipline-based and inter-disciplinary inquiry,
- inspires ethical exploration, civic engagement, social responsibility and global awareness,
- creates a community that values diversity through undergraduate programs grounded in the liberal arts and sciences, and selected professional graduate programs.

## Vision

Academic Affairs will achieve national distinction for its excellence in public liberal arts and sciences education and related graduate programs while acting as a catalyst for social, cultural and economic progress in the North Bay Region.

## **Strategic Area 1: Identify, maintain and enhance excellent and distinctive academic programs that are responsive to changing student populations.**

*Strategic Goal 1.1:* Provide a liberal arts and sciences education that prepares students for fulfilling public and private lives.

Initiative 1.1.1 Offer undergraduate liberal arts and sciences majors designed around learning experiences which emphasize the core structure and methodology of the field of study.

Initiative 1.1.2. Achieve and maintain excellence in both undergraduate and graduate programs while promoting diverse pedagogical approaches and encouraging academic innovation.

Initiative 1.1.3. Develop and maintain policies and procedures that encourage excellence in academic advising of undergraduates.

Initiative 1.1.4. Prepare students for active involvement in the community by providing a broad range of opportunities for students to become involved in socially responsible community engagement.

Initiative 1.1.5. Encourage disciplinary and interdisciplinary innovation in both pedagogy and curriculum.

*Strategic Goal 1.2:* Build a coherent, effective and distinctive General Education Program that provides undergraduate students with a challenging and meaningful experience.

Initiative 1.2.1. Offer General Education programs that are philosophically coherent and have clearly defined and regularly assessed goals.

Initiative 1.2.2. Make General Education an essential part of the teaching, advising, and curricular development responsibilities of permanent faculty.

Initiative 1.2.3. Develop a model for assessing the goals and objectives of the *Statement on the Mission, Goals and Objectives of General Education* adopted by the Senate that could be applied to the existing, as well as any revised, GE curriculum.

Initiative 1.2.4. Develop and implement a plan for assessing the GE curriculum, based on learning outcomes developed on campus and at the CSU, and on the program review process.

Initiative 1.2.5. Develop a plan that identifies the resources that can be dedicated to the assessment and planning of GE curriculum, as well as to improving the effectiveness of the GE curriculum.

*Strategic Goal 1.3:* Offer high quality graduate and professional programs that enhance the intellectual development and professional preparation of post-graduate students.

Initiative 1.3.1. Work with community partners to complement the educational mission of the University.

Initiative 1.3.2. Create and maintain graduate and professional programs that respond to demonstrable needs.

Initiative 1.3.3. Complement the integrity and quality of undergraduate programs through graduate education.

Initiative 1.3.4. Ensure that graduate and professional programs are appropriately staffed and are provided with resources adequate to offer courses in a timely manner, to administer the program, and to facilitate timely completion of degree requirements by graduate students.

*Strategic Goal 1.4:* Continually assess and improve academic programs and curriculum.

*Strategic Goal 1.5:* Enhance teaching and learning by integrating information competence into the curriculum and increasing information access via the library and instructional technology.

## **Strategic Area 2: Attract, retain and support excellent faculty and staff.**

*Strategic Goal 2.1.* Support faculty in all areas of their professional responsibilities.

Initiative 2.1.1. Support and provide resources adequate to fulfill the faculty's primary function of teaching, including maintaining a student-faculty ratio no higher than the systemwide average in order to support student-centered learning and an appropriate faculty workload.

Initiative 2.1.2. Maintain a balance between General Education and major programs and provide adequate support for both..

Initiative 2.1.3. Support and provide adequate resources for the scholarly, creative, and professional development of its faculty, including travel and reassigned time and other support, such as travel.

Initiative 2.1.4. Support full faculty participation in faculty governance.

Initiative 2.1.5. Promote faculty service to the community.

Initiative 2.1.6. Fund timely acquisition and maintenance of appropriate facilities and equipment to carry out the academic mission (including library resources, workstations, software, lab equipment, and datasets.).

*Strategic Goal 2.2.* Retain tenured and tenure-track faculty and permanent staff essential to the academic mission.

Initiative 2.2.1. Provide faculty salaries that reflect CPEC parity for comparable institutions.

Initiative 2.2.2. Provide faculty housing for junior faculty to help develop a sense of academic community.

Initiative 2.2.3. Maintain the legislatively mandated core of 75 percent tenure/tenure track faculty able to respond to the changing needs of its academic programs, maintain currency within academia and a willingness and ability to engage in multi- and inter-disciplinary discovery.

Initiative 2.2.4. Recruit and retain disciplinary and cross-disciplinary faculty who value involving students in scholarly pursuits and research activities,.

Initiative 2.2.5. Recruit faculty members who value community engagement and General Education.

## **Strategic Area 3: Build a diverse and inclusive university community and culture that actively promote our core values.**

*Strategic Goal 3.1:* Develop and implement effective programs to increase diversity of the campus community and its academic and cultural life.

Initiative 3.1.1. The class level distribution of the student population should reflect a balance appropriate to a four-year undergraduate program and selective graduate programs.

Initiative 3.1.2. Recruit on a state-wide and local service area basis consistent with CSU mandated priorities for freshmen and upper-division transfer students.

Initiative 3.1.3. Increase SSU's underrepresented ethnic populations (e.g., Native American, Latino/Hispanic, African American, Asian) to:

- expose all students to an educational experience that reflects the cosmopolitan nature of contemporary society;
- serve the under-represented population of the service region.

Initiative 3.1.4. Achieve a distinctive international presence in the student body by increasing admissions and support systems for international students.

Initiative 3.1.5 Increase study abroad services and opportunities for students and international exchanges for faculty as priorities for internationalization.

*Strategic Goal 3.2.* Attract, welcome, and support an economically, socially, and culturally diverse student body with respect to ethnicity, disability, age, gender, sexual orientation, and veteran's status.

Initiative 3.2.1. Work together as a community to clarify what SSU's optimal diversity profile should be, and whether we should reach for representation comparable to our service area, the North Bay region, or the state.

Initiative 3.2.2. Provide a support structure and training program designed to increase retention rates of a diverse community.

#### **Strategic Area 4: Foster collaborations that address the educational, social, cultural, and economic development needs of the regional community and enhance our students' learning.**

*Strategic Goal 4.1:* Identify and strengthen community service and civic engagement opportunities for students in the curriculum and across all university programs.

*Strategic Goal 4.2:* Provide strong leadership in developing, strengthening, and coordinating community-wide partnerships and collaborations.

*Strategic Goal 4.3:* Increase participation and attendance of university and community members at university cultural and athletic events.

*Strategic Goal 4.4:* Strengthen the role of the university as a resource in the economic development of the community.

#### **Strategic Area 5: Establish sustainability as a key element of Sonoma State University's identity on campus and in the region.**

*Strategic Goal 5.1:* Develop the theme of sustainability in the curriculum and co-

curriculum.

Initiative 5.1.1. Coordinate and disseminate information about sustainability initiatives in the curriculum and co-curriculum, including support for a comprehensive SSU Sustainability Web Site.

Initiative 5.1.2. Support the design and implementation of curricular initiatives focused on sustainability

Initiative 5.1.3. Seek external and endowment support for sustainability programs and activities.

*Strategic Goal 5.2:* Position SSU as a leader in regional sustainability activities.

Initiative 5.2.1. Support faculty and staff involvement in community-based sustainability initiatives.

### **Strategic Area 6: Develop a strong and expanding resource base to support excellence in teaching and learning.**

*Strategic Goal 6.1:* Develop and implement a comprehensive plan for resource generation and allocation that ties together academic, fiscal and infrastructure planning and acknowledges the educational mission of Academic Affairs as the central funding priority of the University.

*Strategic Goal 6.2:* Develop increased non-state sources of funding to support the academic mission of the university, including extended education and local community partnerships.

*Strategic Goal 6.3:* Assure that any revenue generating initiatives do not detract from the University's primary mission.

### **Strategic Area 7: Enrich the culture of shared governance within the Division of Academic Affairs among faculty, administration, staff, and students, in conformity with generally accepted principles of academic governance and in light of CSU policy statements.**

*Strategic Goal 7.1:* Ensure that the institutional structures and lines of communication are effective and timely and involve all major constituencies of the division in decisions related to curriculum and co-curriculum.

Initiative 7.1.1. Assess current practices and future needs for released time and leadership training for faculty in leadership positions.

Initiative 7.1.2. Evaluate and make recommendations on decision-making processes for the purposes of streamlining and strengthening governance and administration in the division.

Initiative 7.1.3. Evaluate and make recommendations on the effectiveness of Academic Affairs participation in the budgetary consultation processes.