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Strategic Planning

A Sense of Place, Inclusion, Transformation, and Future

University Strategic Plan 2017-2025

Tracking Year 5 (2021-22)





Top Achievements by Division, 2021-22

DIVISION OF ACADEMIC AFFAIRS

1. **Successfully submitted the WASC Interim Report for Stockton.** The report was received by the commission with overwhelming positivity and will help set the stage for the next chapter at the Stockton Campus which includes a new building, new and expanded academic programs and student services, as well as a renewed commitment to the San Joaquin region.
2. **Completed successful searches** for the Deans of Extended and International Education, College of Business Administration, College of Education, Kinesiology and Social Work, Interim Dean for the College of Science, and the permanent AVP for Academic Affairs.
3. **Established the Academic Affairs: What You Need to Know weekly publication** to improve communication of critical information for faculty and Academic Affairs staff. The publication has an average open rate of 46% with some editions having open rates of up to 57%.
4. **The Post-masters Certificate in Psychiatric Nursing was approved by the Chancellor's Office,** launching a pathway for family nurse practitioners holding a master's degree in nursing to specialization of additional advanced practice content, in psychiatric mental health. The program is designed to strengthen and broaden the clinical capabilities of family nurse practitioners who want to deepen their understanding and competency in providing mental health interventions for their medical patients.
5. **Moved the Community Equity Research Center under the Division of Academic Affairs** to provide increased institutional support to their mission to be a hub for participatory action research supporting equity, inclusion and the development of knowledge in the pursuit of social justice in the Central Valley.

DIVISION OF BUSINESS & FINANCE

1. **COVID-19 Prevention and Mitigation.** Safety and Risk Management continued COVID-19 campus monitoring, planning, preparation, communication, and implementation of prevention and mitigation strategies. This was all in an effort to ensure campus community safety and to meet Cal/OSHA Emergency Temporary Standards.
2. **The Capital Planning team completed the facilitation and management on the renovation of the Vasché Library Building.**
3. **The Sustainability team collaborated on the design of campus e-waste recycling receptacles** following best practices for recycling that included accessibility, visibility, standardization of receptacles, and ease of use.
4. **The Facilities Management team refreshed classrooms** in Demergasso Bava Hall, Fieldhouse and Fieldhouse Annex, replacing carpet and painting. They also coordinated replacement of classroom furniture.
5. **Financial and Support Services implemented the automation of the P-Card workflow and approval processes,** replacing manual paper process. Project resulted in efficiencies and savings from reduced paper use, storage of records, and time to file, validate records, and improved audit and reporting capabilities.
6. **The central University Budget Office completed and implemented the campus Budget Oversight Policy.** This policy allows for the facilitation of greater transparency of the budget review process and projected spending against allocations.

Office of Information Technology (OIT)

7. **Classroom Technology Upgrades.** OIT successfully completed Phase I of our classroom upgrades, bringing 30 classrooms to the new Zoom Room Standard. Phase II is in progress with 27 additional rooms currently staging for upgrades during winter break. A Demo Room in DBH provides hands-on technology for faculty to explore the new classroom technology.
8. **Stan State Mobile App for both iPhone and Android was successfully launched on our new Stan State Mobile application.** Students now have direct access to all their Student Information including the ability to add classes, view grades, holds and To Do items, all from within the app.

University Police Department (UPD)

9. **UPD partnered with the Stockton Campus to assess and recommend major changes to the safety infrastructure of the campus.** Implemented recommendations which included the addition of electronically controlled door locks, upgraded and additional lighting in the parking lots to increase visibility, security cameras added to the exterior and public areas in the Acacia Hall, and better visibility for the contracted security services.
10. **UPD has fully implemented Racial and Identity Profiling Act reporting to the California Department of Justice,** and the first annual report will be made in January of 2023 on the Open Justice web page at: <https://open-justice.doj.ca.gov/>. The data collected through RIPA reporting is meant to strengthen law enforcement-community relations in California through collaboration, transparency, and accountability.
11. **UPD transitioned to the National Incident-Based Reporting System (NIBRS),** which captures details on each crime incident, as well as on separate offenses within the same incident, including information on victims, known offenders, relationships between victims and offenders, arrestees, and property involved in crimes. Unlike data reported through the older UCR Program's traditional Summary Reporting System (SRS), NIBRS goes much deeper because of its ability to provide circumstances and context for crimes like location, time of day, and whether the incident was cleared.

Admissions & Outreach Services (AOS)

1. **In-person Warrior Welcome.** On April 23, 2022, Admissions and Outreach Services (AOS) hosted Warrior Welcome in-person for the first time since 2019. This yield event for admitted students offered a vibrant experience with fun activities and helpful resources. President Junn greeted over 600 guests and welcomed newly incoming students to the Stanislaus State community. Attendees had opportunities to register for New Student Orientation, accept their admission, and submit transcripts for on-the-spot admission decisions.
2. **Expanded Services via Warriors on the Way (WOW).** The WOW program continues to support prospective transfer students from the University's local feeder campuses, Modesto Junior College, Merced Community College, and San Joaquin Delta College. Effective spring 2022, WOW counselors expanded pre-admission advising services to all prospective transfers, not just those enrolled in the WOW program. In so doing, the WOW program has more visibility at the community colleges and increased access to pre-admission support to all prospective transfer students.

Enrollment Services

3. **Pre-registered incoming freshmen in one additional class.** In collaboration with the Office of the Provost, the College Deans, and the department chairpersons, Enrollment Services pre-registered all incoming first-time freshman in three classes prior to their arrival at New Student Orientation. Each student was registered in an English, math, and general education and/or major course as suggested by the student's major department.
4. **Elimination of the enrollment confirmation deposit (ECD).** Upon discussion of administrative barriers, the Enrollment Initiatives Workgroup made a recommendation to the VP for SPEMI to remove the enrollment confirmation deposit, eliminating the additional \$100 initially required for students to reserve their seat.

Financial Aid & Scholarship Office (FASO)

5. **Implementation of verification data system and live chat feature for Financial Aid and Scholarships.** The Financial and Scholarship Office moved from a paper verification system to the CampusLogic software system. With this implementation, 95% of student forms were converted from paper to online forms, thus, making the submission more accessible and expediting the verification process. This allowed the Financial Aid Office staff to process awards at a faster rate. Along with this new software system, the Financial Aid and Scholarship Office introduced a "Live Chat" feature to the chatbot. This allowed students to talk to a financial aid live agent and meet with a financial aid advisor. This feature allows students to have their questions answered in real-time.
6. **HEERF III and CA Emergency Grant.** In the year 2021-22 the Financial Aid and Scholarship Office awarded over 19 million dollars in HEERF funding, bringing this to a total of over 32 million dollars in emergency funding for students. In addition, the Financial Aid and Scholarship Office in collaboration with Basic Needs awarded and disbursed \$838,000 thousand dollars in CA Emergency funds with funding from the State and Chancellor's Office. These funds were awarded to students facing an emergency during the academic year.

Institutional Effectiveness & Analytics (IEA)

7. **Participated in the Postsecondary Data Partnership (PDP),** a data service provided by the National Student Clearinghouse. It translates institutional data to visualized presentation and analyses. IEA completed data file development and certification for the past five cohort years which enabled the launching of the PDP dashboard.
8. **Provided data support for Alumni Outcomes by Lightcast** – formerly Emsi Burning Glass – the leading research company for labor market analytics. Alumni Outcomes is one of Lightcast's services to track student success after graduation. IEA led the campus efforts to provide data support to complete Alumni Outcomes for Stan State students since the 1960s. About 30% of graduated alumni have a matched record in Lightcast's labor market database, which significantly extends the scopes of institutional research, student services, and university advancement.

DIVISION OF STUDENT AFFAIRS

1. **Athletics enjoyed a banner year with the return of competition.** Women's Cross Country won the 2021 California Collegiate Athletic Association (CCAA) championship team title – a first in the program's history. The team also won four CCAA major individual awards including Coach of the Year, Darren Holman and Freshman of the Year, Katarina Borchin. Kaela Dishion was named CCAA Runner of the Year and Newcomer of the Year. Women's Basketball head coach Wayman Strickland won his 100th career game, making him the second all-time winningest coach in program history. Women's Softball beat the No. 1 ranked team in the nation – Concordia University Irvine – 6-1. And our student-athletes continued their streak of academic achievement by maintaining a GPA above 3.2 for a fifth consecutive semester.
2. **Expanded Physical and Mental Health Care Services.** COVID-19 required the university to rethink how physical and mental health care services were provided. In 2021-22, teletherapy remained the primary delivery mode for Counseling and Psychological Services (CAPS), with nearly 3,200 sessions (62% of visits) conducted via secure Zoom session, followed by almost 10% of sessions occurring via phone. At the pandemic's start, the Student Health Center successfully pivoted to telehealth as its primary service delivery method. The serendipitous benefit of this shift was increased access for students on the Stockton Campus. In spring 2022, while in-person appointments returned, telehealth visits continued to be the primary mode of service delivery chosen by students. Additionally, an after-hours Nurse Advice Line was implemented to provide supplementary care options for students that need medical advice outside of normal operating hours.
3. **Student Affairs led collaborative efforts for the campus to hold in-person Commencement Ceremonies** for the Classes of 2020, 2021 and 2022. Nine ceremonies were held in May 2021 with the most recent graduating class having four ceremonies in May 2022. A total of 2,431 graduates of the Class of 2022 attended the ceremonies with 11,400 guests. Commencement ceremonies represent the largest in-person gatherings held at Stanislaus State with the ceremonies in 2022 being the largest held since March 2020. Ceremonies were responsive to COVID-19 guidance incorporating new registration processes for graduates and guests, modified seating layouts and accommodation seating, additional technology integration, expanded communication planning and more. Wide consultation within the campus communication including student government, academic senate, academic leadership, and executive leadership occurred with the Commencement Committee leading discussions about how Stanislaus State could retain our rich Commencement traditions during a time of rapidly changing public health guidance. Through the tireless effort of over 220 university employees who volunteered and worked our Class of 2022 ceremonies Stanislaus State was able to provide a meaningful graduation experience to our students and their families. These ceremonies offered unique elements: graduates were able to make customized virtual graduate announcements, graduates were seated with their families, families were able to perform the hooding of their graduates and take photos directly adjacent to the stage. While different from our pre-COVID traditions, these are ceremony elements in which only these graduating classes participated, providing memories that other graduating classes will not experience. Student Affairs provided an uplifting experience for graduates and their families celebrating the culmination of their academic journey during COVID-19 Pandemic.
4. **Student COVID-19 Support Services.** The Warriors Take Care unit was created in the summer of 2020 to provide support for Stanislaus State students amidst the COVID-19 pandemic. The unit provides direct support to over 10,000 students by disseminating a wide range of information resources, administering the CSU vaccination requirement and campus testing requirement, overseeing all student exposure notifications, and providing non-clinical case management for students with COVID-19. The unit has worked closely with the Office of Information Technology in the creation of an integrated technology infrastructure. These collaborative efforts have helped to remove potential barriers to student success and remove obstacles that COVID-19 legislation created. Examples of this include the administrative management of the vaccination requirement, testing requirement, isolation requirements and daily screening requirements. All of these are things which a student must comply with to continue their education during the COVID-19 pandemic. New information websites and re-visioned communications were also launched with the Student COVID-19 Committee collaborating across departments to identify and share critical and rapidly changing information with students. With 73% of our fall 2021 entering student class being first-generation college students the work of the Student Affairs Warriors Take Care team and collaborative partners has been instrumental in helping students understand what is required to continue as a student, what resources are available to help students academically and personally succeed and how to access the myriad of services and university employees available to assist them.
5. **Implementation of Warrior Connect student success platform.** Despite the challenges presented by the global COVID-19 pandemic, the implementation and expansion of the Warrior Connect student success platform enabled students to benefit from being able to connect with faculty and staff advisors much more easily, while also helping academic advisors, faculty, and other staff to create a truly coordinated network for student success. Through Warrior Connect over 20,000 appointments were facilitated in 2021-22, and countless campaigns were undertaken to connect students to information on everything from upcoming activities to how to return to college. In total since the launch of Warrior Connect almost 100,000 emails and texts and over 17,000 progress reports have been sent, with professors providing feedback over 8,000 times. The "First Gen Fridays" program, a workshop series designed to foster a sense of belonging among Stanislaus State First-Gen students was expanded, and attendance in the program was up 57% to 485 participants in 2021-22. Additionally, over 6,000 students enrolled in CareerReadyU with support connecting with alumni, employers, and opportunities to integrate the academic experience with professional experience. And 8,088 employers were served by recruitment and education related opportunities via HIREStanState job & internship listings, virtual information sessions, virtual career fairs, online panel discussions and employer consultations in 2021-22.

1. **Raising over \$1 million for the J. Burton Vasché Library.** The completion of a six-month micro-campaign for our newly renovated J. Burton Vasché Library from over 200 donors to support technology, furnishings, and innovation.
2. **Strengthening and Promoting the University Brand.** Build out of brand creative assets, including four brand videos that debuted – one at the June Board of Trustees Meeting – connecting people to campus and infusing Warrior Pride and sense of belonging.
3. **Redesigning an Award-Winning Web Site.** Redesign website earned a bronze award for the 2022 Indigo Design Awards, winning recognition in the agency category for website design. The new site improves functionality and navigation to enhance engagement for the University's key audiences.
4. **Returning to In-Person Campus Engagement Events.** The campus celebrated the renovation of the Library with the J. Burton Vasché Library Grand Reopening in April 2022 after being postponed in the fall due to the campus closure. In addition, over 200 people attended the May 3, 2022, Champions of the American Dream event to honor Marian Kaanon, which was moderated by Evan Porges, president of Porges Properties and an inaugural Entrepreneur in Residence for the Warrior Entrepreneurship Initiative.
5. **Digitizing Alumni Association Cards and Broadening Alumni Engagement.** A digital alumni card and online request form was introduced driving virtual engagement and increasing Alumni Association members. In addition, a re-branded alumni and community newsletter, Warrior Wire, was launched in the spring of 2022.

Selected Strategic Planning Objectives, Strategies, and Actions and Outcomes by Division: Tracking Year-5 (2021-22)

The following provides a summary of **actions** taken by administrative division in support of the stated strategy (left side), and applicable consequential **outcomes** (right side).

GOAL 1 • Be a student-ready University.

GOAL 1
BE STUDENT READY

OBJECTIVE A

Plan, implement, refine and institutionalize five or more specialized high-quality programs and services that collectively offer wide accessibility and provide support to all of our students, though some may focus on a specific set of needs (e.g., freshman, transfer, graduate students, first-generation, underserved and underrepresented minorities, Pell-eligible).

STRATEGY 1A1: Establish and implement a first-generation student success program.

ACTIONS	OUTCOMES
<p>ACADEMIC AFFAIRS</p> <p>Development of a pilot Freshman First-year experience in collaboration with the Academic Success Center and Department of English.</p>	<p>Pending completion of pilot and data analysis.</p>
<p>STUDENT AFFAIRS</p> <p>Academic Success Center (ASC)</p> <p>Continue to contribute to and take a leadership role in first-generation efforts by expanding the First-Gen Fridays (FGF) workshop series. FGF increased its workshop offerings from 8 to 18, collaborating with seven programs and departments on campus to bring speakers and provide giveaways to students.</p>	<p>FGF had a record attendance of 485 (duplicated student headcount), representing a 57% increase over the prior year. FGF received its first external funding donation of \$3,500 through the generosity of a donor who learned about the program.</p>
<p>UNIVERSITY ADVANCEMENT</p> <p>Development & University Events</p> <p>Hold an annual program for donors to the President's First-Generation Scholarship Program to meet the scholars with the President.</p>	

STRATEGY 1A2: Close achievement gaps through strong developmental education programming (e.g., Early Start, Summer Bridge, winter session mathematics, stretch English).

ACTIONS

OUTCOMES

ACADEMIC AFFAIRS

College of Science (COS); Mathematics

Mathematics worked with the Learning Commons to place embedded tutors in a few lower division math courses to provide students with more tutoring/supplemental instruction support.

Data being gathered related to lower DFW rates in these courses.

STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Institutional Effectiveness & Analytics (IEA)

Participated in the National Student Clearinghouse's Postsecondary Data Partnership (PDP) and completed data submission of five cohort years. The PDP supports the American Association of State Colleges and Universities (AACSB) Transformation Accelerator Cohort (TAC) Model, and the First Scholars initiative. The First Scholars initiative has an emphasis on first-generation student success and the TAC aims to close equity gaps, particularly for Black, Latinx, Indigenous, and low-income students.

The data IEA provides for the PDP dashboard is intended to help campus stakeholders identify equity gaps in an effort to improve student success strategies.

STUDENT AFFAIRS

Learning Commons (LC)

Engaging and High Impact Learning Experiences: During the pandemic, the Learning Commons significantly improved the quality of online and in-person learning support. Expanded access to the Learning Commons by offering online and in-person services during the daytime, evening, and weekend hours. Created online tools and workshops available to students at any time. Learning Commons developed asynchronous training videos and utilized new software tools to create engaging and high-impact learning experiences for tutoring and Supplemental Instruction (SI) students.

The Writing Center has added specialized writing support services and faculty connections to various disciplines. Learning Commons piloted new service models for math courses, including asynchronous tutoring, embedded tutoring, embedded SI, and services in locations where students frequent. Data collected from a campus-wide Learning Commons survey and session evaluations indicate that 95% of students participating in Learning Commons services found them helpful in achieving their academic goals. Furthermore, 96% shared they were more confident in their abilities to learn in their courses after attending tutoring/SI sessions. This data indicates that students find high-quality services to support their holistic success in the Learning Commons.

GOAL 1
BE STUDENT READY

STRATEGY 1A3: Create specialized programs to improve the success of underrepresented male students.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

College of the Arts, Humanities and Social Sciences (CAHSS)

Provided ongoing support for our early college partnership with Turlock Unified School District (TUSD), including coordination of the transition to stateside scheduling.

STUDENT AFFAIRS

Warrior Cross Cultural Center (WCCC)

WCCC provided spaces for Men of Color to build community, such as launching Brother to Brother and Circulo de Hom-bres-a virtual and in-person support group for male students. The topics covered focused on emotional wellness. Hosted a "Healing Masculinities" event, providing opportunities for students across other CSU campuses to attend.

Increased a sense of belonging for male students on campus in a virtual/hybrid setting.

STRATEGY 1A4: Enhance Financial Aid services and implement access to, and delivery of, Financial Literacy Education opportunities for students.

ACTIONS	OUTCOMES
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STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Financial Aid & Scholarship Office (FASO)

FASO served 2,036 students and parents during the 2021-22 Federal Student Aid (FAFSA) and California Dream Act application (CADAA) workshops, New Student Orientation, and Pre-New Student Orientation workshops. The workshops were conducted virtually for local high schools and the campus community. These workshops were conducted in both English and Spanish. In collaboration with Admissions and Outreach and Enrollment Services, the Financial Aid and Scholarship Office provided a series of Pre-New Student Orientation workshops to help prospective students navigate their financial aid before attending orientation. The introduction of a "Live Chat" feature on the Financial Aid and Scholarship website allows students to communicate with a live agent and meet with a financial aid advisor if needed. In 2021-22, 95% of the student forms were converted from paper to online. This change has helped increase the completion and submission of the required forms to the FASO office and has decreased the processing and response time for students.

The FAFSA and CADAA information workshops provided in English and Spanish helped students and parents navigate and understand the Financial Aid process and next steps. The live feature has allowed students to receive necessary information in real-time. The conversion of paper forms to online forms has made them more accessible to the student population, thus increasing the number of files completed on a timely basis.

STRATEGY 1A5: Reassess and reimagine orientation services and specialized programs for all new students (e.g., expand freshman year experience, transfer support program, graduate student success programs).

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Education, Kinesiology & Social Work (COEKSW); Liberal Studies	
<p>During the pandemic, Liberal Studies offered the New Student Orientation virtually. This led Liberal Studies to experiment with various formats. The normal, in-person orientation allows students to ask individual questions, with faculty, student leaders, and staff members all available. This was much harder to achieve in the virtual format. So students were divided into small groups and put into break-out rooms with faculty advisors. The return to in-person orientation was welcome.</p>	
College of Science (COS); Physics, Physical Sciences and Geology	
<p>The Physics, Physical Sciences, and Geology department has been a partner in the Cal-Bridge program since 2017, and to date, 14 students have become Cal-Bridge scholars.</p>	<p>Cal-Bridge creates opportunities for historically underrepresented groups, including women, underrepresented minorities (URMs), members of the LGBTQ+ community, those with disabilities, and first-generation students, to participate and advance in STEM fields including physics, astronomy, computer science, and computer engineering, to increase their numbers in Ph.D. programs targeting the University of California and other partner institutions.</p>
BUSINESS AND FINANCE	
Office of Information Technology (OIT)	
<p>Successfully launched the new Stan State Mobile application.</p>	<p>Students now have direct access to all their Student Information, including the ability to add classes, view grades, holds, and To Do items, all from within the application.</p>
<p>All 565 WiFi Access Points (APs) across campus have been upgraded.</p>	
STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)	
Admissions and Outreach Services (AOS)	
<p>The Warriors on the Way program (WOW) continues to support prospective transfer students from the University's local feeder campuses, Modesto Junior College, Merced Community College, and San Joaquin Delta College. Effective spring 2022, WOW counselors expanded services to all prospective transfers, not just those enrolled in the WOW program. In addition, AOS facilitated two Transfer Achievement Celebrations for incoming WOW scholars, one at the Stockton Campus and one at the Turlock campus.</p>	<p>Expanding pre-admission advising services to all prospective transfer students has increased the visibility of the WOW program at the local community colleges and increased access to pre-admission support to transfer students.</p>
Enrollment Services	
<p>In collaboration with New Student Orientation (NSO), the Academic Success Center, Financial Aid, and Admissions and Outreach Services, implemented Pre-NSO workshops for incoming first-time freshman and transfer students. Workshops are designed to keep students engaged by providing staff and department resources, and answering questions in preparation for NSO.</p>	<p>Enrollment Services provided nine pre-NSO workshops with successful student attendance and positive feedback.</p>

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ACTIONS	OUTCOMES
STUDENT AFFAIRS	
Academic Success Center (ASC)	
ASC collaborated with Academic Affairs and the Male Success Initiative to support the student assignments, training, and programmatic needs of the Civic Action Fellows program. Fellows were peer mentors assigned to first-time freshmen, not in a special program, e.g., Extended Opportunity Programs and Services (EOPS), Promise Scholars (PS), Freshman Success Program (FSP), TRIO Student Support Services (SSS), Housing and Residential Life (HRL).	Through our collaboration with the Civic Action Fellows (CAF) program, all first-year students were assigned a peer mentor who offered one-on-one appointments, and outreach during key times of the year to help with their transition.
ASC collaborated with New Student Orientation (NSO) and Enrollment Services to host six pre-NSO workshops for transfer students.	Over 600 incoming fall 2022 transfer students attended a workshop. The transfer specific workshops align with literature that advocates for how universities can build a transfer receptive culture.
Campus Recreation	
For new students, starting at Stanislaus State can be daunting with the plethora of locations, departments, services, etc. One way that Campus Recreation is proud to reimagine orientation services has been to take a hands-on approach during New Student Orientation (NSO) by making it a known effort to introduce Campus Recreation to new students and the family members who join them on campus.	Students and family members are able to get acquainted via presentations, showcases, and Q&As. Campus Recreation answers all questions from our newest members, whether recreationally related or academic that students and staff can answer with helpful information.
Housing and Residential Life (HRL)	
Implemented MDIS course for Elevate Living Learning Community (LLC) participants; course included expanded FYE curriculum tailored to community participants and was connected to Elevate English sections.	Expanded LLC program access and supported need for flexibility with course schedule and section options for participants
TRIO Student Support Services (SSS)	
Expanded collaborations with New Student Orientation to increase incoming student awareness of available support programming. Offered to break out sessions for incoming freshmen.	Created opportunities for incoming students to have deep conversations about TRIO SSS and how programming can benefit their educational goals at Stan State. In past years, students could pick up information but had limited opportunities to ask questions.

GOAL 1
BE STUDENT READY

STRATEGY 1A6: Develop an array of experiences, programs and services that increase opportunities for students to develop a sense of engagement and connectedness that enhance student life on campus.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Science (COS); Biological Sciences	
Updated website after the rebranding and have plans to provide regular fresh content in the future.	Easier for students to connect with the department and better dissemination of information/resources.
Biological Sciences implemented tuition waivers for Master of Science (MS) students teaching lab sections. The department believes this encourages graduate student integration in the department and will make the program more competitive than it has been at California State University.	Students will be more engaged with the campus and faculty research and teaching.

ACTIONS	OUTCOMES
<p>Office of Service Learning (OSL)</p> <p>Enhanced ways for students to connect by hosting multiple outreach opportunities via New Student Orientation, STEM Ambassador information tables in the quad and science buildings, and promoting the Science in Our Community program to the campus community.</p>	<p>Approximately 100 students visited the OSL booth at New Student Orientation (NSO) to receive information about various academic community-based programs and volunteer opportunities. Through the support for Science in Our Community, 180 students had the opportunity to volunteer with K-12 students. Please note numbers are reduced due to COVID-19.</p>
<p>BUSINESS AND FINANCE</p>	
<p>University Police Department (UPD)</p>	
<p>The University Police Department presented two sessions of the Student Police Academy in the 2021-22 fiscal year, one in the fall, and one in the spring. Approximately 30 students attended this fiscal year. UPD has completed 12 Student Police Academies to date, with approximately 180 students.</p>	<p>It builds trust and legitimacy within the campus community, allows students to feel engaged with UPD, and improves recruiting students who may become future UPD employees.</p>
<p>The University Police Department, in partnership with Turlock Police Department, provides students, faculty, and staff with free self-defense classes. The objective of Rape Aggression Defense (R.A.D.) is “to develop and enhance the options of self-defense, so they may become viable considerations to the women who are attacked.”</p>	<p>The University Police Department presented two sessions of Rape Aggression Defense in the 2021-22 school year, both in the spring 2022 semester. UPD continues to partner with the City of Turlock to bolster relationships between the campus and our community.</p>
<p>The University Police Department is exploring a partnership with the Criminal Justice program to provide the California P.O.S.T. Entry-Level Law Enforcement Test Battery (PELLETB) to students each semester. Results from the testing can be shared with local law enforcement agencies to encourage local recruitment of Stan State students.</p>	<p>Offering the PELLETB on campus allows students to participate in familiar surroundings without the added stress of applying for employment, provides an opportunity for students to feel engaged with UPD, and improves recruitment of students who may become future UPD employees.</p>
<p>STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)</p>	
<p>Admissions and Outreach Services (AOS)</p>	
<p>The Warriors on the Way program (WOW) continues to support prospective transfer students from the University’s local feeder campuses, Modesto Junior College, Merced Community College, and San Joaquin Delta College. AOS facilitated two Transfer Achievement Celebrations for incoming WOW scholars, one at the Stockton Campus and one at the Turlock campus.</p>	<p>The Transfer Achievement Celebration helped incoming transfer students develop their sense of engagement and connectedness to Stanislaus State. Students received a certificate of achievement for completing their transfer journey through the WOW program.</p>
<p>STUDENT AFFAIRS</p>	
<p>Counseling and Psychological Services (CAPS)</p>	
<p>CAPS “Grief and Loss” Support Groups, Self-Compassion Workshop, LGBTQ Counseling Group, Herstory Women’s Support Group, Body Positive Warriors Group, First Gen Fridays monthly educational workshop, CAPS Collaboration with ASI for “Speak Your Mind,” and “Let’s Taco ‘Bout It” (mental health events), Question, Persuade, Refer (QPR) Suicide Prevention Workshops, Mindfulness Counseling Groups for managing Anxiety, Depression and for Building Self-Esteem. CAPS uses a holistic/intrusive approach to advising and programming that builds resilience. CAPS Wellness Zone was redesigned into an interactive informational area focused on holistic health and wellness topics. The purpose of the redesign was to highlight important topics appealingly and engagingly. Themes have included healthy eating, stress and time management, financial literacy, study tips, and healthy environments.</p>	<p>Data collected indicated that 862 unique students were served. In addition, CAPS number of programs sponsored were 26, and 2,383 students were served throughout the year. This data indicated that students continue to access supportive counseling services as a form of engagement and connectedness to support student life, recognizing the importance of well-being.</p>

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ACTIONS	OUTCOMES
<p>Health Education & Promotion (HEP)</p> <p>The Peer Health Educator (PHE) program is modeled after an evidence-informed peer-to-peer model. The President’s Trophy is awarded to the student organization with the most impressive philanthropic service record for the year, demonstrating dedicated leadership and service to the university or community. The membership has made service an integral part of their college experience. Altogether, Peer Health Educators facilitated 38 activities and volunteered a collective 395.5 hours during the 2021-22 academic year.</p>	<p>PHE was awarded the President’s Trophy at the Student Leadership & Development Awards Ceremony.</p>
<p>Social Norming is an evidence-informed practice that focuses on positive messages about healthy behaviors and attitudes common to most people in a group. Often college students overestimate unhealthy behaviors and underestimate healthy behaviors, influencing their perception of normative expectations (social norms). The social norms approach uses accurate information that can help change perceptions of social norms and, in turn, lead to students engaging in healthier behaviors.</p>	<p>HEP successfully Implemented a Social Norming Campaign with campus partners.</p>
<p>Housing and Residential Life (HRL)</p> <p>HEP implemented the Warriors on the Walkway program, a recurring residential activity utilizing shared outdoor space and collaboration across housing staff and campus partners to support resident interactions. Residents were able to connect with campus partners to learn about campus resources and participate in small activities.</p>	<p>The activity was facilitated 23 times with a total of 539 participants during the 2021-22 academic year.</p>
<p>Student Conduct</p> <p>Develop, disseminate, interpret and enforce institutional policies and procedures regarding student as well as group/organizational behavioral expectations.</p>	<p>Provided many meetings and consultations with students to provide learning opportunities and experiences for students whose conduct was not and was borderline a violation of the Student Code of Conduct. Provided consultation and advisement with co-developed plans for assisting students in need, in crisis, or during disruption.</p>
<p>Provide learning experiences for students whose conduct may not be consistent with institutional expectations and those who participate in the operations of the student conduct system.</p>	<p>Provided resources, advisement, and complex problem solving to students in conduct, care cases, issues, and other complex student needs.</p>
<p>Warrior Cross Cultural Center (WCCC)</p> <p>WCCC provided ongoing support for undocumented students by providing opportunities for students to engage through hands-on experiences such as painting sessions, film and discussions, and an undocu-book club. Book club hosted re-occurring bi-weekly discussions.</p>	<p>Increased a sense of belonging and connectedness amongst students, staff and faculty. Increased overall partnerships with on campus partners who support undocumented students and want to learn more about their lived experiences.</p>

GOAL 1
BE STUDENT READY

OBJECTIVE B

Enhance or establish five or more institutional structures and/or activities that support building intra-personal connections and resources by fostering important aspects of the educational experience outside of formal teaching settings, such as development of authentic relationships, a culture of care, sense of belongingness for students, faculty, staff and the community.

STRATEGY 1B1: Increase student and faculty participation in one of several mentoring opportunities available (i.e., Honors, Student Engagement in Research, Scholarship and Creative Activity, and Faculty Mentor Program).

ACTIONS

OUTCOMES

ACADEMIC AFFAIRS

College of the Arts, Humanities and Social Sciences (CAHSS)

CAHSS supported the successful virtual delivery of the spring 2022 Honors/McNair Scholars Capstone Research Conference featuring 33 senior capstone presentations and 62 student contributions. CAHSS continued to meet objectives critical to the success of our federally-funded TRiO McNair Scholars Program, applying for and securing a new 5-year cycle of Department of Education (DOE) grant funding to support five additional cohorts of under-represented students dedicated to securing admission to doctoral-level graduate studies.

STRATEGY 1B3: Increase the number of, and participation in, academic and other university events for students, faculty, staff, and the community.

ACTIONS

OUTCOMES

ACADEMIC AFFAIRS

College of Business Administration (CBA)

CBA holds multiple events of "Meet the Firms Night," "Women's Leadership Forum," and "Champions of the American Dream."

Office of Service Learning (OSL)

OSL continues to raise awareness of service learning opportunities and successes by supporting innovative programs and outreach efforts across the campus and in the community. This includes the VISTA member outreach efforts for community-based programs. Outstanding community-based programs supported by OSL include: various STEM programs (Science Day, Junior Scientist, etc.) and the United Samaritans Foundation's Legacy of Hope Fundraiser. Due to COVID-19, these events were reduced or conducted virtually.

Approximately 28,847 hours of service were completed by faculty, staff, and students involved in general community service or course-related service.

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ACTIONS	OUTCOMES
BUSINESS AND FINANCE	
Capital Planning & Facilities Management (CPFM)	
<p>Coordinate campus-wide participation in two sustainability Conferences - Association for the Advancement of Sustainability in Higher Education (AASHE) and Chico State's "This Way to Sustainability."</p>	<p>Increase participation by Stan State students, staff and faculty participation in both conferences, enriching campus knowledge on sustainability.</p>
<p>Participated in New Student Orientation, New Employee Orientation, co-sponsored the Condor & The Eagle screening during Indigenous Peoples Days, campus wide presentation on Stan State Power & Good to the Last Drop, co-sponsored screening of "Fire & Flood: Queer Resilience in the Era of Climate Change," sponsored screening of "Just Eat it: A Food Waste Story," co-facilitated "All We Can Save" book discussion with Dr. Betsy Eudey, co-sponsored Earth day Panel "Do Look Up."</p>	<p>Increase participation by Stan State, bringing together students, staff, and faculty in the viewing of the films and in-depth conversations on the various sustainability topics.</p>
STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)	
Admissions and Outreach Services (AOS)	
<p>On April 23, 2022, AOS hosted Warrior Welcome in-person for the first time since 2019. Warrior Welcome is a yield event for admitted students. Students enjoyed a vibrant experience with fun activities and helpful resources while President Junn greeted students and families.</p>	<p>Prospective students enjoyed a vibrant event tailored to their individual needs. They had opportunities to register for orientation, accept their admission, and connect with campus resources. This event was the first in-person yield event in two years.</p>
STUDENT AFFAIRS	
Health Education & Promotion (HEP)	
<p>During the 2021-22 academic year, HEP hosted 167 educational trainings, workshops, and outreach activities with 2,430 contacts with students. Additionally, HEP created health and wellness content for 16 editions of campus newsletters, totaling 10,882 views from students. Through the StanState_HEP Instagram account, HEP had 391 activities, including posts and stories, reaching 46,487 students on this platform. HEP also had 8,519 website views.</p>	<p>Offered best-practice and evidence-informed Health Education & Promotion Programming activities that align with University Strategic Goals, the Graduation Initiative 2025, and the Diversity & Inclusion Action Plan.</p>

GOAL 1
BE STUDENT READY

STRATEGY 1B4: Utilize/adopt research findings and scholarship on belongingness and growth mindset.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Education, Kinesiology & Social Work (COEKSW); Counseling	
<p>COEKSW faculty attend numerous Faculty Development Center (FDC) offerings, discuss relevant research, including state and national standards in our curriculum, and continually implement new strategies and innovations to meet goals. Mostly, listen to students and how best to meet their needs.</p>	<p>COEKSW continually keep in touch with students, address their needs, and share how best to accommodate individual situations as they arise. Counselor wellness is an ethical mandate of the American Counselor Association (ACA) and the American School Counselor Association (ASCA).</p>

STRATEGY 1B5: Foster the use of the Faculty Development Center for academic and social events, and grow the number of and participation in faculty development opportunities.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Extended and International Education (EIE)	
Supported FLCs focused on Collaborative Online International Learning (COIL) in partnership with FCETL (Faculty Center for Excellence in Teaching and Learning), an initiative that helps support and enhance the achievement of global/transnational engagement goals through online, collaborative course projects with international partners, was extended in academic year (AY) 2021-22. Drafted calls for FLCs focused on global competencies, internationalization of the curriculum and COIL in partnership with CETL for AY 2022-23 implementation.	

STRATEGY 1B6: Develop a wellness model that builds resilience through health education, mental health education, recreation and wellness coaches; and promotes club sports and intramural sports.

ACTIONS	OUTCOMES
BUSINESS AND FINANCE	
Safety & Risk Management	
Hosting on-campus COVID-19 and flu vaccination clinics for staff, faculty, and students in fall 2021.	To have the campus fully operational during the COVID-19 pandemic with low COVID-19 positive cases or on campus transmission rates, and low cases of influenza.
STUDENT AFFAIRS	
Housing and Residential Life (HRL)	
Warriors on the Walkway included two larger events with a specific focus on Health and Wellness, including campus partners from Basic Needs, Health Education and Promotion, Counseling and Psychological Services, and Student Recreation Center.	
TRIO Student Support Services (SSS)	
The Associate Vice President (AVP) for Student Success conducted data analysis related to the retention of the fall 2019 cohort.	Data analysis shows a positive, statistically significant correlation between TRIO SSS participation and student retention.

STRATEGY 1B7: Create and support study abroad opportunities for more students.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Extended and International Education (EIE)	
Supported virtual and physical mobility (COIL; faculty-led programs in Ghana, Ecuador, and Brazil; study abroad, Study At, Language and Culture programs, international admissions); Provided support for new, first-time, faculty-led programs in Ghana.	

STRATEGY 1B8: Continue to seek ways to address students’ food and housing insecurity.

ACTIONS	OUTCOMES
STUDENT AFFAIRS	
Basic Needs	
The Basic Needs team partnered with on and off campus groups to maintain and expand the Basic Needs programs aimed at addressing students’ food and housing insecurity at the Turlock and Stockton Campuses. These Basic Needs initiatives support students’ persistence, degree completion, and time to degree, decreasing the equity gap. Such programs include the Warrior Food Pantry; Stockton Campus Pop-Up Warrior Food Pantry; Food Distribution; CalFresh application assistance; the Campus Cares student emergency fund; emergency housing placements; emergency meal cards; and non-clinical case management.	During the FY 2021-22, 17% of students utilized one of the Basic Needs programs (Warrior Food Pantry, Food Distribution, Cal-Fresh, or Campus Cares). The Warrior Food Pantry was accessed 7,334 times and served 1,432 unique students. The Stockton Campus Pop-Up Warrior Food Pantry was accessed 126 times by 46 unique students. The Food Distribution program distributed 1,355 boxes of food to 648 unique students. For the CalFresh program, students submitted 693 applications. Basic Needs reviewed 1,501 Campus Cares applications for emergency support, \$786,374 worth of grants, and \$2,125 in emergency meal cards were distributed to students in crisis. In addition, five students were provided with emergency housing on campus.
Basic Needs secured funds to add three full-time professionals to support students’ basic needs: (1) Stockton Care Lead, (2) Turlock Care Lead, and (3) Basic Needs Coordinator.	Expanded staffing for the Basic Needs initiatives to support students’ persistence, time to degree, and degree completion and decrease the equity gap.
Campus Recreation	
During finals, Campus Recreation collaborated with Basic Needs, Health Education & Promotion (HEP), and the Student Health Center to provide students with key necessities to aid them during their most stressful weeks of finals. Keeping Maslow’s Hierarchy in mind, Basic Needs provided students with care packages for their physical needs to focus on their academic preparation, such as studying for finals and taking their final exams in their best mental state.	In the fall, Basic Needs provided 200 students with a cranial massager, a coloring notebook, a stress ball, ear plugs, a \$15 gift card, pens, highlighters, post-it notes, and educational handouts to accompany the final care package. In the spring, Basic Needs provided 200 students with scantrons, Blue books, trail mix, Belvita crackers, and educational handouts to accompany the final care package.

GOAL 1
BE STUDENT READY

STRATEGY 1B11: Increase opportunities for students to engage in formal and informal educational and career mentorship with alumni in person and virtually (e.g., Dinners for Warriors, Warrior Wisdom, networking, online mentoring).

ACTIONS	OUTCOMES
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STUDENT AFFAIRS

Disability Resource Services (DRS)

DRS successfully completed the second annual Transition from College to Work symposium.

In 2021, the unemployment rate for persons with a disability doubled for those without. With this symposium, DRS hoped to prevent this from happening to students by educating them about the community resources and programs available to help them find employment after they graduate.

Housing and Residential Life (HRL)

Revised feedback and evaluation approaches with student staff and student leaders to be purposeful with development and career coaching. Student Assistant training, feedback, and evaluation processes are explicitly tied to NACE competencies.

In the annual Resident Satisfaction Survey for Housing, 86% of respondents described the level of customer service at the Housing Front Desk as either Excellent or Good; 12% described it as average. Further assessment and review with student staff and leaders are necessary to determine comprehensive outcomes.

STRATEGY 1B12: Prepare students for future success through opportunities advancing responsible leadership (e.g., ASI, USU, student organizations, residential life, Athletics).

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

Office of Service Learning (OSL)

OSL assisted with preparing students for their future through Service Learning and Academic Internship courses for the student to have hands-on experiences. Additionally, OSL supports the Turlock Community Collaborative (TCC), where faculty and students can interact with the community and develop strong community relations. Additionally, the Criminal Justice (CJ) Mentor Program returned in a reduced, hybrid mode to allow Stan State students to mentor students in the Turlock United School District. Lastly, as part of the OSL programs, Science in Our Community (SIOC) has STEM ambassadors who are encouraged to lead activities at Science Saturday, Junior Scientist and/or other SIOC events. Programs paused of COVID-19 hosted by OSL that promote leadership includes the Volunteer Income Tax Assistance (VITA) program.

During the 2021-22 academic year, there was a total of 66 service learning and internship courses which gave 1,236 students the opportunity for hands-on experiences. Additionally, 15 STEM Ambassadors led various virtual activities.

OBJECTIVE C

By 2025, we will meet and exceed our CSU graduation rate goals.

GRADUATION INITIATIVE GOALS

STAN STATE GOALS	2025	Most Recent (2021-22)*
Freshman 4 yr Grad Rate	37%	25%
Freshman 6 yr Grad Rate	65%	55%
Transfer 2 yr Grad Rate	45%	44%
Transfer 4 yr Grad Rate	78%	80%
GAP URM	0	4% points
GAP Pell	0	5% points

STRATEGY 1C1: Assess and build on the encouraging outcomes from the first year of GREAT funded student success initiatives. Implement strategies from the long term plan (<https://www.csustan.edu/great>). Because the strategic plan covers an eight-year period and work on the graduation initiative is ever evolving, these strategies represent a starting point but will also evolve over time.

ACTIONS

OUTCOMES

STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Institutional Effectiveness & Analytics (IEA)

Updated the Retention and Graduation Rates Dashboard

The updated version of the Retention and Graduation Rates Dashboard is easier for users to track student progress toward degree completion, and provides campus users timely access of progress toward the Graduation Initiative 2025 goals.

STRATEGY 1C2: Incorporate identification of on-the-cusp cohorts intrusive advising in the academic departments, and early graduation evaluations performed by Enrollment Services established during the first year of GI 2025 implementation into regular practices.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

College of Science (COS); Mathematics

Mathematics expanded the use of the ALEKS assessment to allow Category III and IV students (needing supported math) to try the test and see if they can place in an unsupported General Education (GE) B4 course.

Faster times to graduation.

Mathematics continues to work with Enrollment Services for preregistration of incoming freshmen into GE B4 courses, and to preregister students taking first-semester stretch math classes into the corresponding second-semester course.

Faster times to graduation.

STRATEGY 1C3: Increase responsiveness of class schedules around student needs, including courses offered, times courses are offered, locations courses are offered, and modality courses are offered.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

College of Science (COS); Child Development; Psychology

Psychology is finishing up a comprehensive program change to reduce bottleneck courses and increase student engagement and awareness of navigating the university environment.

One more course needs to be developed, and the program revisions will be put through the university curriculum process.

STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Institutional Effectiveness & Analytics (IEA)

Surveyed students for their perception of remote learning and campus repopulation in spring 2022.

Survey results helped inform and support decision-making related to remote learning and campus repopulation.

STRATEGY 1C6: Develop a micro-grant program to assist students with short-term financial barriers.

ACTIONS	OUTCOMES
UNIVERSITY ADVANCEMENT	
Established a Student Emergency Fund using seed funding from the Stanislaus Chapter of the California Faculty Association (CFA). Since establishing the fund, nearly \$200,000 in private support from over 500 donors has been raised.	

STRATEGY 1C8: Expand the use of affordable course materials.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Business Administration (CBA)	
Course coordinators in the Management Information Systems (MIS) department adopted affordable class materials for related courses and put efforts into negotiating prices with publishers.	Reduced cost to students.
Mathematics and Psychology report sourcing inexpensive/open-source textbooks in various courses.	Faster times to graduation, decreased drop outs for financial reasons.
BUSINESS AND FINANCE	
Financial & Support Services	
Student Fee database developed, validation and updated next steps for discussion with Student Fee Advisory Committee (SFAC) and relevant stakeholders.	Simplified fee structure with lesser variability in fees paid over the course of four years.

STRATEGY 1C9: Support and encourage more student and faculty collaborative research and scholarship.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Office of Research & Sponsored Programs (ORSP)	
Supported faculty-led student engagement in RSCA through the Instructionally Related Activities (IRA) funded Student Engagement in Research, Scholarship, and Creative Activity (SERSCA) program offering mini-grants, travel grants, research assistantships, and host the Student Research Competition.	ORSP supported 79 students and 43 faculty through the SERSCA program. Eleven students participated in the 36th Annual State-wide Student Research Competition, with three students receiving 2nd place awards for their presentations.

OBJECTIVE D

Increase graduate student enrollments to represent approximately 20% of total student body headcount (stateside).

STRATEGY 1D1: Through consultation with departments and market research, determine which programs have the greatest potential to grow graduate enrollments.

ACTIONS

OUTCOMES

ACADEMIC AFFAIRS

Graduate Studies

Hired a new Master of Arts (MA)/Master of Science (MS) interdisciplinary director

STRATEGY 1D2: Consider creation of new cutting-edge, distinctive graduate programs.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Science (COS); Mathematics; Psychology	
Mathematics received approval from the California State University (CSU) Board of Trustees (BOT) for a projected graduate degree proposal in March 2022.	Graduate students, possibly Graduate Teaching Associates, increased exposure of undergraduate students to graduate students and increased research collaborations between faculty and students.

STRATEGY 1D3: Improve the pipeline of students moving from Stan State’s baccalaureate programs to our master’s and doctoral programs, with an emphasis on graduate programs with acute student under-representation based on gender and ethnicity.

ACTIONS	OUTCOMES
STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)	
Institutional Effectiveness & Analytics (IEA)	
IEA tracks graduate student enrollment trends and the pipeline of students from undergraduate to graduate programs; summary counts are available in the Graduate Studies & Research section of the University's Book of Trends.	Routine tracking of the University's undergraduate to graduate pipeline helps inform campus leadership of post-graduate outcomes
STUDENT AFFAIRS	
Athletics	
Student-Athletes with remaining eligibility due to COVID-19 and graduating with a degree were encouraged to apply to graduate-level programs if they wished to use their eligibility at Stanislaus State.	Recruited and retained a total of 10 graduate-level student-athletes. Graduated three student-athletes in their respective graduate-level programs in 2021-22.

GOAL 1
BE STUDENT READY

OBJECTIVE E

Implement and institutionalize five or more cutting-edge advising and professional services and programs for students.

STRATEGY 1E1: Consistently and prominently promote the 30 units (Think 30) per year to achieve the goals of the Finish in Four campaign.

ACTIONS	OUTCOMES
<p>ACADEMIC AFFAIRS</p> <p>College of the Arts, Humanities and Social Sciences (CAHSS)</p> <p>Continued to emphasize and fine-tune our academic advising and instructional practices to improve our culture of advising and facilitate student progress toward graduation and achievement of program learning objectives.</p>	

STRATEGY 1E2: Implement recommendations of the Advising Task Force, including one-to-one faculty advising with students.

ACTIONS	OUTCOMES	
<p>STUDENT AFFAIRS</p> <p>Academic Success Center (ASC)</p> <p>In collaboration with Enrollment Services, streamlined the Graduation Approval Form (GAF) process for eight undergraduate departments.</p>		<p>Streamlining increases efficiencies where the GAF is no longer required to come to the ASC for advisor sign-off. This is a step toward redesigning the approval process identified as a priority by the Advising Task Force.</p>

STRATEGY 1E3: Develop a programming and communications plan for informing students about campus resources.

ACTIONS	OUTCOMES	
<p>HUMAN RESOURCES, EQUITY PROGRAMS & COMPLIANCE (HREOC)</p> <p>Increased Victim Advocate services and education through Healthy Alternatives to Violent Environments (HAVEN), the university's non-profit campus partner. Created a webpage for Haven's services. Market the program in the quad on Warrior Wednesdays. Build a strong relationship between HAVEN and Student Affairs, Athletics, Student Leadership & Development, and Housing and Residential Life.</p>		<p>Provide professional development content and material from National Association of Clery Compliance Officers and Professionals (NACCOP), Association of Title IX Administrators (ATIXA), Vector Solutions, and National Association for Behavioral Intervention and Threat Assessment (NABITA) to support the program goals that can be accessed and utilized in real time as needed.</p>

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ACTIONS	OUTCOMES
<p>Created the Title IX Compliance Team (T9CT) with Student Affairs, Housing and Residential Life, Athletics, Stockton Campus, Disability Resource Services Center, International Education, Healthy Alternatives to Violent Environments (HAVEN), Academic Affairs, Student Leadership Department, Human Resources, Financial Aid Department, and Provost's office. This team is a resource package for the students, creating a safe and healthy community committed to preventing discrimination based on sex in education programs and activities.</p>	<p>Provide professional development content and material from National Association of Clery Compliance Officers and Professionals (NACCOP), Association of Title IX Administrators (ATIXA), Vector Solutions, and National Association for Behavioral Intervention and Threat Assessment (NABITA) to support the program goals that can be accessed and utilized in real time as needed.</p>
<p>Created the Clery Compliance Team (CCT) with Student Conduct Administrator, Chief of Police, Chief of Human Resources (HR), Director of Housing and Residential Life, Greek Life Director, Athletic Director, Dean of Students or Vice President of Student Affairs, Public Information Officer, Director of International Programs, and Campus Counsel. This team fosters a physical safety and ensures institutional compliance with the Clery Act.</p>	<p>Provide professional development content and material from the National Association of Clery Compliance Officers and Professionals (NACCOP) and D. Stafford & Associates to support the program goals that can be accessed and utilized in real-time.</p>
<p>The Lactation Program was refined by revamping the University's four Parenting Rooms (including a room at the Stockton Campus) for the Family Friendly Project. Childproofed the furniture, added soft lighting, full-length mirror, children's table, and chairs. Added new signage to the rooms, directing students to the Equity Programs & Compliance unit for any inquiries.</p>	<p>Fully furnished rooms are pending furniture delivery and signage installation, and other relevant accessories.</p>
<p>Stan News Announcement and email communication to students for mandated Title IX Training through Vector Solutions to help minimize inquiries to the registrar's office for Title IX Training Registration holds.</p>	<p>The communication with students is greatly improved.</p>

GOAL 1
BE STUDENT READY

STRATEGY 1E4: Resurrect and institutionalize a Career Development Center.

ACTIONS	OUTCOMES
<p>STUDENT AFFAIRS</p>	
<p>Career & Professional Development Center (CPDC)</p>	
<p>CPDC served 8,088 employers in recruitment and education related opportunities via HIREStanState job and internship listings, virtual information sessions, virtual career fairs, online panel discussions, and employer consultations in the 2021-22 academic year. CPDC provided 5,551 students with various job and internship connection related opportunities via HIREStanState, virtual career fairs, virtual information sessions, online panel discussions, and other recruitment events in the 2021-22 academic year. CPDC served 1,354 students through career education opportunities, including virtual walk-ins, remote appointments, virtual workshops, and online classroom presentations in the 2021-22 academic year.</p>	<p>Team of five professional staff, three that provide career coaching/counseling. Under the CPDC, the CareerReadyU initiative is growing and thriving. 98% of students/alumni utilizing our services Strongly Agreed/Agreed that they gained knowledge.</p>

STRATEGY 1E6: Utilize the Alumni Association in collaboration with the Career Development Center to prepare students for the workplace through informational interviews and job shadowing.

ACTIONS	OUTCOMES
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STUDENT AFFAIRS

Career & Professional Development Center (CPDC)

CPDC provided 3,382 alumni with various employment-related opportunities via HIREStanState, virtual career fairs, virtual information sessions, online panel discussions, and other recruitment events in the 2021-22 academic year.

Stan State alumni can continue to utilize various free career services after graduation providing them with a continued connection to the university. CPDC frequently utilizes alumni to speak on career panels, support career related programs, and mentor current students as a way they can give back (non-monetary) to the university.

UNIVERSITY ADVANCEMENT

Alumni Engagement

Partnered with CareerReadyU to switch Warrior Mentoring to PeopleGrove Platform and launched Alumni participation on Warrior Wisdom panels with students.

STRATEGY 1E7: Provide academic and career advisors for each college, contingent on demonstrated need and adequate funding.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

College of the Arts, Humanities and Social Sciences (CAHSS)

CAHSS continued to promote ongoing development and implementation of “pathway” advising practices to facilitate student success across all CAHSS majors while mentoring new college-based student success advisors on promoting this priority.

GOAL 2 • Provide transformational learning experiences driven by faculty success.

GOAL 2
TRANSFORMATIONAL
LEARNING

OBJECTIVE A

Provide three or more support programs to enable faculty to integrate the science of learning throughout the curriculum.

STRATEGY 2A1: Explore best practices in transformational learning – deep, constructive, and meaningful learning that goes beyond simple knowledge acquisition and supports the critical ways in which learners consciously make meaning of their lives.

ACTIONS

OUTCOMES

ACADEMIC AFFAIRS

Office of Service Learning (OSL)

OSL provides support for best practices by providing virtual in-class Risk Management (RM) sessions, meeting over Zoom with faculty one-on-one to finalize RM documentation, meeting over Zoom with community partners to develop virtual service learning opportunities and internship opportunities, held faculty information sessions such as the internship meetings and conduct site reviews of community agencies. Another way OSL supports transformational learning is by offering faculty mini-grants.

OSL assisted students and faculty with service learning documents for 17 Service Learning course sections and 51 academic internship course sections.

STRATEGY 2A3: Remove institutional infrastructure barriers to allow for funding, incentives and rewards (e.g., align budget decisions with these priorities, include discussion of these priorities in program reviews).

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

Extended and International Education (EIE)

EIE reviewed and provided recommendations for 125% and professional development stipend parameters.

STUDENT AFFAIRS

Counseling and Psychological Services (CAPS)

CAPS has procedures and guidelines consistent with institutional policy to communicate with the media; distribute information through print, broadcast, and online sources; contract with external organizations to deliver programs and services; cultivate, solicit, and manage gifts; and apply to and manage funds from grants.

CAPS was able to secure a \$125K grant to support Mental Health Initiatives which included expansion of specialty services/certifications for well being; in addition to providing specialists to speak with faculty and staff of the topics of eating disorders, early psychosis and prevention/intervention strategies related to suicide awareness

STRATEGY 2A4: Develop leadership opportunities for students both through curriculum and courses and activities.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

Office of Service Learning (OSL)

OSL develops student leadership opportunities by meeting faculty, community agencies, and students to develop community-based learning activities. OSL also supports students by leading activities and workshops for the community through the Science in Our Community STEM programs and the Criminal Justice Mentor Program. Another program OSL has that develops leadership opportunities that were paused due to COVID-19 was the Volunteer Income Tax Assistance program (VITA).

OSL met virtually with faculty to develop virtual opportunities for a few service learning courses. Despite the COVID-19 restriction, OSL had a total of 66 course sections participate in Service Learning and academic internships.

STUDENT AFFAIRS

Basic Needs

Basic Needs partnered with academic departments to provide co-curricular experiences for students with the Basic Needs programs (e.g., internships) and provided innovative and sustainable support to the Basic Needs programs. These opportunities allowed students to connect course learning outcomes to hands-on experiences.

During the fiscal year 2021-22, four Master of Social Work graduate interns led the CalFresh application assistance program and outreach, contributing over 2,000 unpaid hours to support the Basic Needs programs.

TRANSFORMATIONAL LEARNING
GOAL 2

OBJECTIVE B

Ensure every student participates in at least three High Impact Practices (HIPs) before graduation (three for undergraduates and one for graduate students).

STRATEGY 2B1: Increase student participation in study abroad and study away opportunities.

ACTIONS	OUTCOMES
<p>ACADEMIC AFFAIRS</p> <p>College of Education, Kinesiology & Social Work (COEKSW); Counseling</p> <p>COEKSW continually conducts research with students throughout the year and presents the findings at local, state, national, and international conferences. For example, this summer, seven students attended and presented the findings at an international conference for counselors in Italy from May 28-June 14, 2022. Four students presented the research at an international conference in Ireland from July 12-23, 2022.</p>	<p>Students gain great experience in how to conduct research, work collaboratively with students and faculty, learn how to put together a professional presentation, and how to present to an international audience. It has been a tremendous learning experience for all, and they return and present their experiences to their colleagues.</p>

STRATEGY 2B2: Create and implement a system for measuring participation and assessing impact of Experiential Learning and High Impact Practices on retention/graduation.

ACTIONS	OUTCOMES
<p>ACADEMIC AFFAIRS</p> <p>Created a tool within PeopleSoft to track HIPs.</p>	
<p>STUDENT AFFAIRS</p> <p>Learning Commons (LC)</p> <p>As a High Impact Practice program, Supplemental Instruction generates semester reports for faculty and administration. LC continues to measure participation rates and compare participation groups to non-participation groups in the Supplemental Instruction courses. LC has also been able to compare mean GPA and DFW rates among these same groups sharing the impact that Supplemental Instruction can have on student success in the classroom.</p>	<p>Expanded report and data access functions in StanTutor, our learning management platform. Initiated development of Learning Commons dashboard in partnership with Institutional Effectiveness and Analytics. The dashboard will give additional insight into how our High Impact Programs impact retention and graduation rates, comparing those participants with the non-participants.</p>

STRATEGY 2B3: Develop comprehensive bookend community engagement/internship opportunities for more programs that provide field and work experiences to students throughout their educational experience.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Office of Service Learning (OSL)	
OSL supports faculty in courses and programs that seek to further develop curriculum and/or community partnerships supporting HIPs. Some examples are virtual STEM activities and the service learning GIS project.	Sixty-six service learning and academic internships course sections were conducted despite the impact of COVID-19, with approximately 1,236 student opportunities for service or academic internships.
BUSINESS AND FINANCE	
Financial & Support Services	
No further action taken in 2021-22. Will assess program and requirements in 2022-23.	Target = 1-2 students annually participating in a two semester internship rotating through a variety of duties in the accounting area to give relevant experience to move into workforce after graduation.

STRATEGY 2B4: Develop consistent parameters and practice for Service Learning and increase administrative support so that all faculty members may more easily find, create, develop and incorporate service learning opportunities throughout curricula.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Office of Service Learning (OSL)	
To assist with the Chancellor's efforts to use consistent definitions for service-learning by implementing Attribute Initiative and the Faculty CEL Tool, a survey for faculty to properly identify their service learning courses. Additionally, OSL continues the use of StanServes S4, which assists with keeping all service learning courses updated on required forms and active service learning sites which have been very helpful with COVID-19.	With the attribute initiative, faculty engagement in the Service Learning process has increased and also helps guide them through the aspects of service learning.

OBJECTIVE C

Implement at least three programs that leverage technology to help faculty improve student learning and access.

STRATEGY 2C1: Create regular opportunities for professional development for faculty to use technology to support/enhance exploration of growth and change in teaching practices, that effectively leverage new tools available for teaching and learning.

ACTIONS	OUTCOMES
<p>ACADEMIC AFFAIRS</p>	
<p>College of the Arts, Humanities and Social Sciences (CAHSS)</p>	
<p>Strengthened our partnerships with the Office of Information Technology (OIT) and Office of Academic Technology (OAT) to help improve technological support for instruction. Supported widespread technological upgrades and professional development opportunities to promote more effective online and virtual modes of instruction to address instructional challenges posed by the pandemic-driven pivot away from in-person instruction and likely ongoing student demand for online/virtual learning modalities.</p>	
<p>BUSINESS AND FINANCE</p>	
<p>Capital Planning & Facilities Management (CPFM)</p>	
<p>The Sustainability Coordinator collaborated in creating the inaugural CSU System-wide Human Resources Office Faculty Learning Community "Teaching Climate Change & Resilience FLC."</p>	<p>Ten Stan State faculty met with 65 faculty from six campuses to learn about and develop or modify course curriculum with a focus on climate change, climate justice, and resilience while gaining collegial support for teaching sustainability across the disciplines. And to work collaboratively to identify and design pedagogical approaches to teach students about sustainability problems paired with investigating possible solutions.</p>
<p>BUSINESS AND FINANCE</p>	
<p>Office of Information Technology (OIT)</p>	
<p>A demonstration room in Demergasso-Bava Hall (DBH) provides hands-on technology for faculty to explore the new classroom technology.</p>	

OBJECTIVE D

Promote, support and celebrate faculty excellence.

STRATEGY 2D1: Increase tenure density and percentage of tenure/tenure track faculty to part-time faculty from 60.7% to 70%.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

College of Education, Kinesiology & Social Work (COEKSW); Liberal Studies

COEKSW hired two new tenure-track faculty in the past two years, though the department also lost one faculty member. Liberal Studies has five tenure-track faculty members, one full-time lecturer, and a pool of 10 part-time faculty, six of whom have teaching assignments for fall 2022.

College of the Arts, Humanities and Social Sciences (CAHSS)

Completed college-level assessment of six 7-year academic program reviews utilizing rigorous review criteria, leading to constructive finalized implementation plans. College-level review of tenure-track position requests and subsequent recommendations drew upon prior and current college-level assessments of Academic Program Review (APR) implementation plans. Helping to address tenure density issues, CAHSS programs conducted national searches for 20 new tenure-track faculty, addressing critical needs in Sociology (Critical Criminology, Research Methods, and Sociology of Youth), Criminal Justice (serving the Legal Studies, Law Enforcement, and Juvenile Justice concentrations—the latter Stockton-based), Social Sciences (one Stockton-based with focus on supporting Community Equity Research Center (CERC), and one Turlock-based with focus on subject-matter preparation pathway), Black/Africana Studies, Native American/Indigenous Studies, British Literature, US History with a Public/Community History focus, Eastern/Comparative Non-Western Philosophy, Macro Economics, Musical Theatre, Art History, Horticulture, Agriculture Education, and Political Theory, as well as a Gallery Assistant, a college-based student success advisor, and administrative staff support for our newly approved Ethnic Studies department.

STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Institutional Effectiveness & Analytics (IEA)

Tenure density trends are displayed in the Faculty and Staff section of the University's Book of Trends, along with tenure density at peer CSU campuses.

Data to inform and support decision-making; data transparency

STRATEGY 2D2: Support cross-disciplinary and inter-disciplinary teaching and research projects.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Business Administration (CBA)	
<p>Management Information Systems department offers CIS 2000 - Introduction to Business Computer Systems and CIS 3700 - Information Technology for Management to Health Science program students.</p>	<p>The Health Science program curriculum received increased exposure to information technology content.</p>
College of Science (COS); Physics, Physical Sciences, and Geology	
<p>Successfully awarded the NASA (National Aeronautics and Space Administration)-Minority Serving Institution (MSI) 5-year grant entitled, "Engaging undergraduate research and participation in atmospheric sciences with hands-on instrumentation experience at minority serving institution." The grant proposal involved cross-disciplinary collaboration between Professor Dr. Wing To (Physics) and Professor Dr. Horacio Ferriz (Geology).</p>	<p>NASA-MSI grant will support the hiring of student researchers to work up to 20 hours per week and Staff Technician Support for the instruments for up to 2 hours per week. Support with departmental resources such as tools, machine shop, electronics equipment, and computer interfaces. Support with hosting of Outreach and Public events to promote the instruments. HHMI grant is being used to develop a year-long faculty learning community (FLC) on Teaching for Equity, Social Justice, and Anti-Racism in STEM. This FLC will become part of a Phase 2 proposal with a group of 15 universities.</p>
<p>Successfully awarded the Howard Hughes Medical Institute (HHMI) grant with co-principal investigators Professor Dr. Janey Youngblom (Biological Sciences) and Dr. Brian Morsony (Physics).</p>	

STRATEGY 2D4: Maintain low student to faculty ratios and class size necessary for transformational learning.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Education, Kinesiology & Social Work (COEKSW); Liberal Studies	
<p>During the pandemic, COEKSW split two large (60+ students) classes into multiple sections for remote instruction. After department discussion, it was decided to make that change permanent. LIBS 1000 - Introduction to Classroom Experiences and LIBS 2000 - Analysis of Classroom Environments now have a course capacity of 30.</p>	<p>This allows more transformational pedagogy.</p>

STRATEGY 2D5: Support professional development opportunities for tenured/tenure track faculty members annually.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of the Arts, Humanities and Social Sciences (CAHSS)	
<p>CAHSS provided significant funding (\$95K) for faculty research and professional development, supporting approximately 50 faculty with significant research allowances, college-funded RSCA grants, and teaching initiative support, as well as numerous faculty presenting scholarships at virtual professional conferences (under COVID-19 restrictions). Gave careful consideration to the RPT files of 19 tenure-line faculty under review for retention, promotion, and tenure, providing thorough assessments of their qualifications and achievements. CAHSS oversaw the careful review of 98 lecturer faculty and 14 well-deserved range-elevation requests.</p>	

STRATEGY 2D6: Create a commission to examine faculty workload and provide recommendations for how to create equitable, reasonable workloads.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Business Administration (CBA)	
The Management, Operations and Marketing (MOM) department established an ad hoc committee to develop departmental policy on assigning faculty to Extended Education course sections.	Faculty assignment to Extended Education course sections is conducted appropriately, equitably, and transparently.

STRATEGY 2D7: Expand basic administrative and technological support for faculty (e.g., updated computers, software, adequate office space).

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Business Administration (CBA)	
The Accounting & Finance department secured \$25,000 from the American Institute of Certified Public Accountants (AICPA) to upgrade computer hardware for the accounting faculty in 2022.	Incorporated Data Analytics into their courses
All Computer Information System (CIS) courses have lab sessions. Department supports the purchase of necessary software and devices using proper account strings.	An increased experiential learning experience leading to improved student satisfaction.
ACADEMIC AFFAIRS	
Office of Service Learning (OSL)	
OSL continues to use the StanServes S4 database to track and maintain service learning and academic internship placements. The S4 database also allows faculty to see current community partners and their students' SL documents. OSL offered Risk Management one-on-one appointments to assist faculty with utilizing the StanServes S4 website for student placements. Additionally, OSL worked with the Chancellor's Office on their Common Attribute Initiative, which will help faculty identify their course as service learning.	The faculty stated the Attribution Initiative is helpful guidance in understanding and meeting the components of a service learning course. Through the one-on-one appointments, OSL could continue service learning and academic internships in a virtual setting. Additionally, faculty enjoy the ease of tracking their student placement documents.

GOAL 2
TRANSFORMATIONAL LEARNING

OBJECTIVE E

Champion diversity and inclusion in all that we do as a campus community.

STRATEGY 2E1: Create and sustain a diverse campus community through recruitment, hiring and retention of underrepresented faculty and staff, and enrollment, retention and graduation of underrepresented students (e.g., competitive salaries).

ACTIONS	OUTCOMES
<p>ACADEMIC AFFAIRS</p> <p>College of Science (COS); Biological Sciences</p> <p>Biological Sciences applied a Diversity, Equity, and Inclusion (DEI) lens to the hiring process.</p>	<p>Believe that the result is new Assistant Professors committed to diverse students and regions.</p>
<p>ACADEMIC AFFAIRS</p> <p>College of Science (COS); Child Development; Nursing; Psychology</p> <p>Psychology and Child Development has a new standing committee on Diversity, Equity, Inclusion and Social Justice (DEISJ) and has incorporated a Diversity Consultant on faculty search committees.</p> <p>Nursing has created a Diversity, Equity, and Inclusion (DEI) Task-force and has set up a speaker series.</p>	<p>While it is newly implemented, there seemed to be a more diverse pool for the last tenure track hire.</p>
<p>ACADEMIC AFFAIRS</p> <p>College of the Arts, Humanities and Social Sciences (CAHSS)</p> <p>These CAHSS faculty positions listed above will improve our diversity profile (50% of the hires meet diversity criteria, and another 40% are women in underrepresented fields) and help alleviate faculty advising overloads in some of our larger academic programs. Supported numerous diversity/inclusion/social justice themed events (conducted in virtual mode due to COVID-19), including Indigenous Peoples Day Celebrations, Black History Month, Black Power Matters and Black Musicians Matter presentations, a GIS Day symposium, and several Social Justice programs. Social Justice themed scholarly presentations and arts events have become an integral part of our College culture. The college also provided continuing support for the Sarguis Modern Assyrian Heritage Project, culminating in the presentation of a California Humanities-funded community-oriented gallery exhibition and public presentations addressed to the Assyrian Genocide. Continued ongoing implementation of a robust Ethnic Studies curriculum serving the AB 1460 (Area F GE) requirement now in place for students in the CSU. To meet anticipated student demand, CAHSS moved quickly to expand the Ethnic Studies faculty through successful national searches for two additional tenure-track assistant professors.</p>	

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TRANSFORMATIONAL LEARNING
GOAL 2

ACTIONS	OUTCOMES
BUSINESS AND FINANCE	
University Police Department (UPD)	
The University Police Department has added a number of underrepresented employees in both sworn and non-sworn positions.	
HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)	
Recommend advertising on diversity-type websites and added recruitment advertising subscriptions (Inside Higher Ed, Chronicle). Paperless recruiting has attracted diverse applicants.	
STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)	
Institutional Effectiveness & Analytics (IEA)	
IEA routinely updates public dashboards that display student demographics data, including the Retention and Graduation Rates Dashboard and employee demographics data in the Faculty and Staff Trends Dashboard.	These dashboards and data provide transparency for campus constituents and timely access to enrollment, graduation and retention rates, as well as inform and support decision-making.
Demographic data for students and employees are displayed in the Faculty and Staff section of the University's Book of Trends.	
UNIVERSITY ADVANCEMENT	
All position descriptions incorporate the University Advancement commitment to uphold and honor a diverse and inclusive environment. University Advancement also looks to each Management Personnel Plan (MPP), including at least one Diversity, Equity, Inclusion and Social Justice (DEISJ) goal each year and to be active participants in President's Commission on Diversity & Inclusion (PCDI).	

STRATEGY 2E2: Develop and broaden curriculum that reflects diversity, equity, inclusion, and social justice in all academic disciplines and through the General Education Program (GE Goal 3; Baccalaureate Learning Goals 4 and 5).

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Office of Service Learning (OSL)	
OSL works to develop opportunities and partnerships with diverse populations on and off campus such as the Stanislaus National Association for the Advancement of Colored People (NAACP), Project Sentinel, and more. OSL does this by working with different service learning and internship courses to provide student placements across various fields of study.	During the 2021-22 Academic Year the OSL had 299 community partnerships over 830 diverse sites.
STUDENT AFFAIRS	
Warrior Cross Cultural Center (WCCC)	
Provided educational and cultural programs, workshops, and activities related to Diversity & Inclusion which provided critical consciousness, self-reflection, and transformational experiences. Launched the Diversity Speaker Series, Diversity Crash Course trainings aimed at exploring best practices to build upon cultural competence and humility.	Served a total of 2,916 students, staff, and faculty, not including the virtual live views of 4,644 on social media platforms.

STRATEGY 2E3: Create a campus culture that welcomes, supports, includes and values all campus community members.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

Office of Service Learning (OSL)

As a part of the OSL mission, all students and community participants are welcome, as the events will be free. In addition, recruiting students across campus and holding various service learning and internship courses on campus enable a more supportive environment.

During the 2021-22 Academic Year, the OSL and the Science in Our Community team held 26 community events with around 1,610 participants.

STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Financial Aid & Scholarship Office (FASO)

In 2021-22, the Financial Aid and Scholarship Office awarded over 19 million dollars in Higher Education Emergency Relief Fund (HEERF) funds, bringing this to a total of over 32 million dollars in emergency funding for the students. In addition, the Financial Aid and Scholarship Office, in collaboration with Basic Needs, awarded and disbursed \$838,000 in California (CA) Emergency funds with funding from the State and Chancellor's Office. These funds were awarded to students facing an emergency during the academic year.

HEERF and CA Emergency Grant funds helped students pay for expenses such as medical, housing, transportation, food and other essential items.

STUDENT AFFAIRS

Campus Recreation

Upon reopening the University, many events were virtual due to safety restrictions. Once key restrictions were lifted, Campus Recreation held Warriors Up at Night during the fall semester with other departments such as Student Leadership & Development (SLD), Housing and Residential Life, and Health Education & Promotion (HEP) to increase students' connection to the campus and its peers and give students an out of the class experience. During this event, students were invited to enjoy a movie, play games, and socialize/meet with peers across campus in a safe, non-alcoholic, and drug-free way.

This event kept students on campus and provided them with free food, drinks, and a good time. Campus Recreation had 128 students attend, which was amazing for one of the first events following the department's reopening.

TRIO Student Support Services (SSS)

TRIO SSS is intentionally designed to promote equity in education. Program eligibility for services requires students to meet criteria related to income, first-generational status, disability status and demonstrated academic need for services based on criteria such as academic readiness for college, language proficiency, predictive indicators, and educational and career goals. While not a specific eligibility criterion, programming largely impacts historically marginalized and racially minoritized groups, as they are most likely to experience inequity in education.

Since data for Academic Year (AY) 2021-22 includes summer, the most recent data is for AY 2021. For AY 2020-21, of those students served by the TRIO SSS program, 97% had good academic standing, 95% persisted, and 81% of the 2015-16 cohort graduated.

Warrior Cross Cultural Center (WCCC)

Re-established space in newly remodeled office to provide a welcoming environment for students of diverse backgrounds and the campus community. Set up space to include a study space, lounge, and Community room.

Created a safe, inclusive space for students, staff and faculty. Increased self awareness and connectedness with other members of the campus community. Increased the number of resources available to students both on/off campus.

STRATEGY 2E4: Build community partnerships and increase outreach, collaboration and communication between the University and underrepresented and diverse groups from the local and regional communities.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of the Arts, Humanities and Social Sciences (CAHSS)	
<p>CAHSS provided ongoing support for the Community Equity Research Center (CERC), based on the Stockton Campus, to cultivate community-based participatory action research projects serving social justice priorities of special relevance to communities in our region. CAHSS has committed seed funding to support projects undertaken by the new center, and several of our new tenure-track hires bring expertise compatible with the center’s research mission. CAHSS continued its ongoing support for GIS projects, grants, and contract work undertaken by the college’s Center for Applied Spatial Analysis.</p>	
STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)	
Admissions and Outreach Services (AOS)	
<p>AOS partnered with the Warrior Cross Cultural Center to co-host the Project 1300 Summer Academy, which was a collaborative initiative between Stanislaus State and UC Merced. Forty-one young men of color enjoyed a day of intentional activities and workshops. The Project 1300 Summer Academy is part of the 1300 Campaign that aims to send an additional 1,300 young men of color to the CSU and UC in the next five years.</p>	<p>Forty-one students enjoyed a day of intentional activities and workshops that included, STEM hands-on activities, college information workshops, and peer-led discussions about post-secondary aspirations.</p>
<p>AOS provided an engaging campus tour experience to members of Victory in Praise (VIP) church, a faith-based organization in Stockton, California. Students attended a campus tour as a culminating activity for a multi-week summer camp hosted by VIP.</p>	<p>Students enjoyed intentional STEM-related activities and an engaging campus tour experience. AOS provided attendees with branded materials, including a t-shirt and drawstring bag, helping to create an affinity with the university.</p>
Institutional Effectiveness & Analytics (IEA)	
<p>The Enrollment Management section of the University’s Book of Trends provides information on the University’s regional pipeline to better understand the need for higher education in the service region and is available at https://www.csustan.edu/spemi/book-trends.</p>	<p>Data to inform and support decision-making; data transparency</p>

TRANSFORMATIONAL LEARNING
GOAL 2

STRATEGY 2E5: Provide education and oversight for search committees that ensures appropriate recruitment and hiring procedures are followed and that diverse candidates make it through the search process.

ACTIONS	OUTCOMES
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HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)

HREOC provided Common Human Resources System (CHRS) training. HREOC met with Management Personal Plan (MPP) search committees to review the process. Reviewed and recommended search committee makeup to ensure diverse representation.

STRATEGY 2E7: Build on our status as a Hispanic-Serving Institution

ACTIONS	OUTCOMES
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STUDENT AFFAIRS

Career & Professional Development Center (CPDC)

Launched the Grow with Google HSI Career Readiness program to the CareerReadyU participants resulting in 373 courses completed and 20 students earning a \$50 Amazon gift card by completing a full pathway. Founding university partner in the HSI Career Collaborative, increasing employer connections to diverse student populations.

CPDC secured a \$25,000 microgrant to support the Grow with Google HSI Career Readiness implementation as a campus provided access to HSI Career Collaborative virtual fair, Student Summit, and Employer Summit.

OBJECTIVE F

Create three or more new University processes and practices that support increased Research, Scholarship and Creative Activities (RSCA).

STRATEGY 2F1: Expand support of the ORSP to promote excellence in Research, Scholarship, and Creative Activity (RSCA) among students and faculty, as well as to assist faculty with grant writing.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Office of Research & Sponsored Programs (ORSP)	
Designed and implemented a year-long Faculty Grant Writing Cohort.	Sixteen faculty members are participating in the year-long grant writing cohort. The writing cohort began in February 2022, and as of June 30th, there have been four new grant submissions, with five currently in progress to be submitted by September 2022.

STRATEGY 2F2: Create ways for faculty to regularly interact with each other and learn about the types of research being conducted across campus.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Science (COS); Nursing	
Nursing has set up a Canvas forum for faculty to share their research with faculty and students.	More research collaborations and general knowledge of research activities.
College of the Arts, Humanities and Social Sciences (CAHSS)	
CAHSS provided ongoing support for Stan State's Interdisciplinary Health Collaborative, consisting of 25 faculty from 11 departments across the Colleges who share research interests in community health and health equity as well as health communication and education. Help identify health-related careers for students and meet with community health constituencies in the region.	
Graduate Studies	
The Office of Graduate Studies hosted the Annual Research, Scholarship and Creative Activities (RSCA) Celebration event.	

STRATEGY 2F3: Encourage and support increased interdisciplinary RSCA, and connect that work to efforts to expand HIPs and curriculum development.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Office of Research & Sponsored Programs (ORSP)	
Support of faculty-led student engagement through the IRA funded Student Engagement in Research, Scholarship, and Creative Activity (SERSCA) program offering mini-grants, travel grants, research assistantships and host the Student Research Competition	Supported 79 students and 43 faculty through the SERSCA program. Eleven students participated in the 36th Annual Statewide Student Research Competition with three students receiving 2nd place awards for their presentations

STRATEGY 2F4: Collaborate with University Advancement to develop and strengthen philanthropic resources to support RSCA, teaching and public service.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Science (COS); Nursing	
Nursing has initiated the process of contacting alumni with the University Advancement office.	A contact list has been developed, and the department will contact alumni this year.

STRATEGY 2F5: Renew university focus on graduate education.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Graduate Studies	
<p>The Office of Graduate Studies is established and embarked on a series of projects and activities to support students and faculty mentors/directors.</p>	<p>The office recruited and mentored pre-doc applicants; one student received an award (the first since 2017).</p> <p>Worked with the Chancellor's Doctoral Incentive Program (CDIP) committee to assist CDIP applicants, and one student received an award.</p> <p>Hosted the first Grad-Slam event.</p> <p>Worked with Library, hosted RSCA annual celebration event, and one publication (Stan State RSCA Digest, 2017-2022) is on the way.</p> <p>Worked with ORSP, hosted a faculty proposal writing cohort, and awarded two proposals (NSF and NASA).</p> <p>Worked with the Graduate Admission Office to streamline the application process in Cal State Apply (more than half of the programs transitioned to a one-stop application at CSU apply).</p> <p>Supported a pilot of Teacher Assistant (TA) tuition waiver practice in the Biological Sciences Department.</p> <p>Completed MOU with UC Merced on Broadening Graduate Pathways Consortium</p> <p>Reconstructed new student welcome event.</p>

TRANSFORMATIONAL LEARNING
GOAL 2

STRATEGY 2F6: Increase support for the Center for Excellence in Graduate Education (CEGE) and expand role of the Director; explore the creation of a Dean of Graduate Studies.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Graduate Studies	
<p>The graduate dean updated the roles of the director of the Center for Excellence in Graduate Education (CEGE) to better serve graduate students' needs.</p>	<p>Organized the first Grad-Slam event and sent the top two winners to California State University (CSU) system-wide competition. The two students were selected for the second round of competition among eight students from 22 campuses. The director was also involved in many projects/activities of the Graduate Office and took essential roles in recruiting and planning efforts.</p>

GOAL 3 • Boldly pursue innovation and creativity.

OBJECTIVE A

Focus the campus on building a visionary future that will promote innovation and entrepreneurial initiatives, information technology, data-informed decision-making, and comparisons with other institutions. Build at least four new high-quality programs, including cutting edge interdisciplinary programs.

STRATEGY 3A1: Use data in campus information systems to improve enrollment and student success initiatives at both the undergraduate and graduate level.

ACTIONS	OUTCOMES
STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)	
Institutional Effectiveness & Analytics (IEA)	
The Student Success Initiatives section in the Book of Trends highlights various programs that promote student success.	Data to inform and support decision-making; data transparency
The Enrollment Management section in the Book of Trends includes trends on the University's regional pipeline and degree attainment rates to better understand the need for higher education in the service region.	
The Book of Trends includes enrollment and student success related data comparisons with a group of CSU peer institutions.	
Updated the Retention and Graduation Rates Dashboard	Provides campus users with timely access to graduation and retention rates.
Compiled various enrollment data for the Stockton Campus and provided data for the WASC Stockton Interim Report	Provides timely information for campus users to understand Stockton enrollment and student characteristics.

STRATEGY 3A4: Increase investments in information technology.

ACTIONS	OUTCOMES
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BUSINESS AND FINANCE

Office of Information Technology (OIT)

Utilizing new technology such as Citizens Broadband Radio Service (CBRS), OIT will bring WiFi to every campus area, including outdoor venues.

The initiative consists of several components: a faculty fellowship, a business competition, an entrepreneurs-in-residence program, and a scholarship fund. The effort also incorporates the university's annual Champions of the American Dream award and event.

STUDENT AFFAIRS

Athletics

Purchased HomeTown Ticketing ticketless system.

The HomeTown Ticketing ticketless system is a more efficient process for guests and game day staff for ticket purchasing and accounting reconciliation.

GOAL 3
INNOVATION & CREATIVITY

STRATEGY 3A3: Develop a speaker series to support public and private entrepreneurial activity on campus that promotes best practices and innovation from peer institutions.

ACTIONS	OUTCOMES
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UNIVERSITY ADVANCEMENT

Development

Received \$250,000 from the Porges Family Foundation in 2021 to establish the Warrior Entrepreneurship Initiative to establish a multifaceted program designed to inspire, mentor, and financially support emerging entrepreneurs as they seek to build new business ventures.

The initiative consists of several components: a faculty fellowship, a business competition, an entrepreneurs-in-residence program, and a scholarship fund. The effort also incorporates the university's annual Champions of the American Dream award and event.

OBJECTIVE B

Develop four new academic pathways and programs (e.g., undergraduate as well as graduate, interdisciplinary) that are responsive to community needs and that prepare students for a dynamic workplace with emergent new professions.

STRATEGY 3B1: Expand the number and variety of certificates offered to our students and community.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Extended and International Education (EIE)	
Launched special session certificate program (Non-profit Management) (academic credit certificate program pathway to MPA and other graduate programs).	
BUSINESS AND FINANCE	
Safety & Risk Management	
Safety & Risk Management is collaborating with Extended Educational Operations and Academic Affairs to assist in developing a 2-week food safety certification course planned for January 2023.	Development of a Hazard Analysis Critical Control Points (HACCP)/food safety certification course that can be utilized immediately by students upon completion to assist in obtaining a job (e.g., retail food, food manufacturing, agriculture)

STRATEGY 3B2: Explore the possibility of developing a fully online baccalaureate completion program.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Extended and International Education (EIE)	
EIE prepared for the launch of an online bachelor's degree completion program in Leadership Studies.	

STRATEGY 3B3: Encourage the development of collaborative, multi-disciplinary degrees based on the demand for evolving and emergent skill sets and expertise.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

College of Business Administration (CBA)

CBA has been in discussions with Computer Science and Mathematics to create a Master of Science in Information Systems. The discussion was disrupted by COVID-19.

STRATEGY 3B4: Develop new academic programs that prepare students for careers related to sustainability/environment which also address important issues unique to the Central Valley and Foothills of our service region (e.g., water resources/policy).

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

Launched initiative to develop sustainability course designations so students can identify courses with a sustainability focus.

College of Science (COS); Chemistry

Continuation of planning and implementation of cross-disciplinary Food Safety degree.

Unique program targeting specific community needs.

BUSINESS AND FINANCE

Capital Planning & Facilities Management (CPFM)

Participated in CSU System-wide Human Resources Office Faculty Learning Community "Teaching Climate Change & Resilience FLC." Tim Overgaw, Senior Director of Operations and Construction, presented the campus water reclamation system. Wendy Olmstead, the Sustainability Coordinator, described the campus' urban forest and other opportunities to use the campus as a living lab.

Presented campus water reclamation and use with 65 faculty from six campuses to assist in developing or modifying course curriculum with a focus on water use and provide the campus infrastructure as an example for students.

GOAL 3
INNOVATION & CREATIVITY

OBJECTIVE C

Improve investment in infrastructure, emphasizing the creation of physical and virtual spaces that optimize available contemporary tools and technology.

STRATEGY 3C1: Upgrade faculty and staff personal computers on a 3- to 4-year cycle.

ACTIONS	OUTCOMES
STUDENT AFFAIRS	
TRIO Student Support Services (SSS)	
SSS submitted a proposal to the Department of Education Program officer to update all staff workstations, expand student lab/lounge capacity with laptop workstations, and add iPads for social media maintenance by staff.	Purchase laptops to update staff equipment and allow in-person/remote delivery flexibility, seven laptops for the study lounge area, and three iPads for share staff use.

STRATEGY 3C2: Upgrade technology in classrooms and laboratories, converting 20 or more classrooms to smart classrooms per year until completed.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Science (COS); Biological Sciences	
Fundraising began for the remodel of lab space (molecular lab) for student research experiences and received a quote for the proposed remodel.	Once the lab space is completed, students have a more hands-on learning experience.
College of Science (COS); Physics, Physical Sciences, and Geology	
New computers will be installed in physics labs in August 2022 with software management by the Office of Information Technology (OIT).	The new computers in the physics labs will improve learning outcomes for students with new up-to-date equipment and software tools for data analysis.
College of the Arts, Humanities and Social Sciences (CAHSS)	
CAHSS provided ongoing support for Stan State's Interdisciplinary Health Collaborative, consisting of 25 faculty from 11 departments across the Colleges who share research interests in community health, health equity, as well as health communication, and education. CAHSS helped identify health-related careers for students and meet with community health constituencies in the region.	

STRATEGY 3C3: Improve organizational responsiveness through technology and elimination of procedural roadblocks.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

Office of Service Learning (OSL)

The OSL created a shorter and clearer memorandum of understanding (MOU) template that is 3 pages instead of 7 pages and has been approved by Contracts Office and General Council. Additionally, OSL with the approval the Chancellor's Office and our Contracts office eliminated the need for MOUs for paid internship. OSL continues the use of digital forms to ease the management of courses via S4.

The use of digital forms and concise MOU has reduced the time it takes for processing MOU and for opening opportunities for students.

HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)

HREOC purchased SkillSurvey software to expedite references.

Appointment letters are electronic.

HREOC purchased PayScale database.

Approval workflows for position descriptions, job requirements, offers, and onboarding

New webpages and updated pages are made accessible, created fillable documents for special consultants, pay vouchers, Staff & Management Employment Transaction Request (SMER), student employment forms, and various other forms.

Purchased and use Accurate Background online vendor.

Utilize JobElephant for job advertisements.

In Range Progression (IRP)/Reclass forms are easily accessible.

The employment page is more interactive and organized.

STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Financial Aid & Scholarship Office (FASO)

The Financial Aid and Scholarship Office has made significant changes to ensure the ability to continue to serve students even with the challenges presented due to COVID-19. The ability for students to complete over 95% of the required forms online has streamlined the application and cut back on processing time. The FASO has improved its communication with students by being available on various platforms, including email, phone, student portal, live chat, chatbot, and social media. In addition to the on-line platforms, the FASO is also available to students in the office for general inquiries and advising. FASO continues to simplify the student system by automating processes so students can access their award information promptly.

Service to current and prospective students continues at a high level, even with the challenges presented by COVID-19. Students can continue to conduct business, have their questions answered, and submit documents online. This ensures staff can process files, award students, and disburse funds promptly.

STUDENT AFFAIRS

Disability Resource Services (DRS)

DRS acquired a new tactile image printer.

Acquiring this printer will allow DRS to produce tactile images and graphics for our visually impaired students. Tactile images and graphics will give them better access to maps, graphs, and other visual instructional materials.

GOAL 3
INNOVATION & CREATIVITY

ACTIONS	OUTCOMES
<p>Housing and Residential Life (HRL)</p> <p>HRL worked with the Office of Information Technology (OIT) to complete wired connections to all Village I units to support online learning and parity of wired connections across all units.</p>	<p>All units in housing have access to wired and wireless internet.</p>
<p>HRL established Office of Information Technology (OIT) remote services in the HRL office to support resident-specific internet and technology needs.</p>	<p>In the annual Resident Satisfaction Survey for Housing, 92% of respondents were satisfied with this service.</p>
<p>Student Health Center (SHC)</p> <p>SHC Director met with Associated Students, Inc. (ASI) to discuss students' health care needs.</p>	<p>Implemented an After Hours Nurse Advice line for students to access medical advice and care outside of SHC hours.</p>

STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Enrollment Services

<p>Implement chatbot for 24 hour service, as well as implementation of "live chat" and texting services.</p>	<p>High volume usage of both chatbot and "live chat" and increased response from students due to texting communication.</p>
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STRATEGY 3C4: Increase classroom space to reduce scheduling barriers and support timely graduation.

ACTIONS	OUTCOMES
<p>BUSINESS AND FINANCE</p>	
<p>Capital Planning & Facilities Management (CPFM)</p>	
<p>CPFM successfully completed the request for qualifications and proposal process for the Stockton Campus master planning project.</p>	<p>Contracted firm and commenced master planning process.</p>
<p>Coordinate program prioritization and developed bidding documents for selection of Design Builder for Acacia Replacement Phase I Building.</p>	<p>Successfully bid project and selection of Design Building and Executive Committee to collaborate on building design.</p>
<p>Refreshed classrooms in Demergasso Bava Hall, Fieldhouse, and Fieldhouse Annex, replacing carpet and painting all classrooms. Coordinated replacement of classroom furniture in classrooms.</p>	<p>Provided refreshed classroom environments for students.</p>
<p>Assisted Office of Information Technology with electrical and maintenance work required for classroom upgrades.</p>	<p>Successfully prepped 30 classrooms for OIT to complete Phase I of the classroom upgrades, bringing them to the new Zoom Room Standard.</p>

OBJECTIVE D

Improve information technology annually.

STRATEGY 3D1: Provide professional development for faculty who want to use technology to support/enhance their teaching, research, scholarship, creative activities, and service.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

College of Education, Kinesiology & Social Work (COEKSW); Liberal Studies

The faculty participated in many FDC workshops and trainings related to online teaching and teaching during the pandemic. Participation within the department was not specifically tracked, but things learned in those workshops were often part of our discussions in department meetings.

ACADEMIC AFFAIRS

College of Education, Kinesiology & Social Work (COEKSW); Counseling

COEKSW constantly encourages faculty to attend Faculty Development Center (FDC) presentations of interest. Collectively, the program has been extensively involved in them. One of the faculty members, Dr. Dianne Vargas, is also an ambassador for Canvas for the faculty and has produced numerous trainings for all.

COEKSW incorporated many innovative processes for faculty and students and developed specific competency exams that students can now take on their home computers at no cost. They used to have to pay for the exam and drive great distances to take other exams. Overall, the department has become very adept at teaching virtually and has taken advantage of all trainings they can attend to enhance their effectiveness.

STRATEGY 3D2: Explore strategies to increase use and integration of campus technology with student devices.

ACTIONS	OUTCOMES
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STUDENT AFFAIRS

Campus Recreation

Incorporated the use of barcode scan technology, allowing easier facility access in Stockton and Turlock fitness centers and the aquatics facility. The barcode scan technology utilized both the Warrior ID card and the Fusion Go mobile app.

More efficient check in system, which allowed quicker access to Campus Recreation facilities.

Counseling and Psychological Services (CAPS)

CAPS worked with Student Affairs communications for a social media platform to be accessed on mobile devices. Expansion of Instagram, CAPS website, and further research for utilization of podcasts.

Increase the number of followers on CAPS Instagram (529), a major source of information for students with easy access. CAPS is working with the campus communications department on the development and implementation of podcasts.

ACTIONS	OUTCOMES
<p>Learning Commons (LC)</p> <p>StanTutor is fully integrated into Learning Commons Services. In 2022, LC upgraded the system to include new accessibility (including mobile devices) and reporting features. LC continues to develop processes and staffing to manage the platform and update modules for each term. Leveraged peer-led social media campaigns to expand awareness of services.</p>	<p>Implemented StanTutor learning management platform upgrades to:</p> <p>Increase access to services through mobile devices, make or schedule sessions, attend online or in-person appointments and provide timely reports to campus partners.</p> <p>To replace outdated and insecure programs and procedures exhausting significant staff time.</p> <p>Enhanced report functions to report on service indicators and align with other campus data collection and analysis efforts.</p>

STRATEGY 3D3: Harness the power of social, mobile, and video technologies to enhance University functions.

ACTIONS	OUTCOMES	
<p>ACADEMIC AFFAIRS</p>		
<p>Office of Service Learning (OSL)</p> <p>OSL utilizes social media to share information about the programs offered, such as Turlock Community Collaborative (TCC), Facebook, and Science in Our Community (SIOC) which has Facebook, Instagram, Twitter, and a YouTube channel as well as maintain the OSL website to accurately display information to the campus and all who visit our webpage.</p>		<p>The use of social media was extremely vital during the 2021-22 Academic Year. It allowed the department to continue its annual Science Week event through Zoom and social media technology. Currently, the Turlock Community Collaborative Facebook page has over 80 followers, Service Learning Facebook has 40 followers, and the Science in Our Community has over 1,400 followers across all SIOC social media outlets.</p>
<p>BUSINESS AND FINANCE</p>		
<p>Capital Planning & Facilities Management (CPFM)</p> <p>Implemented iPad program for all CPFM staff.</p>		<p>Successfully trained all CPFM staff and transitioned manual paper process to online work order process.</p>
<p>STUDENT AFFAIRS</p>		
<p>Housing and Residential Life (HRL)</p> <p>Extensively utilized Warrior Connect platform to support academic support outreach of Housing residents.</p>		<p>Through the use of campaigns and other outreach, the Academic Success Advisor in Housing had 2,157 interactions with residents discussing grades, time management, registration, academic policies, and holistic support needs.</p>
<p>HRL transitioned to Warrior Life to track and communicate programs and events in the residential community.</p>	<p>Coordinated 187 programs through Warrior Life.</p>	

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ACTIONS	OUTCOMES
UNIVERSITY ADVANCEMENT	
Communications & Public Affairs (CPA)	
<p>In collaboration with Office of Information Technology (OIT), re-envisioned, upgraded visuals and functionality of the Stan State Mobile App. Students now can interact with PeopleSoft and Canvas in a mobile-friendly format.</p>	<p>Re-envisioned Mobile App launched in spring with student persona.</p>
<p>In collaboration with OIT and the CPA videographer, provided feedback for the coordination of a major update to the DBH Distance Learning Studio and for field equipment.</p>	<p>Vastly enhance capabilities for collaborative media teams in a variety of areas, including video interviews and footage at locations across campus.</p>
<p>Worked with student interns to establish University TikTok – adding a new platform to our social mix targeting current and prospective students.</p>	<p>University TikTok account targeting students added as a student communication channel - managed and coordinated for students by students.</p>

GOAL 3
INNOVATION & CREATIVITY

OBJECTIVE E

Foster increased creativity, innovation and entrepreneurship.

STRATEGY 3E5: Promote University Extended Education as a viable way to grow graduate education and increase the number of programs highly responsive to the workforce needs of the Central Valley.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Extended and International Education (EIE)	
Fiscal year 2021-22 was a record year for Extended Education (EE) gross revenue and enrollments overall.	Revenue share to college partners totaled over \$1.7M in fiscal year 2021-22, also a record distribution.

OBJECTIVE F

Recognize and celebrate achievements - and HAVE FUN!

STRATEGY 3F1: Enhance and build upon current events on campus (e.g., Author Recognition, Faculty Awards, Commencement).

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

College of Science (COS); Child Development; Psychology

The Psychology Graduate Committee had its first hooding ceremony, distinct from the university commencement for graduate students.

Parents and students felt more engaged with the university in this more intimate ceremony.

Office of Graduate Studies; Office of Research and Sponsored Programs (ORSP); Library

The Office of Graduate Studies and Research and the University Library co-produced a live and Zoom event titled the Stan State Research, Scholarship, and Creative Activities (RSCA) celebration event, held in the University Library on April 14, 2022.

Showcase faculty, staff, and students' accomplishments in Research, Scholarship, and Creative Activities. Acknowledge their contribution to Stan State and the community at large; Celebrate their success; Conduct data collection on campus's RSCA-related outcomes to produce a print and digital publication.

Office of Service Learning (OSL)

OSL continued the Stars of Service to highlight the outstanding community-engaged service provided by faculty extending their work into the community or teaching service-learning courses. OSL looks forward to highlighting the service done by the campus.

STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Admissions and Outreach Services (AOS)

On April 23, 2022, AOS hosted Warrior Welcome in-person for the first time since 2019. Warrior Welcome is a yield event for admitted students. Students enjoyed a vibrant experience with fun activities and helpful resources. President Junn greeted students and families.

Prospective students enjoyed a vibrant event tailored to their individual needs. They had opportunities to register for orientation, accept their admission, and connect with campus resources. This was the first in-person yield event in two years.

The Warriors on the Way program (WOW) continues to support prospective transfer students from the University's local feeder campuses, Modesto Junior College, Merced Community College, and San Joaquin Delta College. AOS facilitated two Transfer Achievement Celebrations for incoming WOW scholars, one at the Stockton Campus and one at the Turlock Campus.

The Transfer Achievement Celebration helped incoming transfer students developed their sense of engagement and connectedness to Stanislaus State. Students received a certificate of achievement for completing their transfer journey through the WOW program.

ACTIONS

OUTCOMES

UNIVERSITY ADVANCEMENT

Alumni Engagement

Tagging and calling out alumni achievements on social media. Hosted annual alumni employee luncheon in partnership with ASI during Homecoming Week.

Alumni Council participation in Alumni Brick Campaign reveal.

Engaged four recent alumni to participate in Admissions & Outreach Warrior Welcome Virtual Series.

Acknowledge/celebrates alumni's success while showing their alma mater is paying attention. It also provides an opportunity to update their contact info and outreach to reconnect. Showcase some successful alumni stories and allow new students to ask questions. Opportunity to connect alumni with students.

GOAL 4 • Hone administrative efficacy through thoughtful stewardship of resources.

OBJECTIVE A

Improve at least 10 or more administrative practices and processes.

STRATEGY 4A1: Optimize academic scheduling with attention to degree completion, effective use of space, student and faculty needs, and financial efficiency.

ACTIONS	OUTCOMES
<p>ACADEMIC AFFAIRS</p> <p>College of Science (COS)</p> <p>Many departments modified course descriptions to include online versions and a number applied for and received a substantive program change to allow for online programs that do not conflict with Western Association of Schools and Colleges (WASC) regulations.</p>	<p>More flexible student and faculty scheduling, less unplaced classes due to lack of teaching spaces.</p>

STRATEGY 4A2: Pursue paperless business processes, automate manual processes, and implement web-based systems that improve work-flow.

ACTIONS	OUTCOMES
<p>ACADEMIC AFFAIRS</p> <p>College of Business Administration (CBA)</p> <p>Management Information Systems (MIS) office started using the paperless process for change of grade requests in both pdf form and PeopleSoft online process in addition to other requests (e.g., withdraw, change of degree, etc.).</p> <p>College of Science (COS)</p> <p>Many departments have streamlined the once paper-driven processes to include fully paperless processes. This includes university wide initiatives and department specific modifications. In addition, online university monitored storage has improved information safety and ease of sharing documents.</p> <p>College of Science (COS); Biological Sciences; Child Development</p> <p>Broadened practice of archiving student-related documents such as advising sheets and Graduation Approval Forms through the Warrior Connect site.</p> <p>College of the Arts, Humanities and Social Sciences (CAHSS)</p> <p>The college continued to support the institutional transition of all forms and approval processes from paper based submissions to electronic formats, facilitating more timely processing, tracking and documentation of requests and submissions.</p>	<p>More efficient and streamlined academic processes. Less waste of time and paper.</p> <p>Often faster processing times, less paper usages, better tracking capabilities.</p> <p>Improved advising scheduling and tracking of students across faculty and advisors.</p>

ACTIONS

OUTCOMES

Extended and International Education (EIE)

Extended Education is continuously building out online forms, eliminating any paper registration forms across the units. Any new forms or applications are created in an online format.

Extended Education (EE) went completely paperless for contract extension registration. EE no longer requires paper forms or first-time freshmen payments.

All stand-alone special session programs migrated to Salesforce (SF), no longer requiring paper forms via hard copy or email.

Acceptance packets are now sent via email rather than printed for distribution.

Office of Service Learning (OSL)

OSL continues to utilize StanServes S4 database to maintain and collect student forms for service learning courses and academic internships. OSL also utilizes S4 for the Community Partnership Request form to assess risk factors with community agencies.

Using these paperless processes assists OSL in tracking student placements and has increased community agencies' responses. Both of these features on S4 have reduced the time staff use for data entry, allowing more time to pursue new partnerships and increase community-based learning.

BUSINESS AND FINANCE

Financial & Support Services (FSS)

Implementation of automated P-Card Workflow and Approval Process, completed May 2022. Travel Purchasing Card (P-Card) implementation will begin in fall 2022. Team will also assess Concur software for use in Accounts Payable workflow automation in fall 2022.

Safety & Risk Management

Revise of Temporary Event Food Safety Policy and workflow in 25Live.

Support departments by reducing the number of application reviews for food events, aiding compliance with county food permitting requirements for public events, and preventing foodborne illness.

HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)

HR Systems

Integrated Accurate Background and I9 Tracker with PageUp and Common Human Resources Systems (CHRS) Recruiting.

This resulted in the initiation of both within one, which has increased efficiency and improved workflows for HR staff, applicants, and new hires.

Leaves

Implement Family Medical Leave of Absence (FMLA) Tracking software to improve the administration of the Leaves Program.

Higher level of compliance and tracking of Leaves programs for the administration of FMLA, California Family Rights Act (CFRA), and related Leaves programs.

Developed formal Americans with Disabilities Act (ADA) process and created fillable forms for ADA requests.

Faster response times, clearer communication and improved documentation for the administration of ADA benefits.

Project Management

HR continues to build PeopleSoft 9.2 to assist with implementing Common Human Resources Systems (CHRS) through testing, product development, and collaborating with CSU partners. As part of the implementation phase, business processes have been reviewed and standardized per CSU systemwide requirements as outlined in CHRS position papers.

The implementation of PeopleSoft 9.2 for Stanislaus, CHRS for the CSU, and overall business process standardization, improves business processes and aligns them with other campuses.

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ACTIONS	OUTCOMES
<p>Talent Management (TM)</p> <p>Created paperless In Range Progression (IRP) and reclass processes through online forms and Adobe Sign.</p>	<p>Increased efficient operations of completing IRPs and reclasses.</p>
<p>Talent Management (TM)</p> <p>Implemented I-9 Tracker for managing I-9 compliance and improving the onboarding workflow.</p>	<p>Provides a higher level of compliance and tracking of I-9 verifications with a more efficient workflow.</p>

STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Admissions and Outreach Services (AOS)

AOS assessed the re-enrollment process for returning students. AOS utilized technology to simplify the returning process by making it web-based and paperless. Students who wish to re-enroll and complete their degree have access to a dedicated website for returning students where they can access a "Request to re-enroll" form. Previously, returning students had to re-apply for admission during the regular application filing period.

AOS created a website for returning students explaining the new returning process. The new process was implemented in spring 2021. Eighty-five returning students were reinstated and able to enroll in courses in the fall 2022 term.

Enrollment Services

Enrollment Services creates an electronic repository for students to submit residency documents and build a workflow into the process for maximum efficiency. Workflow includes student communication, residency determination, and improved timeliness of response.

Residency determination is made promptly, so the student does not incur unwarranted non-resident fees.

In response to the pandemic and the limitation of in-person services, the Graduate School migrated to a paperless system eliminating the need to create a paper file for each student. In addition, many graduate programs moved two paper applications to a single online process through Cal State Apply.

Reduced paper waste, time to process a student application, and simplified the application process.

STUDENT AFFAIRS

Housing and Residential Life (HRL)

Utilized data subscription technology as part of our resident management system to automate room-mate notification emails as part of the resident placement process.

Reduced the need to send approximately 500-600 individualized emails.

TRIO Student Support Services (SSS)

Expanded use on Warrior Connect. Walk-in tracking of the student study lounge and computer lab areas were added. All student scheduling with staff for services is also completed through the system.

Paper processes for the student use of the lounge and lab were eliminated and replaced with contactless sign in and sign out. Student appointment scheduling was previously facilitated primarily via phone and was streamlined.

UNIVERSITY ADVANCEMENT

Operations

All gift agreements and donor related materials are maintained electronically. The digitization was completed in 2019-20, prior to the pandemic.

When the campus was closed due to the pandemic, the division was able to access all donor records.

GOAL 4
ADMINISTRATIVE EFFICACY

STRATEGY 4A3: Deploy technology to automate business processes that reduce redundancies and save time.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

Extended and International Education (EIE)

Extended Education uses Salesforce to continuously build out online forms and eliminate any paper registration forms; any new forms or applications are being built in an online format.

University Police Department (UPD)

Implement License Plate Reader (LPR) technology for permitless parking.

The system is currently under development and is on track to be completed by the end of the 2022-23 fiscal year. The system will reduce costs associated with printing, packaging, and mailing physical permits.

HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)

Benefits

Implemented paperless process to enroll or change benefit enrollment.

Increase employees' efficiency and self-service options by providing an online and paperless process to manage benefits enrollment.

HR Systems

Configuration and creation of a POST recruitment process within PageUp and Common Human Resources Systems (CHRS) Recruiting for the hiring of POST staff within the University Police Department

Improve the workflow for the hiring of POST staff and "lean" the process to reduce handoffs.

Payroll

Implemented the Controller's Office online portal for Payroll Resources (Cal Employee Connect)

Increase efficiency and self-service options to employees by providing online access to pay warrants and W2s.

Utilized Microsoft Teams to share and store documents

Increase efficiency, security, and organization of documents. Create paperless processes and workflows

Implemented the acceptance of an electronic signature on all of the Controller's Office forms.

Increase efficiency of receiving documents and employee options for submission.

Implemented the acceptance of electronic forms to Controller's Office through a secure upload application (MoveIT)

Increase efficiency for HR staff to send forms for processing and increased security for Controller's Office to receive forms.

Upgraded secure upload application (from MoveIT to Connect HR)

Increase Controller's Office organization and receipt of forms. In turn, increase the efficiency of communication and processing of forms.

Implemented Teams chat and meetings; Zoom chat and meetings; Connected office phones to computer or cellular device through UC One Connect; Implemented Calendly scheduling application.

Provide new ways and options for employees to communicate and connect with staff when needed, whether virtual or in-person.

Talent Management (TM)

Contracted out Verification of Employment at no cost to the university.

Provides a more efficient, accurate, and timely process for Verification of Employment and redeploys staff resources for higher level duties.

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ACTIONS	OUTCOMES
STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)	
Financial Aid & Scholarship Office (FASO)	
<p>The Financial Aid & Scholarship Office has made significant changes to ensure the ability to continue to serve students while transitioning back to an in-person setting and still grappling with the challenges presented by COVID-19. A chatbot system has been implemented to allow students to ask general inquiries about financial aid 24/7. The Chatbot is also available to answer questions in Spanish. The Chatbot, in addition to providing written information, has the ability to provide video answers both in English and Spanish. A live chat component has also been implemented, allowing students to communicate with a financial aid professional in real time to have their questions answered. Students may also speak with a financial aid advisor via this chat feature without the need to make an appointment. The FASO has collaborated with Admissions and Outreach Services (AOS) and Enrollment Services to have the ability to communicate with students via text. This feature is used to provide important and/or time sensitive information to students.</p>	<p>Service to current and prospective students continues at a high level. Students are able to continue to conduct business and have their questions answered in real time. The response time for student inquiries have decreased and made FASO more accessible to current and prospective students.</p>

STRATEGY 4A4: Consolidate or redesign business services on campus for greater efficiency (e.g., merging positions or combining common functions in multiple offices).

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Extended and International Education (EIE)	
<p>Extended and International Education combined Director of Business and Finance and Budget Analyst Positions into one Senior Budget Analyst position to effectively eliminate multiple steps, approvals, and contacts for finance/budget assistance.</p>	
<p>Extended Education (EE) uses Salesforce to support business processes; all paper forms are/were converted to online forms; EE can track student journeys from inquiry through application to program enrollment. Program Directors can track information session attendance as a contact record for each prospect within Salesforce (SF). EE can track and run reports, send out an email communication to prospects during the application phase, email students who register for summer, winter, OU, VESi, Teacher Performance Assessment (TPA's), Electrocardiograms (EKG), etc., and communicate internally with anyone who holds a Salesforce license within our team and coordinate RFI email campaigns, for example.</p>	
BUSINESS AND FINANCE	
Safety & Risk Management (SRM)	
<p>Campus COVID-19 monitoring, planning, preparation, communication, and implementation will continue to ensure community safety on campus and meet California requirements, Occupational Safety and Health Administration (OSHA), and Educational Testing Service (ETS) requirements. Created automated campus masking decision process.</p>	<p>The campus became fully operational during the COVID-19 pandemic with low COVID-19 positive cases or on-campus transmission rates.</p>
HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)	
University Police Department (UPD)	
<p>Continue to pursue reaccreditation through the International Association of Campus Law Enforcement Administrators (IACLEA).</p>	<p>In June 2020, UPD completed the initial accreditation process. UPD is the third CSU in the system to become accredited through IACLEA, and reaccreditation is required every four years. Reaccreditation requires a significant investment in maintaining proof that compliance with standards has been maintained.</p>
<p>Started conversation wireless stipend, review of policies and workflow with Business and Finance; combine positions and use salary savings to fill gaps and address equity needs; Maxient</p>	

GOAL 4 ADMINISTRATIVE EFFICACY

STRATEGY 4A5: Select software and hardware to optimize cost and related training, and reduce unnecessary proliferation of individually selected technologies.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

Extended and International Education (EIE)

Extended Education Marcom uses Slack as its teams' communication tool and for communication with outside vendors.

Extended Education Marcom implemented a project management software tool to stream its workload and projects. It also created online forms for clients to fill out when requesting things such as promotional items, web updates, collateral, etc.

HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)

Switched collaboration software from Teamwork to Teams; Purchased PayScale database and dashboard.

STUDENT AFFAIRS

Disability Resource Services (DRS)

Acquisition of a new tactile image printer.

This allows access of tactile images and graphics for visually impaired students. It provides better access to maps, graphs, and other visual instructional materials.

Instituted California Collegiate Athletic Association (CCAA) Network free for fall semester and a nominal fee for spring semester.

Provides professional development opportunities for marketing and game day staff, as well as streaming services for spectators who couldn't be in attendance due to COVID-19 restrictions or location.

Learning Commons (LC)

StanTutor is fully integrated into Learning Commons Services, replacing outdated, inefficient and insecure systems. In 2022, the system upgraded to include new accessibility and reporting features. Continuation of developing processes, staffing to manage the platform, and updating modules for each term are on-going.

StanTutor allows the department flexibility in response to the changing learning support needs of students, while also providing a secure and accessible platform for student users.

UNIVERSITY ADVANCEMENT

Communications & Public Affairs (CPA)

Implemented Hootsuite Enterprise for 10 departments across campus, including providing orientation, access to ongoing training and setting goals for campuswide use.

Increased social media platform security and access, to allow for continuity when people change. Also allows for interdepartmental campaigns and tracking brand message outcomes with internal tags.

Coordinated the implementation of NetPublish for Extensis Portfolio to replace other third party photo gallery sharing platforms.

Provided an integrated media sharing platform for external clients.

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STRATEGY 4A6: Develop collaborative written resources for various roles and duties across campus.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Academic Affairs	
Created the Academic Affairs: "What You Need to Know" weekly publication to keep faculty and Academic Affairs staff up to date on COVID-19 protocols and other need-to-know information utilizing a single, uniform messaging system. Engaged faculty and staff weekly in its creation.	Publication has an average open rate of 46%. Satisfaction survey demonstrated strong approval of the publication.
BUSINESS AND FINANCE	
Financial & Support Services (FSS)	
In conjunction with Purchasing-Card (P-Card) automation, campus wide training was conducted for all P-Card holders and P-Card approvers. Materials updated and were posted on the website as a resource.	The outcome includes improvement of efficiency, consistency, accuracy in training, and support of succession planning. It also provides a better understanding of campus Financial & Support Services policies and procedures.
Safety & Risk Management	
Further develop a campus department-supported Business Continuity Plan.	To have a fully functioning, executable Campus Business Continuity Plan.
STUDENT AFFAIRS	
Housing and Residential Life (HRL)	
Implemented Standard Operation Procedures working group.	Attempt to improve and document procedures for several processes in Housing, including room changes, emergency housing placements, and damage assessments.
Student Health Center (SHC)	
Staff accreditation committee met regularly, attended necessary trainings, and ensured all criteria was met prior to the survey.	Successful Accreditation Association for Ambulatory Health Care (AAAHC) Reaccreditation for 3-year term.

GOAL 4
ADMINISTRATIVE EFFICACY

OBJECTIVE B

Improve and implement at least six budgeting and financial innovations.

STRATEGY 4B1: Build a budgeting model that incorporates the following: assessment of need, rightsizing units, assessment of performance against stated measures, incentives for efficiency and high outcomes, and funding for new initiatives.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
In the process of obtaining a budget line for central job advertising.	No outcomes reported.
BUSINESS AND FINANCE	
Financial & Support Services (FSS)	
Implementation of automated budget software began in fall 2021. Data loads and validation were completed. Pilot roll-out is to begin in July 2022.	Move budgeting process from EXCEL based processes to budgeting software platform - Questica.

STRATEGY 4B3: Reinvigorate the Academic Program Review (APR) and Support Unit Review (SUR) processes and use findings to inform budgeting across the institution.

ACTIONS	OUTCOMES
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STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Institutional Effectiveness & Analytics (IEA)

Enhanced and renamed the former Academic Unit Profile (AUP) dashboard to the Academic Program Review (APR) dashboard to provide data support to programs undergoing the APR process.

Data is used to inform and support decision-making, allowing for data transparency.

STRATEGY 4B4: Develop transparent resource allocation and decision making processes.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

College of Education, Kinesiology & Social Work (COEKSW);Counseling

Faculty and staff are continually apprised of all decisions via frequent communication, faculty meetings, advisory committee meetings, and Zoom sessions. Transparency and input are essential for a productive and meaningful experience for all.

The department secures input, communication, discussion, and collaboration in all decision-making that involves program functioning.

BUSINESS AND FINANCE

Financial & Support Services (FSS)

Final approved budget presented and posted to website in detail. Budget Oversight Policy approved and implemented in 2021-22. Assessment of Questica Openbook will take place for implementation in 2022-23 and 2023-24.

Greater transparency of budget allocations and review of projected spending against allocations.

HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)

Labor and Employee Relations

Labor Relations (LR) and Employee Relations (ER) lead multiple trainings for staff and created paperless forms and workflow to implement Telecommute policy.

Increased compliance with Stanislaus' Telecommuting policy, increased job satisfaction and employee engagement by utilizing telecommute program as a non-monetary benefit provided by the university.

Talent Management (TM)

Talent Management created and distributed quarterly temporary employment spreadsheets to Vice Presidents to track and manage temporary employees.

Increased compliance with the CBAs, less out of compliance employment, reduced liability for labor law violations, provided division with more time to plan for future staffing needs.

GOAL 4
ADMINISTRATIVE EFFICACY

OBJECTIVE C

Create new and expand existing external revenue sources for the University by diversifying fiscal resources.

STRATEGY 4C2: Compete and win a larger portion of CSU and state educational resources that become available (e.g., Graduation Initiative 2025 and Innovation Funds).

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Office of Service Learning (OSL)	
During the 2021-22 Academic Year, OSL with the assistance of Dean Myhre through the Math and Science Teacher Initiative (MISTI) grant. The MISTI grant helps fund Science in Our Community Program. Additionally, OSL works with the Chancellor's Office to hire an AmeriCorps VISTA.	OSL received a VISTA volunteer. The MISTI grant helps with hiring students assistants.
UNIVERSITY ADVANCEMENT	
Communications & Public Affairs (CPA)	
Authored Black Faculty and Staff Association (BFSA) proposal for partnership with faith-based organizations to extend Super Sunday events. Extends outreach to African American students in our service regions.	Awarded \$20K Grant from Chancellor's Office for proposed program.

STRATEGY 4C4: Increase individual and corporate gifts.

ACTIONS	OUTCOMES
UNIVERSITY ADVANCEMENT	
Development	
Completed President Junn's goal of raising \$15 million in five years, raising over \$16.1 million - the highest amount of philanthropic support raised during a five-year increment.	Positions the campus for a comprehensive campaign.

STRATEGY 4C5: Launch a capital campaign.

ACTIONS	OUTCOMES
UNIVERSITY ADVANCEMENT	
Development	
Secured a fundraising consultant to assess our fundraising effectiveness and efficiency.	Positions the campus for a comprehensive campaign.

STRATEGY 4C6: Involve the faculty, staff and community directly in fundraising.

ACTIONS	OUTCOMES
UNIVERSITY ADVANCEMENT	
Development	
Institutionalized the Campus Cares initiative with the Stanislaus chapter of the California Faculty Association (CFA), bringing in support from the Academic Senate and University Student Center.	Since establishing the Campus Cares Fund in 2017, more than \$650,000 has been raised from over 1,000 donors.

GOAL 4
ADMINISTRATIVE EFFICACY

OBJECTIVE D

Enhance the aesthetics, accessibility, and functionality of our campus facilities.

STRATEGY 4D1: Establish and charge the Campus Master Plan, Academic Space Planning Committee (ASPC), University Budget Advisory Committee (UBAC), and other appropriate shared governance committees to improve, renovate and modernize classroom and lab buildings.

ACTIONS

OUTCOMES

BUSINESS AND FINANCE

Capital Planning & Facilities Management (CPFM)

Successfully completed request for qualifications and request for proposal process for Stockton Campus master planning project.

Contracted firm and commenced master planning process.

STRATEGY 4D2: Renovate and modernize buildings such as the Library, Child Development Center and Student Union. Design spaces as "hubs" for innovation, culture and student and community-ready spaces.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

Library

After a two-year renovation of the library building, virtual library services were offered in the temporary Library Annex due to the COVID-19 pandemic. The University Library was repopulated in time for the beginning of fall 2021 and the following academic partners began offering services in the building; Disability Resource Services (DRS), Office of Information Technology (OIT) help desk, Warrior Cross Cultural Center, Academic Success Center, Learning Commons, and the Fab Lab (maker-space).

The J. Burton Vashe Library offers approximately 1,000 seats, a new 100 seat event hall, a vending café seating area, 21 group study rooms, dedicated quiet and silent studying spaces, two large computer common areas on different floors, electronic book compact storage, two rooms for library instruction, a new Special Collections & University Archives (SCUA). The renovation was a complete success as students, faculty, and staff now have a first-rate library that meets library needs and other critical services under one roof.

BUSINESS AND FINANCE

Capital Planning & Facilities Management (CPFM)

Completed renovation of Vasché Library Building.

Building included enhanced spaces for two computer classrooms, two Library instructional rooms, two Learning Commons, classrooms and nearly a thousand student study stations throughout the building.

Completed bidding process on Child Development Center.

Implemented contract for construction of Child Development Center.

GOAL 4
ADMINISTRATIVE EFFICACY

STRATEGY 4D3: Renovate and modernize classroom, laboratory and applied studio space.

ACTIONS	OUTCOMES
UNIVERSITY ADVANCEMENT	
Development	
Completed a six-month micro-campaign for the newly renovated J. Burton Vasché Library.	Raised \$1.1 million from over 200 donors to support technology, furnishings, and innovation.
BUSINESS AND FINANCE	
Capital Planning & Facilities Management (CPFM)	
Coordinated replacement of classroom furniture in 15 classrooms (3 Stockton, 12 Turlock) classrooms with Director of Academic Technology.	Provided refreshed classroom environments for students.
Office of Information Technology (OIT)	
Successfully completed Phase I of our classroom upgrades, bringing 30 classrooms to the new Zoom Room Standard.	No consequential outcomes reported.
Phase II is in progress with 27 additional rooms currently staging for upgrades by the end of the year.	No consequential outcomes reported.
Phase III upgrades are in early implementation and scheduled for 2023.	No consequential outcomes reported.
HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)	
Purchased Communication Access Realtime Translation (CART), held open forums for Americans with Disabilities Act (ADA) transition plan, enforced Accessible Technology Initiative (ATI), provided access to lactation rooms at Stan State and the Stockton Campus.	No consequential outcomes reported.

STRATEGY 4D4: Rigorously maintain existing buildings and promptly address campus service requests.

ACTIONS	OUTCOMES
BUSINESS AND FINANCE	
Capital Planning & Facilities Management (CPFM)	
Refreshed classrooms in Demergasso Bava Hall (DBH), Fieldhouse, and Fieldhouse Annex, replacing carpet and painting all classrooms.	Provided refreshed classroom environments for students.
STUDENT AFFAIRS	
Campus Recreation	
Collaborated with Athletics to develop and submit a proposal for the Instructionally Related Activities award.	Our proposal was approved and received \$180,848.72 to replace and redesign our scoreboard with digital upgrades to strengthen the shared future experience of our Warrior community.
Student Health Center (SHC)	
Student Health Center identified the need to repair the failing, out of date heating, ventilation, and air conditioning (HVAC) system that required frequent and costly maintenance.	The Student Health Center completed a successful renovation of its HVAC system.

STRATEGY 4D5: Expand efforts to create a pleasant safe campus for all students, staff, and faculty.

ACTIONS	OUTCOMES
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BUSINESS AND FINANCE

University Police Department (UPD)

Add a secured bike enclosure to encourage the use of bicycles as a mode of alternative transportation.

A location has been identified north of the Library, west of Dorothy & Bill Bizzini Hall. Capital Planning & Facilities Management (CPFM) is currently reviewing structures and technology.

HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)

Created new Equity Programs and Compliance Specialist position.

Enhance program services of the Haven Advocate and Educator, increased compliance with mandatory Title IX training for students, provide more resources for faculty, staff and students to develop awareness of equity programs.

Benefits

Implemented virtual benefits fair for open enrollment.

Increased participation in the Benefits Fair to inform employees of their employer-provided benefits so employees can be provided with the information to make decisions about their healthcare in addition to financial and voluntary benefits.

Equity Programs & Compliance (EPC)

Initiated an extensive review of Title IX compliance for Athletics with an outside consultant.

Increased awareness of progress necessary to continue to provide gender equity in Athletics and provide documents demonstrating commitment to equity.

Increased Full-Time Equivalent (FTE) resources devoted to Title IX and DHR compliance by hiring a Deputy Title IX Coordinator through the CSU Additional Employment process.

Enhance the timely intake and processing of Title IX and DHR compliances in a cost-effective manner.

Participate in Campus Advisory Board on University Policing and Community Safety.

Increase visibility of equity programs and collaborations with the University Police Department (UPD) and other units.

Labor and Employee Relations (LR/ER)

Through COVID-19 and repopulation, LR/ER created more avenues for employment communication and engagement with Fridays for Fall, a Unit 5-specific Labor Management Committee, and a Labor Council.

Union stewards stated that Stanislaus employees were more informed of campus plans than other campuses, greater engagement and satisfaction with the management of repopulation plans, less grievances and unfair labor practice charges than our sister campuses.

Designed and administered multiple campus climate surveys.

Utilized to observe employee understanding of COVID-19 safety requirements, employee satisfaction with their working environment, and job satisfaction.

Leaves

Implemented multiple COVID-19 leave programs through paperless processes and employee trainings, attended and presented during union quarterly meetings to provide information and educate employees on leave rights and benefits.

Provided efficient processes for employees to request COVID-19 related leaves and provided employees with resources to understand their rights and options.

Professional Development

Assisted with implementing and developing goals and outcomes for the Wellness and Resiliency Taskforce.

Assist with providing employees resources to ensure a healthy and engaged workforce.

STUDENT AFFAIRS

Housing and Residential Life (HRL)

Launched renovation efforts of two student gathering areas in the Housing Community Center.

Project is expected to be completed by the start of fall 2022 with enhanced social and gaming space as well as expanded individual and group study areas for residents.

GOAL 4
ADMINISTRATIVE EFFICACY

STRATEGY 4D7: Increase the university's commitment to building a “green” campus through enhanced sustainability efforts. Take steps annually to reduce waste and energy consumption.

ACTIONS	OUTCOMES
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BUSINESS AND FINANCE

Capital Planning & Facilities Management (CPFM)

Completed conversion of Demergasso-Bava Hall (DBH) pond to DBH plaza.

Campus has reduced municipal water use by over 5 million gallons and placed over 238 outdoor seats with shade structure. Campus also added solar power charging stations and standard charging stations for all types of electronic devices.

Landscaped areas at the Library, Demergasso-Bava Hall (DBH), Calaveras Circle and around the Marvelyne Hughes Reflecting Pond were converted from grass to drought tolerant and pollinator-friendly plants. With the completion of the university library renovation, and the removal of the library annex trailers, sixteen Jacaranda mimosifolia (Jacaranda), seven Ulmus parvifolia (Chinese Elm) and four Pistacia chinensis (Chinese Pistache) were installed by campus landscape crew members.

Plant changes are expected to result in reduced water usage by 50% and maintenance requirements by 75%.

Completed design and bid process for Student Center Solar and Parking Lot 4 Phase II solar.

Both systems are in construction with scheduled completion to be in the 2022-23 academic year.

LED lighting conversion.

Completed parking lot lighting conversion in nearly all parking lots and street lights except Lot 11 which is to be completed fall 2022. Installations have resulted in a total annual saving of 2,630,377 kWh and carbon footprint reduction of 567 tons.

Established Tree Campus Advisory Workgroup.

Coordinated Arbor Day and submitted an application for Stan State to be designated as a Tree Campus. In the future, the group will provide guidance for planning, approval of the campus’ urban forest management plan, and collaborate with the Council for Sustainable Futures to identify opportunities for education of the campus community. They also identify the benefits of the urban forest and participate in outreach to the community.

E-Waste Recycling Program - Collaborated on the design of campus e-waste recycling receptacles following best practices for recycling that include accessibility and visibility, standardization of receptacles, and ease of use.

Purchased and installed E-Waste containers to enhance e-waste collections on campus.

STUDENT AFFAIRS

Housing and Residential Life (HRL)

Completed lighting upgrades to save energy, provide better lighting, and reduce work time needed for ongoing maintenance.

Updated lighting requires less maintenance with a 5-year warranty and 50,00 hours of lifetime use. Wattage use has been decreased in Village I exterior lighting by 50%. The Village II stairwells has created 82% energy savings and Village III Great Lawn has created 77% energy savings.

OBJECTIVE E

Build three enrollment management strategies that provide sound financial foundations for meeting the University’s mission.

STRATEGY 4E1: Pursue enrollment management that promotes the institutional mission of providing student access and inclusion for the campus as a whole.

ACTIONS	OUTCOMES
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ACADEMIC AFFAIRS

College of the Arts, Humanities and Social Sciences (CAHSS)

Strengthened our partnership with Institutional Effectiveness & Analytics (IEA) to improve access to relevant student enrollment and course data to better inform the development of our class schedule, and with the Enrollment Management team to improve delivery of a course schedule that will meet student demand with respect to course options and learning modalities.

STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)

Enrollment Services

Created an Enrollment Initiatives committee to increase enrollment of new and continuing students by addressing administrative roadblocks, providing additional financial aid information, offering one-on-one advising, reviewing course offerings and modalities, in addition to creating a plan for future terms to support recruitment and increase communication.

The Enrollment Initiatives committee successfully recruited a larger class than the prior year, despite the statewide decrease in enrollment due to the pandemic. The committee continues to meet to address roadblocks and increase future term enrollment.

Institutional Effectiveness & Analytics (IEA)

Updated various enrollment and student success dashboards:

- Admissions Dashboard
- Enrollment Dashboard
- Degree Dashboard
- Course Enrollment Dashboard
- Academic Program Review Dashboard
- Retention and Graduation Rates Dashboard

Provides campus users with timely access to admission, enrollment, retention and graduation rate trends, and the ability to disaggregate for certain groups of students.

Provided timely data support for monthly Enrollment Management Committee and Community College Coalition meetings to support the discussion and decision-making on enrollment management and student access.

Data to inform and support decision-making; data transparency.

OBJECTIVE F

Fortify and grow at least two programs for staff development.

STRATEGY 4F1: Develop exceptional staff development programs with career ladders and opportunities for advancement.

ACTIONS	OUTCOMES
HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)	
Increased unit participation in Faculty New Employee Orientation to include Title IX, Americans with Disabilities Act (ADA) and Benefits.	Increased collaboration of Human Resources, Equal Opportunity, and Compliance (HREOC) units with new faculty to create relationships with critical units for faculty reporting compliance and employee programs.
Professional Development	
Implemented the Guided Discovery for Personal Leadership and Workplace Effectiveness program for faculty and staff.	Created cost-effective, customized personal leadership program for faculty and staff to participate in to develop leadership and personal accountability skills for greater job satisfaction and success.
Participated in California State University (CSU) Cross Collaboration Program to provide robust professional development programs to staff.	Provide high-quality professional development programs to staff with minimal cost, high employee satisfaction of those participating in courses.
In partnership with the Chancellor's Office, created and offered multiple cohorts of Principles of Supervision certificated administrators and managers.	For new, emerging or mid-level managers, a certificate program specific to managing in the California State University (CSU) system offering cross-collaboration and networking opportunities with sister campuses. Managers report a high degree of success in implementing practices learned through the training.
After assessing the results of the first round of 360 feedback reviews, Human Resources (HR) invested in partnering with a vendor specializing in research-based 360 feedback review administration and executive coaching.	Program participants reported greater satisfaction with the 360 review process and concrete professional development skills to enhance their personal and professional career goals.
Development of professional development website and resources, including the creation of campus curated toolkits on specific development topics.	Provide professional development content and material to support staff goals that can be accessed and utilized in real time as needed.

STRATEGY 4F2: Recruit and attract talented staff to Stanislaus State with competitive compensation packages.

ACTIONS	OUTCOMES
HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)	
Talent Management (TM)	
Purchased and implemented LinkedIn Recruiter Seat with extensive training for optimizing usage.	Increased active recruitment efforts to attract high-quality candidates to open positions.
STUDENT AFFAIRS	
Counseling and Psychological Services (CAPS)	
CAPS establishes procedures and expectations for personnel recruitment and selection, training, supervision, performance, and evaluation. CAPS also provides personnel access to education, professional development opportunities to improve their competence, skills, leadership capacity, and takes into consideration work or life options made available to personnel to promote recruitment and retention.	CAPS posted counselor opportunities in professional associations related to social work, clinical counseling, and psychological associations to attract a diverse and talented pool of counselor applicants. CAPS was able to offer two new counselor positions for the upcoming academic year - one of those positions for the Stockton Campus and the other a conjoint Clinical Case Manager and Community Liaison position with the Student Health Center (SHC).
STUDENT AFFAIRS	
Increased faculty (assistant coach) FTEs to be more competitive within the conference and CSU system.	

GOAL 4
ADMINISTRATIVE EFFICACY

STRATEGY 4F3: Develop performance management systems that reward staff who perform at their highest level.

ACTIONS	OUTCOMES
HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)	
Labor and Employee Relations	
Labor Relations/Employee Relations (LR/ER) offered multiple small-session courses to assist managers with the performance evaluation process including compliance with the Collective Bargaining Agreements (CBAs) how to avoid common mistakes with annual performance evaluation reviews, and interactive exercise.	Managers develop competency in successfully managing performance in compliance with the contracts to improve outcomes for managers and their direct reports.

GOAL 5 • Forge and strengthen bonds with our communities rooted in a shared future.

OBJECTIVE A

Fulfill our commitment to meet the higher education needs of the Stockton community through increased investment in the Stockton Campus.

STRATEGY 5A1: Develop a robust strategic action plan for the Stockton Campus that is reflective of the community and the University.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of the Arts, Humanities and Social Sciences (CAHSS)	
<p>Made significant progress toward implementing a Stockton-based Social Sciences program emphasizing interdisciplinary studies and integration of research applications relevant to the focus of our new Community Equity Research Center (CERC). The goal is to promote delivery of a Social Sciences degree that supports a careful build-out of several academic programs not currently offered in Stockton including Sociology, Ethnic Studies, Political Science, Economics, Anthropology and Geographic Information System (GIS) without undercutting the self-support degree-completion program currently offered via Extended and International Education (EIE). The college also made significant progress toward implementing a Stockton-based Juvenile Justice concentration. Both developments reflect the general University emphasis on promoting career readiness in our graduates and provide strategic support for expanding curricular offerings at the Stockton Campus.</p>	
HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)	
<p>Clery Director is committed to ensuring institutional compliance with the Clery Act by identifying Stockton Campus's Clery Geography and Campus Security Authorities at the Stockton Center.</p>	<p>Consistent regulatory framework for Securitas. Identifying Securitas as Campus Security Authorities (CSA) and providing CSA training. Assisting Securitas understand the important role of a CSA and it's contribution to a safe and secure environment.</p>
Equity Programs & Compliance (EPC)	
<p>Provided additional educational opportunities related to TIX, Clery Act, ADA Compliance, and DHR.</p>	<p>A more fully informed campus community engaged in partnering with EPC in making sure the university meets its compliance requirements.</p>
UNIVERSITY ADVANCEMENT	
Communications & Public Affairs (CPA)	
<p>Coordinated and led the Stockton Campuswide hybrid Forum in Stockton, with local and regionals government representatives, city officials and educators invited.</p>	<p>Provided platform to inform all internal and external constituents on current Stockton plans and vision. Created opportunity to restart conversation on Stockton after pandemic.</p>

STRATEGY 5A2: Galvanize and strengthen educational and business partnerships with the greater Stockton community.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Extended and International Education (EIE)	
Announced launch of Extended Education (EE) Innovation and Workforce Development Hub at the Stockton Campus. Engaged in initial outreach and related community engagement.	
UNIVERSITY ADVANCEMENT	
Development	
Hosted two community listening tours at the Stockton Campus to gain information on community, business needs, and perceptions about the campus.	Re-engaged with past stakeholders of the Stockton Campus while communicating key messages for the strategic vision.

STRATEGY 5A3: Identify opportunities that encourage innovation within the Stockton community, and promote curricular and co-curricular community engagement.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Extended and International Education (EIE)	
Announced launch of Extended Education (EE) Innovation and Workforce Development Hub at the Stockton Campus; engaged in initial outreach and related community engagement.	
BUSINESS AND FINANCE	
Capital Planning & Facilities Management (CPFM)	
Successfully completed request for qualifications and request for proposal process for Stockton Campus master planning project.	Contracted firm and commenced master planning process.
Coordinated various lease improvements at Acacia Hall (Stockton Campus) with Grupe Huber.	Following projects completed: Heating, ventilation, and air conditioning (HVAC) controls, electrical upgrades for library, Student Fitness Center improvements, signage upgrades, and HVAC installations for Nursing lab.
Coordinated classroom upgrades with Director of Academic Technology.	Three classrooms were updated with flexible student seating.

STRATEGY 5A4: Identify the most appropriate multi-layered approach of High-Impact Practices (HIPs) for traditional, nontraditional, and adult learner students.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Education, Kinesiology & Social Work (COEKSW); Counseling	
The faculty strongly believes in providing high-impact practices that improve the learning, retention, application, and collaboration for students. Exploration of innovative ways is continuous to meet the needs of adult learners, and application of these principles are used in everything the department does.	Graduation rates in the Counselor Education program demonstrate the commitment, dedication, encouragement, and beliefs that students have to excel in their studies. Students then become productive, and progressive members of their professional communities in the region.

STRATEGY 5A5: Integrate more student support services at the Stockton Campus.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Library	
<p>In addition to the full-time librarian hired last year, a new full time staff support position was added in March 2022.</p>	<p>This addition to the Stockton Campus Library allows for more complete staffing throughout the day and into the early evening.</p>
STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)	
Enrollment Services	
<p>In addition to a regularly scheduled evaluator at the Stockton Campus, the Enrollment Services (ES) office provided in-person registration assistance at the Stockton New Student Orientation. The ES office also provides data upon demand to the Stockton Campus administration.</p>	<p>Direct contact with knowledgeable staff to ensure maximum registration, evaluation, and graduation outcomes.</p>
Financial Aid & Scholarship Office (FASO)	
<p>The Stockton Campus and Turlock campus offers students the same level of access to various forms of communication (email, virtual advising, phone, chatbot and live chat, workshops). FASO supported the virtual Stockton New Student Orientation by providing workshops and advising. Workshops on the Free Application for Federal Student Aid (FAFSA) and California Dream Act Application (CADAA) were conducted virtually and were available to Stockton Campus students.</p>	<p>Service to current and prospective students that are attending or will attend the Stockton Campus. Students are able to continue to communicate with FASO virtually and/or in-person.</p>
STUDENT AFFAIRS	
Basic Needs	
<p>Expanded infrastructure and outreach at the Stockton Campus by committing to provide equitable support and resources to the Stockton Campus student population.</p>	<p>Basic Needs has been able to expand their infrastructure and reach at the Stockton Campus through the following actions: (1) COVID-19 Care Lead, Student Services Professional (SSP) IV, was added to the Stockton Campus in fall 2021 to coordinate student access to a range of support services including; COVID-19 care, the food pantry, food distribution, emergency housing, community resources, campus referrals and more; (2) allocation of additional onsite space that includes a consultation office in fall 2022, and renovation of the pantry space with anticipated completion in fall 2022; and (3) additional funding to support a full-time staff person (SSP IV) dedicated to the Stockton Campus with starting date in summer 2022.</p>
Campus Recreation	
<p>Connecting with Stockton Campus students is a learning curve for the department as the department is still relatively new to the campus. The department also has a low-staff presence and is still exploring how to maneuver beyond the blueprint. In attempts to connect with the Stockton Campus, students were provided virtual opportunities.</p>	<p>Campus Recreation provided virtual workshops that taught students outdoor adventure life skills and tips and tricks for traveling outdoors. In addition, they held personal training sessions to teach students exercises, forms, and learning about their own body strengths, limitations, and Body Mass Index (BMI). Campus Recreation also offered virtual intramural sports tournaments through gaming consoles.</p>
Career & Professional Development Center (CPDC)	
<p>Hybrid service delivery increased the opportunity for Stockton students and alumni to utilize CPDC and CareerReadyU (CRU) services with over 60 appointments/walk-ins, 4 classroom presentations reaching 60 students, 597 activated Handshake Accounts and 1,477 students enrolled in CareerReadyU.</p>	<p>Helping the college to career transition regardless of which campus (Turlock or Stockton) a student utilizes.</p>

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ACTIONS	OUTCOMES
<p>CAPS is part of the Stockton workgroup, as it facilitates services to the campus population under a Health and Wellness approach.</p> <p>Learning Commons (LC)</p> <p>Expanded access to the Learning Commons by offering online services during daytime and evening hours. Writing Center piloted weekend hours in 2021-22. Created online tools and workshops available to students via the website.</p>	<p>Emphasis on hiring a counselor for Stockton Campus specifically. Hiring process completed with an offer made and accepted. The new counselor is scheduled to begin in the academic year 2022-23.</p> <p>Assessed Stockton Campus learning support needs through a survey and meetings with the Stockton Campus Dean. Proposed funding for a staffing presence at the Stockton Campus and to promote services to Stockton students.</p>

STRATEGY 5A6: Expand the number of residential faculty and staff at the Stockton Campus to support enrollment growth.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Business Administration (CBA)	
Hired several faculty and staff members at the Stockton Campus.	Increased faculty and staff to support growing enrollment.
College of Science (COS); Child Development; Psychology	
Hired a new Tenure-track faculty member and full-time lecturer based full-time in Stockton.	More classes and diverse offerings in Stockton.

GOAL 5
COMMUNITY RELATIONS

OBJECTIVE B

Advance the University through our increased connections to the region.

STRATEGY 5B2: Increase exposure of the University and its faculty, programs, and services via regional and national news outlets.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of the Arts, Humanities and Social Sciences (CAHSS)	
<p>Guided the institutional formation of the Stan State Native American Consultation and Repatriation Committee (SSNACRC) for addressing and overseeing institutional responsibilities to ensure compliance with all state and federal Native American Graves Protection and Repatriation Act (NAGPRA) laws, monitoring the NAGPRA submission process, communicating with tribal officials and external partners to ensure repatriation to tribes in a timely manner, and overseeing and facilitating compliance with NAGPRA and Cal NAGPRA laws pertaining to the treatment of Native American cultural items, associated and unassociated funerary objects, and human remains.</p>	
Extended and International Education (EIE)	
<p>Extended and International Education (EIE) became an Amazon Career Choice partner.</p>	<p>Reported in campus, local, and regional news.</p>
<p>Extended and International Education (EIE) marketing efforts received recognition from the following organizations: Higher Education Advertising Awards, Higher Education Digital Marketing Awards, MarCom, Hermes Creative Awards.</p>	<p>Increased recognition of university.</p>

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ACTIONS	OUTCOMES
<p>Office of Service Learning (OSL)</p> <p>OSL continues to increase connections throughout the region by coordinating and expanding the Turlock Community Collaborative (TCC), the Science in Our Community program (SIOC), and academic service and internship opportunities.</p>	<p>Stan State Faculty have been able to make various connections for the service learning projects, academic internships, and their research.</p>
<p>OSL increase exposure of the university with other departments and the Science in Our Community (SIOC) program by hosting free community events that showcase different aspects of the university in local newspapers.</p>	<p>During the 2021-22 academic year OSL and collaborating programs hosted 26 community events with a total of more than 1,610 participants from the community throughout the academic year.</p>
<p>UNIVERSITY ADVANCEMENT</p>	
<p>Communications & Public Affairs (CPA)</p>	
<p>Introduced Ask-A-Faculty expert series video. Topics highlighted:</p> <ul style="list-style-type: none"> • Russia – Ukraine crisis • Critical Race Theory (CRT) – What is it? • Gas prices and inflation • Economic forecast 	<p>Positioned our faculty as experts on current societal issues with local and regional media as well as with internal audiences. Content from three videos picked up by local and regional media outlets. Coordinated interviews and media placements with President Junn with regional and national publications such as Chronicle of Higher Ed related to the delay of fall 2021 in-person classes.</p>
<p>Led effective media relations related to University initiatives, news and other topics.</p>	<p>Secured placement of Stan State student outreach and retention efforts in CalMatters as well as other niche publications.</p> <p>In collaboration with UC Merced communications, coordinated media announcement of 1300 Campaign CollegeCorps press conference and videos.</p>

STRATEGY 5B3: Establish and develop more avenues for delivering insightful and consistent messages on University initiatives and successes.

ACTIONS	OUTCOMES
<p>UNIVERSITY ADVANCEMENT</p>	
<p>Communications & Public Affairs (CPA)</p>	
<p>Launched Warrior Wire – a monthly alumni and community electronic newsletter with subscription option.</p> <p>Next Up virtual watch party</p> <ul style="list-style-type: none"> • “exiled” documentary. 	<p>Extension of Stan State’s communications externally. Showcasing community connection and impact while also engaging community into life of the University.</p> <p>Newsletter has seen open rates above 30% — an increase from 20% produced by the newsletter in its previous format.</p>

STRATEGY 5B4: Distinguish the University as a worthy recipient of public and private resources by developing and executing cohesive and creative branding, marketing and communication strategies.

ACTIONS	OUTCOMES
<p>UNIVERSITY ADVANCEMENT</p>	
<p>Communications & Public Affairs (CPA)</p>	
<p>Launch of Phase 2 – Creative Expression of Brand – “You Belong at Stan State!”</p> <p>Four brand videos produced.</p> <ul style="list-style-type: none"> • Brand videos used in Admissions & Outreach materials, at Fall and Spring Welcome, on social media. • Points of Pride video produced for Trustee video in Spring. • New branded banners placed across campus, both in Turlock and Stockton. 	<p>Created emotional response, pride, and affinity to brand internally.</p> <p>Brand videos and messaging used to support recruitment efforts.</p> <p>Communications Team of the Year by Regan Communications & PR Daily for cross collaborative COVID-19 communications.</p>

STRATEGY 5B7: Fortify partnerships with deans, department chairs and faculty that will extend the reach and maximize opportunities for private support.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Office of Service Learning (OSL)	
OSL and Science In Our Community (SIOC) continue to fortify partnerships with campus faculty, Deans, and Chairs by continuing the Service Learning Steering Committee and the SIOC Steering Committee to expand the opportunities within Service Learning or the SIOC programs.	Increased participation in the Math and Science Teacher Initiative (MISTI) grants and increased awareness of the work service learning does to promote High Impact Practices.
STUDENT AFFAIRS	
Basic Needs	
Collaborated with the California Faculty Association (CFA), the Faculty Center for Excellence in Teaching and Learning, the Sociology Department Chair, the Economics Department Chair and other faculty to increase awareness of the Basic Needs programs and support for the programs. Such collaborations include the Food Distribution program that is made possible by the generous support from the CFA and United Samaritans Foundation, the Basic Needs Ally Workshop, and the Basic Needs Participatory Action Research that is being implemented on campus through the Community Equity Research Center.	Expanded monetary contributions to the Basic Needs programs, enhanced Basic Needs research on campus, and promoted awareness of the food and housing security resources that are available for students.

STRATEGY 5B8: Increase the exposure of our alumni who contribute to the vitality of the region through marketing and personalized engagement.

ACTIONS	OUTCOMES
UNIVERSITY ADVANCEMENT	
Alumni Engagement	
Featured alumni on webpage and in monthly community newsletter.	Increased awareness of Stan State alumni and impact within communities and accomplishments.

OBJECTIVE C

Build on our current partnerships and increase responsiveness to the Central Valley, Sierra Nevada foothills and surrounding regions.

STRATEGY 5C1: Become a cultural center for the Central Valley.

ACTIONS	OUTCOMES
HUMAN RESOURCES, EQUAL OPPORTUNITY, AND COMPLIANCE (HREOC)	
Equity Programs & Compliance (EPC)	
EPC serves as the designated campus liaison for Native American Graves Protection and Repatriation Act (NAGPRA/CalNAGPRA) compliance and the campus committee coordinator to lead the University's efforts to connect with tribal officials and external partners to ensure repatriation to tribes, educate the community about the need for repatriation and cultivate and facilitate partnerships and access to collections with appropriate sensitivity to tribal histories, rituals and traditions.	Compliance with applicable federal and state laws, cultivate greater connection to local tribal communities, increase the Diversity Equity and Inclusion (DEI) outcomes for faculty, staff, students, and the community.

STRATEGY 5C2: Create opportunities to place students in internships with local agencies and businesses.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
College of Science (COS); Nursing	
Community Survey.	More knowledge on community needs driving program and curricular development.
Office of Service Learning (OSL)	
OSL continues to develop and renew partnership with community agencies for service learning and academic internships. OSL has maintained community partnerships for over 20 years.	Students and faculty are able to find service projects and internships with appropriate community partners. Out of the active 299 partnerships, 39 were newly developed in 2021-22 academic year.
OSL continues to network and meet with agencies and organizations to develop partnerships for internships.	Despite the restrictions of COVID-19, 1,236 students were able to participate in academic internships and service learning opportunities.

STRATEGY 5C3: Increase and maintain our presence in local civic groups, and identify opportunities to contribute to regional projects and programs.

ACTIONS	OUTCOMES
<p>STUDENT AFFAIRS</p> <p>Created annual community service partnerships and involved all 14 teams as well as staff and coaches with Love Our Cities (e.g., Love Modesto and Love Turlock).</p> <p>Athletics</p> <p>Plan for the future of athletics program by being an integral part of our community and engaging in community outreach.</p>	<p>New partnerships for continual community service opportunities.</p>
<p>The department restarted team led community summer camps.</p>	
<p>ACADEMIC AFFAIRS</p> <p>Office of Service Learning (OSL)</p> <p>OSL coordinates the Turlock Community Collaborative (TCC) with local agencies, businesses, organizations, and community members.</p>	<p>The Turlock Community Collaborative (TCC) has an email list of over 240 individuals and organizations. During the 2021-22 academic year some of our new partnerships came directly from the TCC and many of our long standing partners attend as well.</p>
<p>STUDENT AFFAIRS</p> <p>Disability Resource Services (DRS)</p> <p>Established a relationship with Ohlone College to serve as an internship site for its American Sign Language (ASL) Interpreter training program.</p>	<p>This enables development of a pipeline for well qualified ASL Interpreters to the campus. It also allows the campus to "give back" to the community by helping train high-quality ASL Interpreters.</p>

STRATEGY 5C4: Identify opportunities to partner with regional efforts to improve educational outcomes for the region's youth (K-12).

ACTIONS	OUTCOMES
<p>ACADEMIC AFFAIRS</p> <p>College of the Arts, Humanities and Social Sciences (CAHSS)</p> <p>Received continuing grant funding to continue development of our recently approved Regional Site for the California Global Education Project (CGEP) at Stanislaus State University, drawing upon CAHSS faculty expertise to provide global education support and related professional development opportunities to K-12 educators in our region.</p> <p>Office of Service Learning (OSL)</p> <p>To assist with regional efforts to improve educational outcome for K-12 students, OSL and Science In Our Community (SIOC) works with the Stanislaus County Office of Education. Additionally, SIOC continues to promote science related learning through hosting free science, technology, engineering and math (STEM) events including Science Saturday, Junior Scientist, Science Week, Solar Suitcase, and more when possible.</p>	<p>OSL and SIOC held 26 community events that gave access to over 1,600 community members, including K-12 students in the region to science activities.</p>

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ACTIONS	OUTCOMES
STRATEGIC PLANNING, ENROLLMENT MANAGEMENT AND INNOVATION (SPEMI)	
Admissions and Outreach Services (AOS)	
<p>AOS provided an engaging campus tour experience to members of Victory in Praise (VIP) church, a faith-based organization in Stockton, California. Students attended a campus tour as a culminating activity for a multi-week summer camp hosted by VIP.</p>	<p>Students enjoyed intentional STEM-related activities and an engaging campus tour experience. AOS provided attendees with branded materials, including a t-shirt and drawstring bag, helping to create an affinity with the university.</p>
<p>AOS continues to build partnerships with local groups like the Parent Institute for Quality Education (PIQE) and offers multi-lingual outreach services to meet the needs of the university's linguistically diverse community. Admissions counselors offered application assistance sessions throughout the application filing period, where prospective students were able to receive individual assistance with their applications. They also offered application presentations, outreach presentations, What's Next presentations, How to Set Up Your Student Center presentations, and workshops on various topics.</p>	<p>AOS continues to cement the university's commitment to improving educational outcomes for the region's youth. Local organizations and high school partners engage with the department and seize opportunities to support the region's youth.</p>
<p>AOS partnered with Fresno State, CSU Bakersfield, and Sacramento State to launch the "Central Valley Recruitment Caravan," a recruitment initiative to cultivate applications from high school seniors from the Central Valley. Directors of Admission from all campuses met with students and provided critical admission-related information in a personalized setting.</p>	<p>AOS increased responsiveness to the Central Valley and surrounding regions by visiting schools from Bakersfield to Sacramento. This regional effort increased visibility for Stanislaus State in the Central Valley and cultivated interest in the university.</p>

GOAL 5
COMMUNITY RELATIONS

STRATEGY 5C6: Incentivize faculty work, applied research, and collaboration in public and private sectors.

ACTIONS	OUTCOMES
ACADEMIC AFFAIRS	
Office of Service Learning (OSL)	
<p>OSL continued the Service Learning Mini-Grant Program. OSL had ten (10) mini-grants up to \$1,000.00 available for all full-time faculty including full-time lecturers. The mini-grants are to support efforts to enhance instruction and to promote innovative teaching and learning strategies around service learning and community-based coursework.</p>	<p>OSL received two faculty received mini-grants for the 2021-22 academic year.</p>