

California State University, Stanislaus
Strategic Plan Tracking Matrix

Priority	ACTIVITIES	Evidence/Effectiveness Indicators	Data Analysis To Be Completed	Date Disseminated
1	Student Engagement, Development, and Academic Achievement			
1.1	Continue the tradition of engagement to enhance the overall success of a diverse student body.			
a	Improve retention and persistence to degree	Program specific retention and persistence studies		
b	Increase student-faculty engagement	Student satisfaction and engagement surveys		
c	Encourage and celebrate scholarly achievement	Student research productivity		
d	Attract high achieving students	Scholarship funding levels		
e	Ensure access for students of promise	Student demographics, including veterans and disabled students		
1.2	Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.			
a	Increase support for current programs	Program quality		
b	Increase program alignment with regional needs, student demand, institutional mission	Student, alumni, and faculty surveys		
c	Sustain and enhance first-year student programs	Enrollment data, funding support, program vitality		
d	Enlist government and community support for existing programs	Grants, gifts, endowments, partnerships		
1.3	Develop new programs that demonstrate the greatest centrality to the University's mission, the highest quality of academic rigor, and expectations for student learning.			
a	Develop new programs	Program and enrollment data		
b	Prioritize new directions consistent with college academic planning	Academic program review, external evaluation, and disciplinary accreditation		
c	Enlist external support for new programs	Grants, gifts, endowments, partnerships		
1.4	Support colleges in developing and reinforcing their distinct academic identities.			
a	Develop and articulate college identities	College's public images in region, state, and nation		
b	Offer innovative academic programs	Program enrollments by region, state, and nation; seed funding for programmatic issues		
c	Foster fair, effective, and efficient faculty governance structures	Faculty surveys, support unit reviews, systems analysis increased		
d	Diversify the colleges' resource base	Grants, contracts, extended education, partnerships, gifts, University Advancement funding of academic programs		
1.5	Facilitate access to programs and develop nontraditional delivery models appropriate for the unique needs of students.			
a	Support new and restructured programs	Cost/benefit analysis, program evaluation, evidence of student learning, faculty and student satisfaction		
b	Increase number of certificate, credential, and executive programs	Number of new non-traditional program offerings, student enrollment, quality reviews		
c	Increase number of students entering and completing programs	Enrollment data, external evaluation		
d	Improve workforce placement in high demand professional areas	Placement data from business, education, healthcare, and industry		

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	1.6 Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.			
a	Implement efficient and effective advising	Revised advising policy, student satisfaction		
b	Implement efficient new student orientation	Student participation rates and satisfaction		
c	Make degree audits available on-line	Graduation rates, student-faculty satisfaction		
d	Provide clear and accurate advising through multiple media	Student satisfaction and engagement surveys		
e	Increase student activity and accountability in evaluating academic progress, managing portfolios, and abiding by University regulations	Exit interviews, number of petitions, retention and graduation data		
	1.7 Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.			
a	Increase opportunities for students to explore career opportunities	Awareness of Career Center and its resources		
b	Link career options and opportunities to majors	Employer, alumni, and graduating senior surveys		
c	Enhance level of service learning and community engagement	Participation in service learning and community partnerships		
d	Increase placement rates in chosen field	Placement rates		
e	Enhance ability of students to perform as highly competitive and successful professionals	Internships, workshops, Career Center resources, participation in the community		
	1.8 Strengthen the general education program to prepare students for academic challenges, the likelihood of multiple careers, and lifelong learning.			
a	Continue to evaluate general education course offerings and schedules	Student achievement of general education learning goals		
b	Sustain existing and create new interdisciplinary programs/intercollege programs	Student participation in interdisciplinary programs or activities		
c	Foster strengths in the liberal arts	New programs, Academic Program Reviews		
d	Integrate global learning and environmental sustainability principles into general education learning goals	General Education Academic Program Review		
e	Assess design and delivery of general education program	Academic Program Review		
f	Assess student achievement in general education learning goals	Academic Program Review		
g	Enhance communication with California community colleges to improve transfer readiness and preparation	Transfer reports; Intersegmental General Education Transfer Curriculum Standards, Policies, and Procedures		
h	Feasibility of appointing faculty director for leadership to develop and assess the general education program			
	1.9 Prepare students to be leaders in their fields who are globally aware and responsive to environmental and sustainability issues.			
a	Increase percentage of students in leadership experiences	Student enrollment in leadership programs, recognition in competitive leadership events		
b	Integrate global learning and environmental sustainability principles into general education learning goals	Evidence of student achievement of general education learning goals		
c	Provide opportunities to study languages and cultures	Effective language learning opportunities		
d	Increase number of seminars, practica, and field experiences that address environmental and sustainability issues	Availability of seminars, practica, and field experiences addressing environmental sustainability		

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2	Support for Teaching, Learning, Scholarship, and Service			
2.1	Recruit and retain a diverse and engaged faculty.			
a	Commit to established diversity principles	75% tenured and tenure-track faculty, measured in terms of FTEF		
b	Fully implement workload agreement	Maintain or lower student-faculty ratio		
c	Implement 20% faculty workload to research, scholarship, or creative activities	Institutional data showing the degree to which faculty are able to receive assigned time for RSCA		
d	Increase faculty compensation with comparable institutions	Compensation data		
e	Reduce first year workload for new faculty hires	Other faculty demographics		
f	Support pedagogical development for junior faculty	Number of FDC programs and mentoring participation rates; RPT Teaching Philosophies		
g	Mentor and support research, scholarship, and creative activities agenda	Number of FDC programs; ORSP financial investment of faculty support; increased RSCA		
h	Promote and publicize accomplishments and achievements	Faculty reports of teaching; RSCA; service performance		
i	Define increased college autonomy	College constitutions and governance		
j	Mentor faculty and increase opportunities for non-tenure-track faculty to participate in governance, service, scholarship, and creative activity	Faculty governance mentoring; ORSP and FDC programs and fiscal investment; increased RSCA		
k	Increase faculty opportunities through the FCETL's programs and activities	Number of programs and attendance rates		
2.2	Recognize faculty for leadership, service, and achievements.			
a	Recognize and publicize faculty as public intellectuals	Faculty reports of teaching; RSCA; service performance		
b	Increase level and variety of knowledge within the University and the broader community	Faculty demographics		
c	Define opportunities for Emeritus faculty	Faculty, student, and community surveys		
d	Improve competitiveness in salary compensation	Compensation data		
2.3	Support the professional development, growth, and achievement of the University's staff.			
a	Increase staff opportunities to enhance skills	Funding levels and hours dedicated for staff development, educational attainment, participation in staff development		
b	Enhance staff satisfaction and efficiency	Turnover rate, satisfaction surveys		
c	Recruit, hire, and retain staff at appropriate levels	Promotions, re-classes, in-range advancements		
2.4	Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff.			
a	Increase size and currency of library collection	Funding level for materials; size, scope, currency of library collection; library user surveys		
b	Increase information and learning resources to facilitate high quality teaching and research, scholarship, and creative activities	Unit review process		
c	Recruit library faculty and staff	Funding level for human resources		
d	Increase support at the University level, in the colleges and library for faculty pursuing grant and research opportunities	Grant productivity measures		

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2.5	Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.			
a	Provide agile, robust, and ubiquitous technology services	Satisfaction surveys		
b	Improve service delivery	Assessment through support unit review process		
c	Improve faculty and student access to campus information and technology tools	Technological support measures		
d	Recruit technical staff with skills at appropriate levels			
2.6	Support innovative curricular and co-curricular opportunities to instill in students the pride of scholarship.			
a	Increase availability of learning communities and learning support programs	Outcome achievements in organized learning communities		
b	Develop programs and activities that distinguish the University as a center for learning	Student retention and graduation rates in comparison with peer institutions		
c	Increase opportunities for student research, scholarly, and creative activities	Participation in honor societies, academic presentations, competitions; graduate and post-baccalaureate study		
2.7	Continue the development of the Stockton Center			
a	Promote existing strengths of the Stockton Center and enhance its academic identity			
b	Provide effective, committed onsite leadership, instruction, and staff	Faculty, staff, student, and community satisfaction		
c	Redevelop business and academic master plans			
d	Explore feasibility of alternative instruction and delivery systems	Stabilized enrollment growth pattern		
e	Develop key student services	Student satisfaction		
2.8	Increase organizational efficiency and effectiveness			
a	Perform needs analysis of faculty governance	Evidence-based decision making		
b	Consider proposals for restructuring university governance and administrative organization	Campus-wide dissemination and application of policies and procedures		
c	Support effective governance currently in place	Functional benchmarking surveys		
d	Increase integrity of institutional data and data systems	Degree of compliance with external deadlines and requirements		
e	Increase efficiency and effectiveness of administrative operations while maintaining quality	Qualitative and quantitative measures to evaluate administrator effectiveness; cost comparisons with similar institutions		
f	Improve enrollment management to streamline application and admission decisions	Operational improvement initiatives		

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3	The University and the Community			
3.1	Grow at a rate of 3% FTES per year, simultaneously improving instructional quality and fiscal well-being.			
a	Increase student enrollments	Enrollment numbers and percentage of freshmen, transfer, graduate and international students annually against targeted growth rates; Stockton and distance education enrollments		
b	Maintain a student-faculty ratio and increase instructional recourses	Student-faculty ratio		
c	Increase freshman enrollments			
d	Increase classroom space	Classroom seat occupancy measures		
e	Utilize effective classroom scheduling	Need to reschedule classrooms after term begins		
f	Develop program-specific community learning centers in targeted areas	Increase in centers; faculty and student participation rates		
g	Increase number of qualified transfer students	Student enrollment and admission indicators		
h	Increase number of out-of-region, national, and international students	Student enrollment and demographics		
i	Increase use of national and international exchange programs	International student enrollments and exchange agreements		
j	Increase percentage of regional high school students who go to college and select CSU Stanislaus	Percentage of regional high school graduate attending college and selecting CSU Stanislaus		
k	Re-evaluate systematically campus facility capacity needs	Space utilization studies; course scheduling module utilization		
3.2	Expand high school and community college partnerships to increase the quality and diversity of our student body.			
a	Increase quality and number of high school and community college outreach programs	Application yield and percentage of students in partnership programs		
b	Work within partnerships to increase student preparation for college entry	Percentage of students requiring remediation at entrance; percentage of students eligible for Stanislaus in six-county area; local high school graduation index		
c	Employ web technology and communication strategies to provide prospective students with timely information facilitating college preparation	Web users survey and web log analysis		
3.3	Implement an enrollment management plan to increase admission, retention, and progress to degree in graduate programs.			
a	Increase enrollments in graduate programs to meet demand for qualified graduate students	Application yield, enrollments, percentage of graduate to undergraduate students		
b	Increase financial and scholarly support	Increase the numbers of president and provost scholarships; donor gifts; endowments		
c	Develop new programs in response to workforce needs	Academic program review		
d	Streamline admission process	Mean application to admission time		
e	Consult with faculty and staff at all levels as part of the enrollment management process	Retention, total units attempted, and mean time to degree data		

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	3.4 Maintain an aesthetically stimulating, inspiring, and environmentally sensitive campus that supports opportunities for students, faculty, staff, and community members to engage and to give the campus a distinct identity.			
a	Continue to develop campus climate and grounds use through master planning activities	Assess facility usage through support unit review process		
b	Increase opportunities for campus and external community use of grounds for activities	Community surveys; revenue generated by non-university event rentals; customer satisfaction surveys		
c	Encourage increased use of campus as a cultural and intellectual center	Number and types of events occurring on campus; student satisfaction survey		
d	Make the arts more visible on campus	Quantity and quality of art on campus; use of sustainable technology and techniques		
e	Establish a creative arts committee	Reviews of campus visual art and performance		
f	Coordinate art on campus initiatives with the College of the Arts			
	3.5 Create a vibrant campus student life culture through increased, high-quality residential living opportunities within the greater campus area.			
a	Increase campus residential population	Housing, food service, sororities, fraternities, student activities, and other areas		
b	Enhance local student housing opportunities	Occupancy reports		
c	Facilitate a safe and healthy campus life	Campus crime statistics; benchmarking surveys related to student behavior, physical and mental health		
d	Improve food service, recreation and activities, safety service, and administrative service hours	Student satisfaction survey		
	3.6 Enhance our academic stature nationally and within the California State University system			
a	Achieve the highest reaccreditation by WASC and disciplinary accrediting agencies	WASC reaccreditation; disciplinary reaccreditations; national ranking publications; offices held by faculty and administration in professional organizations; CSU Accountability Report and Chancellor's Office reports		
	3.7 Enhance our partnerships regionally, with special attention to the city of Turlock.			
a	Increase level of alumni interaction	Survey of alumni, employers, superintendents, and community college presidents		
b	Position University as a prominent and intellectual resource	Student, staff, and faculty involvement in service activities		
c	Develop partnerships and create a college town environment	Partnerships and philanthropic activities		
d	Enhance relationships with government agencies and elected officials	Faculty and staff participation in city organizations		
e	Consider creating a Turlock downtown office for extended education and degree programs	Extended education programs and enrollments		
f	Increase quality of relations between Turlock and University	City participations in campus organizations		
g	Increase service learning opportunities	Campus involvement in service learning and local community internships		

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	3.8 Enhance University contributions to the region's economic prosperity.			
a	Increase opportunities for local economic and business development forums	Number of events, activities, and studies for business and economic development		
b	Encourage responsible, ethical, and sustainable economic development	Regional economic development indicators		
c	Increase opportunities for University researchers to improve regional understanding of economic and social indicators	Regional economic development indicators		
d	Develop a knowledge-based research center focusing on land and environmental policy and planning	Center establishment and research contributions		
e	Explore opportunities for university-business cooperation	Surveys of economic development officers and leaders		
f	Establish University as a key regional source of talent for business recruitment	Alumni employment		
	3.9 Through advertising, enhance University image and public relations.			
a	Increase awareness of students as competitive and successful professionals	Media coverage; alumni communications; alumni participation rates		
b	Employ web technology and recruiting materials to market the University	Increased use of web-based processes and materials		
c	Increase perception of campus as a cultural and intellectual center	Number of cultural and intellectual events on campus		
d	Market colleges' distinctiveness through promotional materials	Media coverage of each college		
e	Enhance marketing and promotion of the Stockton Center	Media coverage; Stockton enrollments		
f	Update website and print media publicizing the University	Student enrollments; national/regional rankings; media awards		
g	Implement local marketing and communications plan	Media coverage; local partnerships; town/gown relationships		
h	Improve signage and "faces" of University	Foot traffic in University business area		
i	Publicize the University through use of public radio, campus radio, television, and student newspaper	Media coverage		