



To:	James Strong, Provost
From:	Joseph F. Sheley, President
Date:	January 4, 2016
RE:	Recommendations for Two-Year Strategic Goals

Please thank the members of the Committee to Implement and Prioritize the Strategic Plan (CIPSP) and the members of the Strategic Plan Working Group (SPWG) for the excellent effort that they have put into development of recommendations for strategic goals, objectives, and action items for the next two years. Similarly, please extend appreciation to all who participated in the survey and other elements of the study and conversation leading to the recommendations.

I have examined the CIPSP recommendations (November 12, 2015) and SPWG's counsel (December 1, 2015) in response to those recommendations. They appear, in my opinion, to form an excellent bridge between the University's 2007 Strategic Plan and the themes and directions that ultimately will emanate from the campus's next planning effort (to be completed in 2018). The current recommendations are practical, able to be pursued directly, and possess the capacity easily to produce measureable results.

I have incorporated the CIPSP recommendations into a document that will serve to provide direction in pursuit of strategic goals, objectives, and action items over the next two years. Beyond relatively minor changes and editing of some of the recommended objectives and action items, I changed only the objectives of Goal 4 of Recommendation One in what I consider a significant manner. I found it difficult to conceive of pursuing a goal that calls for the campus to "recruit and retain a diverse and engaged faculty," without an objective and corresponding action item that pertain to recruitment of a diverse faculty. I thus added an objective and action item more directly in line with that end. Additionally, I qualified the recommended objective pertaining to engagement of faculty members so that it links more directly to extant University policy in that regard and recognizes the financial and curricular boundaries affecting pursuit of that objective.

(Readers of the document may ask why the pursuit of a diverse campus workforce is limited to the faculty. In fact, by virtue of the parameters given CIPSP, we were limited to choosing elements of the 2007 Strategic Plan, and these focused upon the faculty. That said, it is my intent, outside the activities of the current effort, to pursue the same strategy regarding all hiring on campus.)

The remaining recommendations (Two through Six) from CIPSP, with attention to the comments provided by SPWG, have been integrated into the body of the document in a manner that provides context for pursuit of the goals of Recommendation One and directs attention more obviously to those goals as the important feature of the document.

Again, please express my gratitude to all who participated in the process leading to the blueprint for pursuit of strategic goals over the next two years. With this in mind, I ask that you move forward immediately to implement pursuit of our current goals and the processes by which to track progress in achieving them. Additionally, please begin working with SPWG to develop, by March 1, 2016, the process by which to initiate the effort to produce a new (or revised) strategic plan for 2018 and beyond.

Thank you for your attention.

Strategic Goals, Objectives, and Action Items, 2016-2018

California State University, Stanislaus

(Approved by President Joseph F. Sheley, January 1, 2016)

Based upon recommendations from the Committee to Implement and Prioritize the Strategic Plan (CIPSP) and the Strategic Plan Working Group (SPWG), and effective January 1, 2016, six strategic goals and derivative objectives and action items for California State University, Stanislaus are enumerated in this document. The purpose of the goals, objectives, and action items is twofold:

1. To provide a bridge between the University's 2007 strategic plan, Framing the Future, and the implementation of a new University Strategic Plan for 2018-19 and forward.
2. To further a culture within the University of planning and assessment of progress in attainment of strategic goals.

Framework for Strategic Planning

The University's 2007 Strategic Plan was actionable but not purposefully pursued during the many years of financial distress experienced by and within the state, the CSU, and this campus. The three core components of the Plan remain vital:

1. Student Engagement, Development, and Achievement
2. Teaching and Learning, Scholarship, and Service
3. The University and the Community

The current effort focuses upon six goals derived from these core components. They are considered among the most important of the 2007 ambitions and have been deemed practical and actionable over the course of the next two years. Progress in their pursuit is to be monitored and assessed. A report on progress will be issued by the provost by the 15th of September each year following consultation with SPWG and associated responsible parties regarding processes, outcomes, and proposals related to assessment of progress.

To the extent possible, current and future iterations of the strategic planning process should establish clear horizontal and vertical linkages between institutional goals and those of the various divisions and units within the University. As well, progress toward achievement of strategic goals should become a normal item of interest of the University Budget Advisory Committee in terms of consideration of the financial and resource implications of accomplishment of the goals in question.

Regarding our financial situation, we cannot permit our newly stated goals and related objectives and action items 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 "new" resource allocations that we receive, neither should we pursue strategic goals in a manner that pits important elements of campus structure and culture against each other.

Finally, it is again important to remember that what we now seek in the way of pursuit of goals, objectives, and action items is part of the larger process by which we will transition to new (or continued or revised) strategic goals for 2018 and beyond. What occurs now offers lessons for the future.

CIPSP and SPWG

CIPSP will remain an ongoing, University-level committee whose members shall be chosen and serve terms as determined via the creation and initial charge to the committee. A mandatory review of CIPSP's efficiency and effectiveness shall occur every five years. The provost shall chair CIPSP.

SPWG shall provide consultation to the provost in pursuit of the process by which to accomplish the goals, objectives, and action items enumerated below. SPWG, constituted prior to the formation of CIPSP, will also provide consultation to the president regarding initiation of the next iteration of a strategic planning process for the University (launched immediately and targeted for completion by December 2018). The provost shall chair SWPG.

Six Goals, Objectives, and Action Items

GOAL 1: Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions. (Framing the Future, 2007, Strategic Action 1.2)

OBJECTIVE 1: Attainment level of critical 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 to critical skill sets 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, emphasizing critical 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 information-technology device replacement program.

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), including OIT's fit in the overall organizational structure of the University.

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, 2007, 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 academic major 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, 2007, 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 for 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 interested 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, 2007, Strategic Action 2.1)

OBJECTIVE 1: Increase attention to the recruitment of faculty members who, in addition to displaying potential strength in teaching, scholarly and creative activity, and service to the University, display potential strength in addressing the needs of a diverse student population with a high percentage of first-generation college attendance.

ACTION: Within two years, develop recruitment tools and assessment techniques by which to identify strengths among candidates for faculty positions in addressing the needs of a diverse and largely first-generation student body.

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

OBJECTIVE 2: Systematically pursue University policy 1/AS/14/SEC (Policy Regarding Flexibility in Teaching Assignments for Full-Time Faculty) in a fashion that encourages faculty members to engage further in scholarly and creative activities and participation in the life of the University.

ACTION: Within two years, increase by ten percent the number of tenured and probationary faculty members who are teaching a 9/12 load, or lower, in a manner that does not negatively impact accomplishment of University FTES targets or the provision of required General Education and academic major courses.

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, 2007, 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 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, 2007, Strategic Action 3.7)

OBJECTIVE: Increase relationships and partnerships between the University and entities within our service region.

ACTION 1: Within two years, increase the number of discipline-based advisory committees 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 supported by the University, including how those service-learning opportunities benefit the external community and students' educational experiences.

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