CALIFORNIA STATE UNIVERSITY
Stanislaus

COMMITTEE TO IMPLEMENT AND PRIORITIZE THE STRATEGIC PLAN

MEMORANDUM

DATE: November 12, 2015

TO: Dr. Joseph F. Sheley
President

FROM: Dr. James T. Strong, Chair
Committee to Implement and Prioritize the Strategic Plan

SUBJECT: Recommendations for Goals, Objectives, and Action Items for the Next Two Years

Charge to the CIPSP

The Committee to Implement and Prioritize the Strategic Plan (CIPSP) began meeting on September 19, 2014, to address the Committee's charge to "select five priorities to be pursued by the campus over a two-year period, with measurement parameters and action plans" (Memo from President Sheley to Provost Strong, "Moving Forward with Strategic Planning," June 24, 2014, attached). President Sheley accepted the recommendations of the Strategic Plan Working Group "regarding the aims of and related processes for identifying strategic planning priorities" (President's Update: September 3, 2014, attached) with the following caveats and points of emphasis (see Memo from President Sheley to Provost Strong, "Moving Forward with Strategic Planning," June 24, 2014). The specific points of caution and emphasis in the President's June 24, 2014, memo were as follows.

1. . . . the revised plan must be practical in both the quality and number of targets it pursues and the true chances of achievement of those targets.
2. I am very much in concert with SPWG that we need to focus on operationalization and implementation of our new planning priorities. . . . I am hopeful that we choose priorities that affect most of the campus. I urge caution, however, regarding the implementation plans asked of campus units.
3. . . . I am adding to the proposed creation of CIPSP a mandatory review of its efficiency and effectiveness every five years, with recommendations in this regard made to the President.
4. Given the above, I agree with SPWG that we should:
    a. Rely upon the extant Strategic Plan as our springboard for new planning efforts.
    b. Select five priorities to be pursued by the campus over a two year period, with measurement parameters and action plans.
    c. Press to move the committee and consultation processes forward rapidly. . . . October 1, 2014 is an ambitious but achievable date for recommendations. I urge its pursuit.
5. Employ SPWG as the provider of advice and counsel to the President regarding CIPSP recommendations and related matters, always within a 14-day window after CIPSP recommendations are presented to the President.
6. Please consider provisional my acceptance of the recommendations that we focus our next round of planning upon the three core components of the Strategic Plan selected by SPWG. I believe the recommendation is appropriate, but I also want to make certain that the campus community has a

chance to weigh in on the matter. There may be equally or more important areas of focus that raise during broader consultation.

7. Finally, the most serious challenge will be holding the set of priorities to five doable objectives without making them so ambitious, ambiguous, or multifaceted that implementation will be virtually impossible. Nor can we permit newly stated priorities automatically to displace contemporary necessary objectives and activities on campus. In our current fiscal environment, most of what we do is both necessary and underfunded. While we cannot simply limit new priorities to the precious little "new" money we receive presently, neither can we permit strategic planning to pit important elements of campus structure and culture against each other.

The charge recommended by SPWG and accepted by President Sheley with the points of emphasis and caution noted above, was as follows (memo from Provost Strong to President Sheley, May 19, 2014, attached).

From the information we have gathered, we believe that the three core components of the Strategic Plan remain vital to the campus:

1. Student engagement, development and student achievement
2. Teaching and learning, scholarship and service
3. The University and the community

The SPWG Recommendations to the President Relative to Charge of the Implementation Document (2008) and the Strategic Plan (2007)

1. The University should not create a new Strategic Plan at this time. The current Strategic Plan and related documents are functional. The most pressing needs are updating and/or creating long-range goals, updating priorities, and improving implementation. The identification of priorities is congruent with the recent charge from Chancellor White regarding strategic planning (see SPWG summary memo dated May 19, 2014). The University should reaffirm the key three themes of the Strategic Plan identified above.
2. Create the Committee to Implement and Prioritize the Strategic Plan (CIPSP) and execute the following charge.

The Charge to the Committee to Implement and Prioritize the Strategic Plan (CIPSP)

1. The operationalization of the Strategic Plan (2007) and the Implementation document (May 2008) should be improved in the following ways.

    a. Identify the campus's top five priorities for the next two years, including for each:
        i. Why the priority is important.
        ii. How progress toward the priority will be measured, including targets where appropriate.
    b. Develop "action plans" for the five priorities selected. CIPSP will prepare action plans for the priorities selected so that planning is integrative and implementation measures are specified. CIPSP will create broad action plans and ask divisions, colleges, departments and other units to provide more specific actions plans congruent with the Implementation document (May 2008) instructions cited above or new instructions recommended by CIPSP. It may be that specific action plans and results already exist in these organizational units, and the CIPSP-led process will provide an integration of action plans at the University level.

c. Reach out to on-campus and off-campus stakeholder groups for expertise and input to execute the charge.

2. The structure and operation of the CIPSP will be as follows:

   The CIPSP will execute the charge above and will be a permanent University committee. This committee will be led by the Provost and be comprised of campus leaders as follows. Continuity with committee members would be advantageous, and staggered terms may be recommended now or in the future. The Provost is the permanent chair.

   a. Provost - Chair of the Committee to Implement and Prioritize the Strategic Plan (CIPSP)
   b. Two vice presidents (in addition to the Provost) – recommended by the President's Cabinet
   c. Two deans – recommended by the Provost's Advisory Council
   d. Five faculty members – recommended by the Committee on Committees (Academic Senate)
   e. Two students – recommended by ASI
   f. Two staff members – recommended by the Staff Council

   The CIPSP will execute the charge above and:

   a. Be selected as soon as practical and begin work spring semester 2014 or soon after;
   b. Seriously consider the practicality of some meetings in June and July 2014;
   c. Identify and recommend two-year priority recommendations by October 1, 2014; and
   d. Review draft recommendations with appropriate administrative and shared governance bodies and SPWG before making a final recommendation to the President.

CIPSP Membership

CIPSP includes the following members.

1. Dr. James T. Strong, Provost and Vice President for Academic Affairs (Chair)
2. Ms. Pam Burns, Administrative Analyst/Specialist, College of Education, Kinesiology, and Social Work
3. Dr. Elmano Costa, Chair and Professor, Department of Teacher Education
4. Dr. Michael Drake, Associate Professor, Department of Chemistry
5. Dr. Suzanne Espinoza, Vice President, Enrollment and Student Affairs
6. Ms. Tawn Gillihan, Administrative Analyst/Specialist, Office of Information Technology
7. Dr. Jennifer Helzer, Professor, Department of Anthropology, Geography, and Ethnic Studies (September 2014 – May 2014)
8. Dr. David Lindsay, Chair and Professor, Department of Accounting and Finance as Interim Dean (September 2014 – May 2014) and faculty representative (September 2015 – current)
9. Ms. Maryann Hight, Associate Librarian, Library Services
10. Mr. Marvin Hooker, Vice President, Associated Students Inc. (September 2014 – May 2014)
11. Ms. Sandra Loza, Vice President, Associated Students Inc. (September 2015 – current)
12. Dr. Nael Aly, College of Business Administration (September 2015 – current)
13. Ms. Mariam Salameh, President, Associated Students Inc. (September 2014 – May 2014)
14. Ms. Nicole Larsen, President, Associated Students Inc. (September 2015 – current)
15. Mr. Dennis Shimek, Vice President, Faculty Affairs and Human Resources
16. Dr. Kim Tan, Professor, Department of Accounting and Finance
17. Mr. Ron Rodriguez, Dean, Library Services

The Process

The Committee met weekly throughout the fall and spring semesters in 90 minute meetings. CIPSP identified 10 priorities from the 26 Strategic Actions in the 2007 Strategic Plan, 30 Divisional Goals recommend by the Vice Presidents in spring 2014, and 17 University Goals submitted by President Sheley to Chancellor White in fall 2014. CIPSP consulted broadly with University stakeholders, especially regarding selection of the strategic goals/priorities. That consultation included open forums and other meetings with University stakeholders in November and December 2014 to review and solicit input on how best to meet the charge. (See CIPSP meeting protocol 11-14-2014, attached.) Input regarding the selection of five strategic goals (actions) from the ten goals CIPSP had already selected was especially important.

CIPSP then conducted an in-depth survey of stakeholders (see Strategic Action Prioritization Survey December 2014, attached). A total of 323 respondents completed the survey. Respondents were asked to rate the importance of all ten strategic actions and comment on why the strategic action was important and how it should be measured. Respondents were also given the opportunity to add new strategic actions/goals and include information on importance and measurement. The survey included questions on how to improve the integration and usefulness of strategic planning across stakeholder groups and functions. The final question asked for "additional comments." All verbatim responses to the open-ended questions are included in the report and sorted by categories of responses (e.g., "continue to make students a priority," "more communication across all parties") and by respondent type (e.g., faculty, staff, students, etc.). CIPSP then carefully reviewed the results of the survey, which included an in-depth presentation and discussion with the Director of Institutional Research and his staff.

The next step was the final process of identifying five strategic goals (strategic actions as labeled in the 2007 Strategic Plan). CIPSP agreed to accept the top five Strategic Actions as "voted" by the survey. In addition, CIPSP decided to include the following goal, "Enhance our partnerships regionally," based on its rank as the tenth strategic action from the 2007 Strategic Plan. It was deemed that this strategic action was very important, especially to the work of President Sheley and University Advancement, but might be undervalued generally by other stakeholder groups. Strategic actions were then converted to goals with objectives and specific measurable action items with parties responsible for measurement and reporting identified. These changes were made to better meet the charge relative to action plans and reporting.

Recommendations to the President

Recommendation One

CIPSP recommends the University implement the following six goals, with objectives, measurable action items, responsible parties and time frames, as follows.

GOAL 1: Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions. (*Framing the Future*, Strategic Action 1.2)

> **OBJECTIVE 1:** Attainment of higher level skills will improve for students in all academic programs.
>
> > **ACTION 1:** Within two years, increase the self-reported average number of hours per week spent on assigned reading, as measured by the National Survey of Student Engagement (NSSE).

Measured and reported by: Academic Deans, Provost, AVP for Academic Planning and Analysis, Director of Institutional Research

ACTION 2: Within two years, increase the value added by our baccalaureate degree programs, as measured by the Collegiate Learning Assessment (which measures critical thinking, complex reasoning and writing).

Measured and reported by: Academic Deans, Provost, AVP for Academic Planning and Analysis, Director of Institutional Research

OBJECTIVE 2: Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff.

ACTION: Within two years, the recommendations of the Library of the Future (LOFT) Steering Committee will be thoroughly discussed and carefully considered by the University and serve to guide strategic action including budgeting.

Measured and reported by: Dean of Library Services, Provost

OBJECTIVE 3: Provide appropriate, sustainable and accessible campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.

ACTION 1: Within two years, publish a list of appropriate or current hardware and software (products) compatible with University technology.

Measured and reported by: AVP of the Office of Information Technology

ACTION 2: Within two years, provide a free copy of Microsoft Office 365 for students enrolled full-time or part-time in a degree granting program.

Measured and reported by: AVP of the Office of Information Technology

ACTION 3: Within two years, the University (departments and colleges) will plan for maintenance of instrumentation and technology.

Measured and reported by: Department Chairs, Academic Deans, Provost

ACTION 4: Within two years, the University will establish a reasonable computer replacement cycle.

Measured and reported by: Vice Presidents, AVP of the Office of Information Technology

ACTION 5: Within two years, the University will conduct a study to determine the appropriate organizational structure for the Office of Information Technology (OIT). (This includes where OIT fits in the overall organizational structure of the University and what should be the organizational structure within OIT).

Measured and reported by: AVP of the Office of Information Technology, VP of Business and Finance, Provost, Dean of Admissions

GOAL 2: Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability. (*Framing the Future*, Strategic Action 1.6)

OBJECTIVE: Comprehensive advising will be available to all students, regardless of major.

ACTION 1: Within two years, each College will establish an advisory model.

Measured and reported by: Academic Deans, Provost, VP for Enrollment and Student Affairs, AVP for Student Services

ACTION 2: Within two years, the University will acquire information systems to make advising more effective.

Measured and reported by: AVP for Student Services, VP for Enrollment and Student Affairs, Provost

ACTION 3: Within two years, the recommendations of the University Advising Task Force will be thoroughly discussed and carefully considered by the University and serve to guide strategic action including budgeting.

Measured and reported by: AVP for Student Services, VP for Enrollment and Student Affairs, Academic Deans, Provost

ACTION 4: Within two years, each major (academic) will develop and distribute a document outlining requirements for completion of the degree.

Measured and reported by: Department Chairs, Academic Deans, Provost, AVP for Student Services, AVP for Academic Planning and Analysis

GOAL 3: Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation. (*Framing the Future*, Strategic Action 1.7)

OBJECTIVE 1: Increase the opportunity for students to engage in career related activities, both on campus and in the Central Valley Community.

ACTION 1: Within two years, the number of students completing internships, both for credit and non-credit, will increase.

Measured and reported by: Director of Service Learning, Academic Deans, AVP for Student Services, Provost, VP for Enrollment and Student Affairs, AVP for Academic Planning and Analysis

ACTION 2: Within two years, each major will develop a plan (that may include workshops, internships, and other activities) to transition its graduates to careers or graduate school.

Measured and reported by: Department Chairs, Academic Deans, Director of the Center for Excellence in Graduate Education, Director of Service Learning, AVP for Student Services, Provost

ACTION 3: Within two years, the recommendations of the Service Learning Steering Committee will be thoroughly discussed and carefully considered by the University and serve to guide strategic actions, including budgeting.

Measured and reported by: Director of Service Learning, Academic Deans, Provost, VP for Enrollment and Student Affairs

OBJECTIVE 2: Provide career services that are systematic and organized by the University.

ACTION: Within two years, create a vision and plan (including funding, location, services, etc.) for a stand-alone career center. Consider linking alumni with career services.

Measured and reported by: AVP for Student Services, VP for Enrollment and Student Affairs, Provost, Academic Deans

GOAL 4: Recruit and retain a diverse and engaged faculty. (*Framing the Future*, Strategic Action 2.1)

OBJECTIVE: Adopt teaching workload policies flexible enough to encourage faculty to engage in scholarly activities and participate in the life of the University.

ACTION: Within two years, increase by ten percent the number of tenured and probationary faculty who are teaching a 9/12 load, or lower.

Measured and reported by: Department Chairs, Academic Deans, Provost, VP Faculty Affairs and Human Resources

GOAL 5: Continue the tradition of engagement to enhance the overall success of a diverse body of students. (*Framing the Future*, Strategic Action 1.1)

OBJECTIVE: Increase student opportunities to become engaged in University activities to promote student learning and success.

ACTION 1: Within two years, increase the number of active student organizations and honor societies.

Measured and reported by: Department Chairs, Academic Deans, VP for Enrollment and Student Affairs, Provost

ACTION 2: Within two years, increase the number of CSU Stanislaus students studying abroad.

Measured and reported by: Director of International Education, Department Chairs, Academic Deans, Provost

ACTION 3: Within two years, increase the number of students involved in academic research, presentations, conferences, and competitions.

Measured and reported by: Academic Deans, AVP for Academic Planning and Analysis, Provost

ACTION 4: Within two years, increase the number of students engaged in a service learning course.

Measured and reported by: Director of Service Learning, Academic Deans, AVP for Academic Planning and Analysis, Provost

ACTION 5: Within two years, increase promotions and outreach to encourage students to apply to graduate programs.

Measured and reported by: Director of the Center for Excellence in Graduate Education, Academic Deans, AVP for Academic Planning and Analysis, Provost

GOAL 6: Enhance our partnerships regionally. (*Framing the Future*, Strategic Action 3.7)

OBJECTIVE: Increase the quality of relationships and partnerships between the service region and the University.

ACTION 1: Within two years, increase the number of discipline-based advisory boards that include community representatives (broadly defined).

Measured and reported by: Department Chairs, Academic Deans, Provost, VP for University Advancement

ACTION 2: Within two years, increase the number of mission-related community events, both on and off campus.

Measured and reported by: Academic Deans, Provost, VP for University Advancement

ACTION 3: Within two years, increase financial support to advance the academic mission of the University through development.

Measured and reported by: VP for University Advancement, Academic Deans, Provost

ACTION 4: Within two years, record and publicize to the campus and external communities the extent and number of Service Learning activities and how Service Learning enhances the external community and students' educational experience.

Measured and reported by: Provost, Academic Deans, and Director of Service Learning

Recommendation Two

The Provost is responsible for the overall supervision and measurement and reporting process of the six goals above in part due to his/her role as Chair of CIPSP and SPWG ("under the leadership of," from California State University, Strategic Plan Implementation 5-13-08, attached).

Recommendation Three

The Provost in consultation with the Strategic Plan Working Group will convene the responsible parties to annually report on progress made on the goals recommended by CIPSP at the start of the fall semester. The mechanisms to report on progress may include open forums and other activities and will include a summary annual report which will be distributed to the campus community. The reporting process and report will be concluded by September 15th and distributed thereafter.

Recommendation Four

The charge for a subsequent strategic planning committee (whether that be a continuation of CIPSP or a strategic planning committee focused on revising/or creating another strategic plan or both) should require that the strategic planning process establish clear horizontal and vertical linkages between institution wide goals and those of academic schools, administrative departments, and the University Budget Advisory Committee (UBAC) (see "Executive Summary," *Strategic Planning Vertical Integration*, Hanover Research 2015, attached).

Recommendation Five

The strategic planning process called for in the WASC memo to President Sheley dated March 6, 2015 (attached), will begin fall semester 2015 and be completed by the fall semester 2018, at the latest. This process should begin with the careful development of a plan to create the revised/new plan. Included in the "plan the strategic planning process" is a literature review for methods of conducting strategic planning at the university level and an incorporation of the best principles and methods in creating a plan to revise/replace the 2007 plan. Some of the processes used by CIPSP in 2014-15 are not practical for the development of a comprehensive strategic plan and strategic planning process.

Recommendation Six

All members of CIPSP and any other University strategic planning committee will attend a University strategic planning workshop that covers best practices in the literature.

Conclusion

Strategic planning should be an effective continuous improvement process that assists faculty, staff and administrators to make more effective decisions. Strategic planning goes beyond normal planning in added attention to changes in the environment, a broad University and regional perspective, integration among stakeholders and processes and a long term orientation. Strategic planning is challenging and difficult to execute effectively but when properly operationalized it creates more consensus and focus, resulting in higher levels of performance.

cc: Committee to Implement and Prioritize the Strategic Plan
Strategic Plan Working Group