



CSU Stanislaus  
Office of Institutional Research

## Strategic Action Prioritization Survey December 2014



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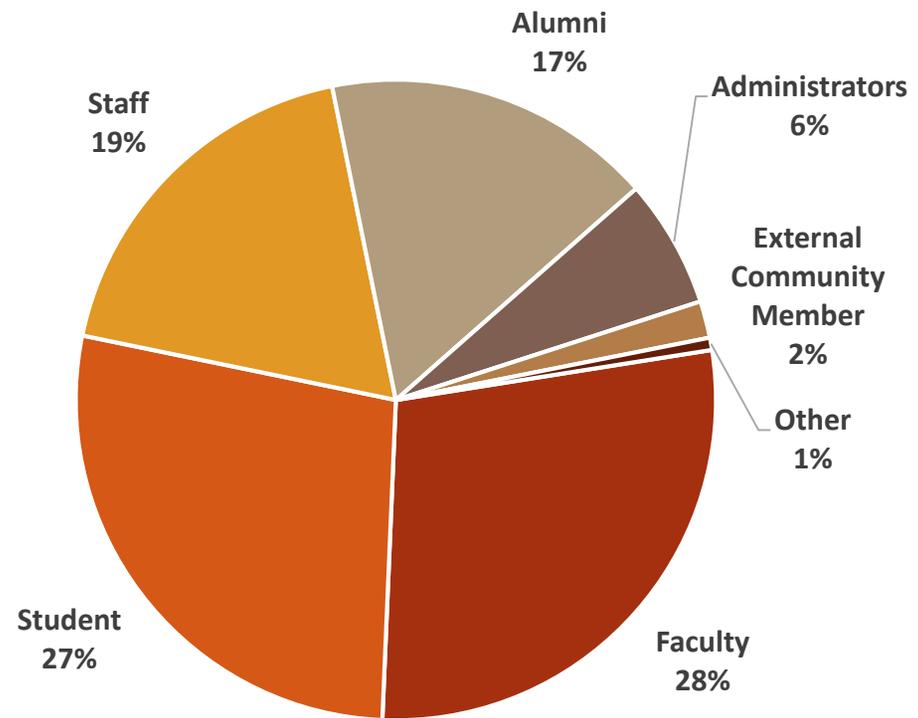
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# Number of Respondents by Self-Identified Grouping

Primary Role	Count
Faculty	91
Student	89
Staff	60
Alumni	54
Administrators	21
External Community Member	6
Other	2
<b>Grand Total</b>	<b>323</b>

Proportions of Respondents by Self-Identified Groups

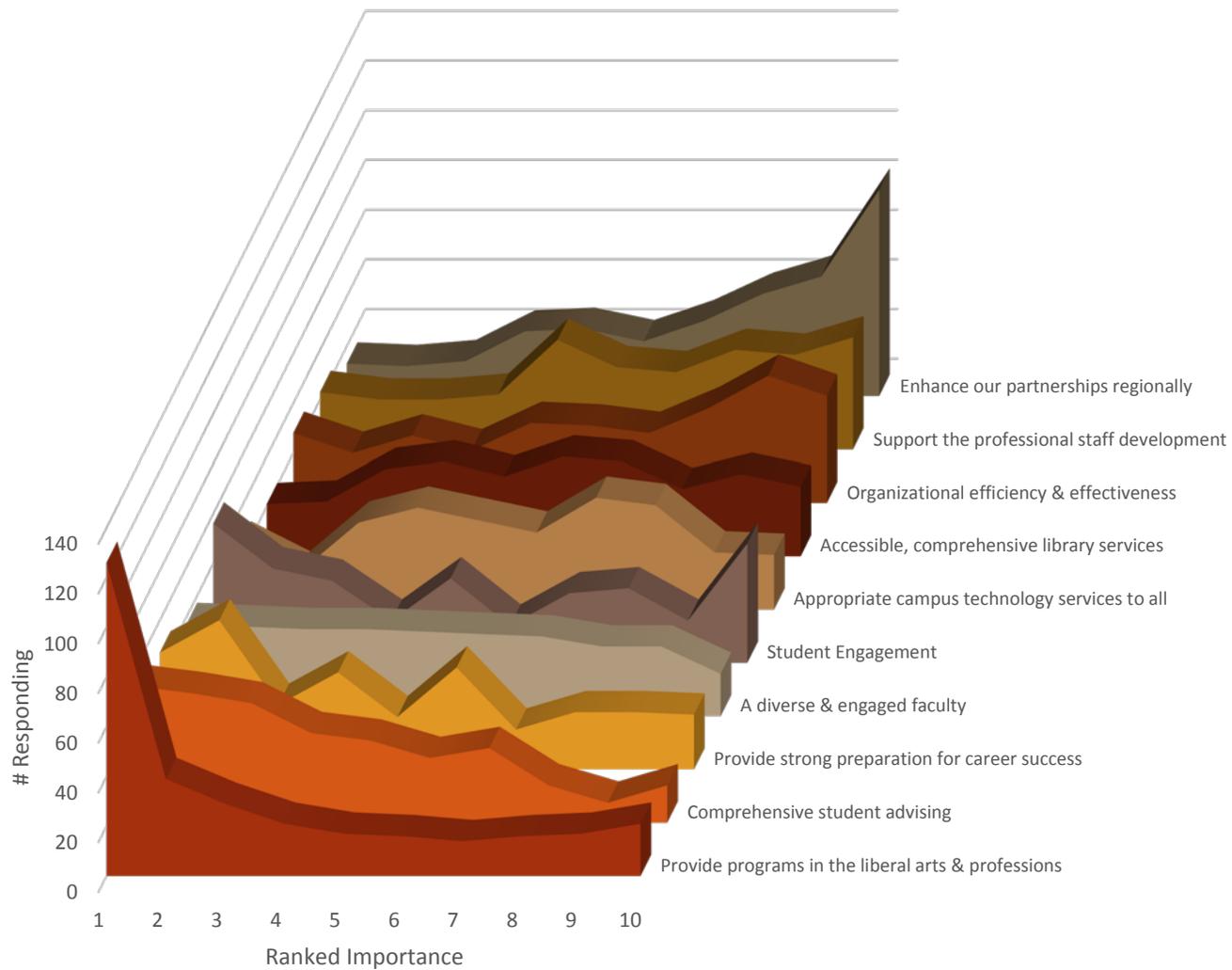


# Overview Charts - Respondents Ranking of Strategy Importance

## Number of Respondents Ranking Each Priority

#	Question	Priority Given										Total Responses	Mean
		1	2	3	4	5	6	7	8	9	10		
1	Continue the tradition of engagement to enhance the overall success of a diverse body of students. 1.1 Strategic Action – Strategic Plan 2007.	56	38	33	17	34	15	28	30	17	48	316	5.15
2	Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions. 1.2 Strategic Action – Strategic Plan 2007.	126	39	29	21	17	16	14	16	17	21	316	3.62
3	Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation. 1.7 Strategic Action – Strategic Plan 2007.	47	60	26	39	21	41	16	23	23	22	318	4.64
4	Enhance our partnerships regionally, with special attention to the City of Turlock. 3.7 Strategic Action – Strategic Plan 2007.	13	12	14	26	27	22	30	41	48	83	316	7.12
5	Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability. 1.6 Strategic Action – Strategic Plan 2007.	55	52	48	36	33	26	30	15	8	15	318	4.15
6	Increase organizational efficiency and effectiveness. 2.8 Strategic Action – Strategic Plan 2007.	28	20	27	21	32	31	28	38	51	43	319	6.17
7	Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff. 2.4 Strategic Action – Strategic Plan 2007.	21	22	35	38	32	40	38	27	33	28	314	5.67
8	Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs. 2.5 Strategic Action – Strategic Plan 2007.	27	15	35	41	36	31	45	42	23	22	317	5.58
9	Recruit and retain a diverse and engaged faculty. 2.1 Strategic Action – Strategic Plan 2007.	37	36	35	35	34	33	32	28	28	17	315	5.05
10	Support the professional development, growth, and achievement of the University's staff. 2.3 Strategic Action – Strategic Plan 2007.	23	20	20	22	44	33	31	40	38	45	316	6.2

## Ordered by Means of Importance



## Strategic Action Rankings by Self-Identified Role

2007 Strategic Actions	Description	Administrators	Alumni	External	Faculty	Other	Staff	Student	Overall
<a href="#">1.2 Strategic Action</a>	Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.	2	1	2	1	1	2	3	1
<a href="#">1.6 Strategic Action</a>	Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.	1	3	3	4	2.5	1	2	2
<a href="#">1.7 Strategic Action</a>	Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.	5	2	1	7	2.5	3	1	3
<a href="#">2.1 Strategic Action</a>	Recruit and retain a diverse and engaged faculty.	7	4	4	2	7.5	5	7	4
<a href="#">1.1 Strategic Action</a>	Continue the tradition of engagement to enhance the overall success of a diverse body of students.	3	6.5	5	3	6	6	5	5
<a href="#">2.5 Strategic Action</a>	Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.	4	6.5	6	6	4	8	6	6
<a href="#">2.4 Strategic Action</a>	Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff.	8.5	5	10	5	5	9	4	7
<a href="#">2.8 Strategic Action</a>	Increase organizational efficiency and effectiveness.	6	8	7	9	9.5	7	8	8
<a href="#">2.3 Strategic Action</a>	Support the professional development, growth, and achievement of the University's staff.	10	9	9	8	7.5	4	9	9
<a href="#">3.7 Strategic Action</a>	Enhance our partnerships regionally, with special attention to the City of Turlock.	8.5	10	8	10	9.5	10	10	10

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## Strategic Action Text Ranked by Demographic

### Administrator's Ranking

1. Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.
2. Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.
3. Continue the tradition of engagement to enhance the overall success of a diverse body of students.
4. Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.
5. Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.
6. Increase organizational efficiency and effectiveness.
7. Recruit and retain a diverse and engaged faculty.
8. Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff.
9. Enhance our partnerships regionally, with special attention to the City of Turlock.
10. Support the professional development, growth, and achievement of the University's staff.

### Alumni's Ranking

1. Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.
2. Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.
3. Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.
4. Recruit and retain a diverse and engaged faculty.
5. Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff.
6. Continue the tradition of engagement to enhance the overall success of a diverse body of students.
7. Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.
8. Increase organizational efficiency and effectiveness.
9. Support the professional development, growth, and achievement of the University's staff.
10. Enhance our partnerships regionally, with special attention to the City of Turlock.

### External Ranking

1. Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.
2. Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.
3. Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.
4. Recruit and retain a diverse and engaged faculty.
5. Continue the tradition of engagement to enhance the overall success of a diverse body of students.
6. Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.
7. Increase organizational efficiency and effectiveness.
8. Enhance our partnerships regionally, with special attention to the City of Turlock.
9. Support the professional development, growth, and achievement of the University's staff.

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

## Faculty's Ranking

1. Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.
2. Recruit and retain a diverse and engaged faculty.
3. Continue the tradition of engagement to enhance the overall success of a diverse body of students.
4. Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.
5. Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff.
6. Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.
7. Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.
8. Support the professional development, growth, and achievement of the University's staff.
9. Increase organizational efficiency and effectiveness.
10. Enhance our partnerships regionally, with special attention to the City of Turlock.

## Other Respondents' Ranking

1. Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.
2. Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.
3. Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.
4. Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.
5. Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff.
6. Continue the tradition of engagement to enhance the overall success of a diverse body of students.
7. Recruit and retain a diverse and engaged faculty.
8. Support the professional development, growth, and achievement of the University's staff.
9. Increase organizational efficiency and effectiveness.
10. Enhance our partnerships regionally, with special attention to the City of Turlock.

## Staff's Ranking

1. Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.
2. Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.
3. Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.
4. Support the professional development, growth, and achievement of the University's staff.
5. Recruit and retain a diverse and engaged faculty.
6. Continue the tradition of engagement to enhance the overall success of a diverse body of students.
7. Increase organizational efficiency and effectiveness.
8. Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.

9. Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff.
10. Enhance our partnerships regionally, with special attention to the City of Turlock.

## Students' Ranking

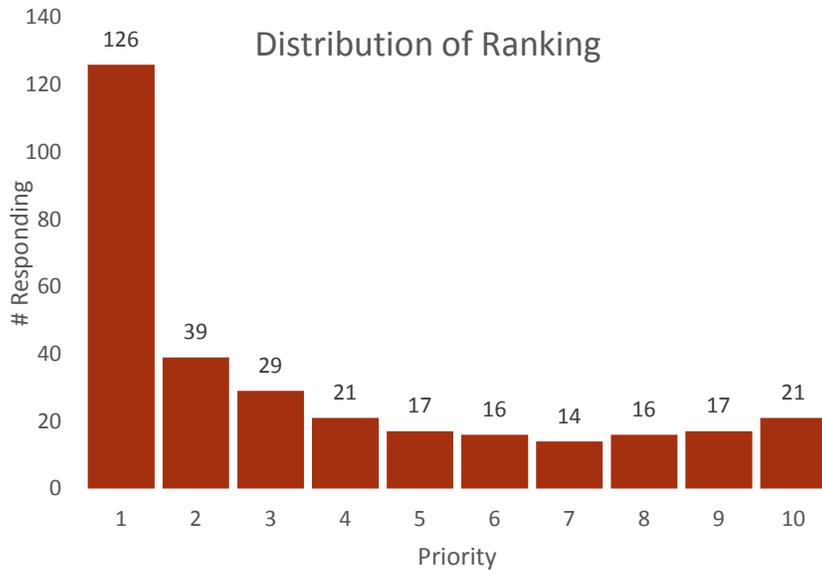
1. Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.
2. Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.
3. Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.
4. Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff.
5. Continue the tradition of engagement to enhance the overall success of a diverse body of students.
6. Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.
7. Recruit and retain a diverse and engaged faculty.
8. Increase organizational efficiency and effectiveness.
9. Support the professional development, growth, and achievement of the University's staff.
10. Enhance our partnerships regionally, with special attention to the City of Turlock.

## Overall Ranking

1. Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.
2. Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.
3. Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.
4. Recruit and retain a diverse and engaged faculty.
5. Continue the tradition of engagement to enhance the overall success of a diverse body of students.
6. Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.
7. Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff.
8. Increase organizational efficiency and effectiveness.
9. Support the professional development, growth, and achievement of the University's staff.
10. Enhance our partnerships regionally, with special attention to the City of Turlock.

## 1.2 Strategic Action – Strategic Plan 2007.

Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions.



Demographic	Priority	# Replies
Administrators	2	20
Alumni	1	52
External	2	6
Faculty	1	90
Other	1	4
Staff	2	60
Student	3	84
<b>Overall</b>	<b>1</b>	<b>316</b>
<b>Overall Priority Mean</b>		<b>3.62</b>

Level of Import	Primary Role	Why is this important	How should this be measured
<b>1</b>	Administrators	This is the main deliverable to our clients.  This is why we exist. This is our mission	High student enrollment and placement at graduation.
	Alumni	Academic excellence is the cornerstone of any institution of higher education. This should always be the primary goal and any decisions made should be based on this premise.  Core mission of institution  Education is the key to success.  People go to a university for this reason  Quality and relevance  Students need to be the focus and a strong liberal arts education needs to be the core of Stan State.  Without excellent programs, other goals have no unifying purpose	Graduation rate/retention rate, employment rate should be used as indicators to measure success  Internal and external review of programs  Number of students enrolled.  Look for current events that hint at what professions will be needed in the near future  Alumni and employer evaluations

Level of Import	Primary Role	Why is this important	How should this be measured
1	External Community Member	Purpose of the University	
	Faculty	Doing what is best for students comes first	
		Huge teacher shortage- we need more	Number of liberal studies or other undergraduates going into teacher education after graduation
		I think the programs should fit to the needs of the industry.	Measured by employers` satisfaction surveys of our graduates.
		Is there anything more important than our main business?	Weak as a goal. We're already doing it. What do you plan to do differently once recognized as a priority? Suggest give attention to GE, which students find a burden.
		It is the reason a university exists.	Ability of programs to offer full schedules,
		Mission of the university- teaching	
		Providing excellent educational programs is the core purpose of the university.	Connect the educational goals with community/organizational needs to facilitate students obtaining successful careers.
		Qualified GRADUATE students are in high demand in our region, and graduate programs need to be supported financially, with scholarships and paid teaching assistantships. It is not adequate to say we support graduate education while removing scholarship support (such as the Bava Fellowship) for graduate students.	
		The community judges us by the quality of our graduates.	
		This is part of the mission of our university.	Various kinds of rankings
		This is the core mission of this teaching university.	Measures include time to graduation, career placement, and satisfaction.
		This is the core of our mission	
		This is the fundamental mission of the University	Hard to measure, but perhaps we could look at something like the number of applicants who consider us one of their top choices.
This is what we are here to do.	Graduation rates, employment rates, rates for passing profession-specific exams		
Faculty	This is what we do and it supports our community.	Support the undergraduate and graduate programs that we have.	
	This should be the main goal and mission of the university		

Level of Import	Primary Role	Why is this important	How should this be measured
1		We're a university. If a university doesn't educate well, all else is irrelevant.	
	Other	Primary Directive and Purpose of a college	Retention and graduation rates, GPA of graduates, participation of faculty in research and professional development
		The core tenant of a college is the education	Better than WASC approved. National rankings. If a lecture is made available on YouTube and gets millions of views and it's educational in nature, something right is happening.
	Staff	Excellent programs attract high achieving students	
		Exceptional, reputable academic programs should be the foundation of any higher education institution	
		Lack of advanced degrees in the region	
		Teaching is the primary basis for the whole CSU system	University rankings that focus on cost/benefit and affordability
		This goal should be considered a foundational goal on which other goals are built upon.	
		This is the backbone to what we do. If our programs are not excellent or top-notch, students will choose other universities to attend.	Student surveys, enrollment numbers in each program, curriculum comparison with high-ranking schools
	Student	Crucial to become effective professionals	
		Having programs for the undergrads and grads is beneficial not only for the students but for the faculty and university as well.	
Student		Keep the institute motivated to gather the best and brightest.	Hire and keep best faculty and administration.
		The liberal arts are important	
2	Administrators	This the core of what we provide.	Measured by retention and success of student achievement (GPA, graduation).
	Alumni	Our reputation as a University for educational programs should be a top priority.	
		This is a little vague. Excellent? What is excellent? Relevant to today's economy might be more important. Still, I'm inferring that you are seeing excellent as also relevant.	Make sure the college administrators are kept up to date in regard to what is needed in today's world. Compare what you are offering with what is being asked for in the working world. The more matches, the better the college is doing.
		Without effective programs, there would be little purpose in obtaining a degree.	
	Faculty	In the short-run, strong programs benefit the students by providing better education. In the	Implementing re-accreditation and program review goals; success of faculty

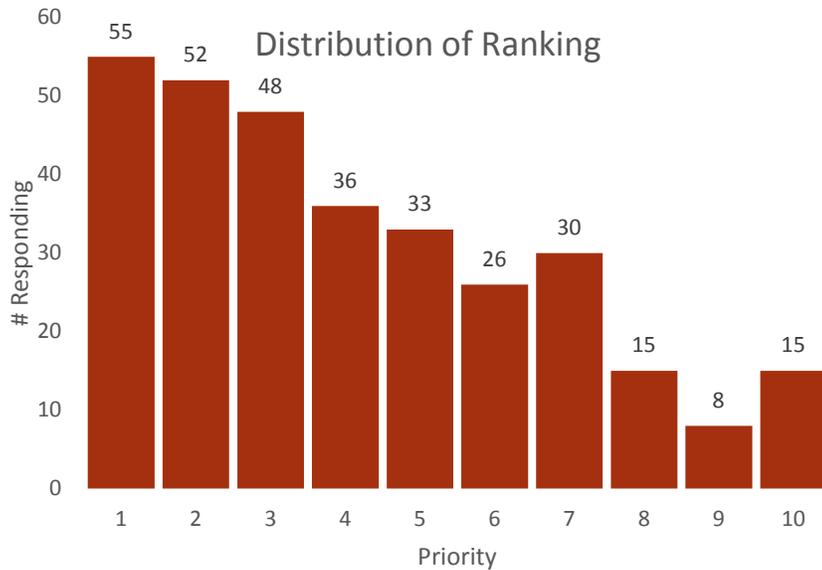
Level of Import	Primary Role	Why is this important	How should this be measured
2		long-run, strong programs build a better, higher-achieving university (in terms of performance, reputation, contributions to the community, etc.)	recruitments; student performance post-graduation (employment, career success, feedback 5 years after graduation on strengths/weaknesses of program)
		Our programs are what sustain us. I would note that I see a major component of this as the revision of the GE program (tied to SP 1.8), and the creation of undergraduate learning outcomes, as these help to round out the quality education provided via the majors and minors	Ideas in SP seem appropriate (for 1.2 and 1.8)
		Strongly relates to University mission  That should be mission	
		We are in danger of compromising the quality of our classes and programs due to cutting corners and failing to hire new faculty when we need them.	Increase # of T/TT faculty to those on campus in 2006. Keep a close eye on faculty workload, including advising and committee responsibilities, so that we can be effective in each capacity. Measure could be that no faculty teaches more than 100 students/semester, has no more than 20 advisees, and serves on no more than 3 committees.
	Staff	A viable profession that a student can be passionate about is part of a quality education  Focus on professions, while there is always a need for more LIBS areas, they unfortunately for the most part do not have a return equal to their cost. Focus instead on high paying or in demand careers in the central valley.  Student experience matters	Survey, follow-up on students professional pathway  Retention, Graduation rates, GPA, Program growth, 7 county demand for graduates
	Student	I think it is very important to provide excellent programs so people have options into what they want to do. It is hard when this is the nearest university and does not provide what you are interesting in majoring.  The Liberal Arts opens and educates closed and ignorant minds.  These professions are equally important as others.	
3	Administrators	Having excellent programs is necessary to educate our current students and attract future students.	The campus should establish the meaning, quality, and integrity of degrees. A first step would be to establish undergraduate learning outcomes (UL)s. This should be completed by the end of year 1. The next step is to align all program learning outcomes (plos) with the ulos. All programs on campus should have aligned at least one PLO with the ulos by the end of year 2.

Level of Import	Primary Role	Why is this important	How should this be measured
3		We should invest in the Stockton Center as a "next phase" of Stanislaus' development	
	Alumni	Great teacher ED program and school counseling programs, keep it up.	
	External Community Member	Lib arts basic to professions	Examine, eval curriculum
	Faculty	Our programs need to support our mandate of preparing the next generation of California's workforce  The low educational attainment of our region should motivate us to do everything we can to improve educational attainment in our region, not just in terms of job preparation but also in terms of liberal arts education.	As written in Strategic Plan + ask the alumni  % of programs where programs directors receive at least 6 or 12 or 18 WTU reassigned time to manage programs; % or programs with full-time staff
	Student	Provide visible program to encourage graduate seeking programs.	Actively seek candidates through professor recommendation, public educational information sessions, maintain contact with alumni to return for advanced degrees. Measure through tracking and monitoring increase or decrease of graduates and enrollments.
4	Administrators	A liberal arts education is important careers that involve diversity, critical thinking, broad-range skills/qualities, and cultural sensitivity.  Large part of our enrollment	Graduates
	Faculty	Quality is the only thing that matters. Students deserve the best possible programs and course	Students evaluations of programs and faculty; employer evaluation of program graduates
	Staff	We need a rich and varied catalog of programs to attract and retain promising students. We lose students to other CSUS due to lack of programs, Engineering, Recreation Parks and Tourism, for example	Statistics on local students who choose other CSU campuses for programs that we don't offer, and in turn, statistics on students from outside our area to measure what we are doing right, our nursing program for example.
5	Administrators	It is the reason for the university's existence.	Support and enhance existing mechanisms.
	Alumni	Fundamental to University	Especially increase degree to which programs are aligned with regional needs; engage community through surveys, on-campus and regional meetings to identify regional needs
	Staff	Program standards needs to be high in order to attract and retain students	Tracking enrollments, averages of degree completion, maintaining or increases levels of faculty, student surveys regarding academic discipline

Level of Import	Primary Role	Why is this important	How should this be measured
5	Student	Supporting the liberal arts is important give the pressure these programs have been experience over the last couple of years	How do you define excellence? Figure that out and use that measure to see how we are doing
6	Faculty	Time and money devoted to developing, revising, and reviewing/evaluating courses and programs supports meaningful reflection and thoughtful improvement of our offerings.  Excellent programs attract excellent students. Equally important is the visibility of excellent programs.	We could increase the number of programs evaluated by outside reviewers, and their reports might indicate how we are progressing.  Programs should work with existing parts of the University to better engage with prospective students and attract high-achieving students. Measurement: program enrollment, student and post-grad surveys.
	Student	Sciences and technology are the up and coming job fields perhaps more resources should be appropriated to these fields of study	Education needs to move closer to the speed of business. As the public's needs in education change the University needs to be able to change and provide the courses needed. We should not still have department that have more faculty than graduates. This archaic model needs to be updated and quickly.
7	Staff	Maintain	
	Student	Important to maintain status	Success of alumni
8	Faculty	We do this well	Not sure
	Staff	What does this even mean! Be more specific please.	This is just something you do! If it needs to be on the strategic plan then something in the organizations has gone horrifically wrong!!!!
9	Faculty	Stay current with economic needs and best careers when developing programs	
	Staff	This is too general to be of any use.  What we are doing must be effective if we are being selected as one of the top universities in the US.  Liberal arts and professions keep student options open.	
	Student	Not a strategy but a process	
10	Administrators	This is your purpose for being.	
	Alumni	I personally do not support the wide range of liberal studies programs. I believe students who are at this academic level should be funneled into a more specific area of expertise especially if they are receiving grants or public assistance	
	Student	It's the whole point of higher education	

## 1.6 Strategic Action – Strategic Plan 2007.

Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability.



Demographic	Priority	# Replies
Administrators	1	20
Alumni	3	52
External	3	6
Faculty	4	90
Other	2.5	4
Staff	1	60
Student	2	86
<b>Overall</b>	<b>2</b>	<b>318</b>
<b>Overall Priority Mean</b>		<b>4.15</b>

Level of Import	Primary Role	Why is this important	How should this be measured
<b>1</b>	Alumni	<p>Education is the key to success.</p> <p>Reflects basic purpose of the University.</p> <p>So students don't waste money and time taking classes or pursuing degrees they will not use or benefit from</p> <p>Student success depends on clear and accurate advising and continued communication between an advisor and his/her student.</p> <p>Students need to know the requirements for a degree and how to earn it in 4 years.</p>	<p>Number of students enrolled.</p> <p>Longitudinal study of graduates</p> <p>Appointments can be scheduled, tracked, and tallied. Comparison can be made between students who have kept their advisor appointments and those who haven't. Further, C-ID's can be compared between community colleges and CSUS to ensure that students are not repeating courses or are not missing courses they need.</p>

Level of Import	Primary Role	Why is this important	How should this be measured
1	Faculty	<p>Advising &amp; career success should be combined to something about student success, which is our purpose for existing!</p> <p>Advising has taken a back seat for many programs and is not mandatory.</p>	<p>Data about #s providing advising, #s receiving advising, time spent doing advising, professional training of advisors &amp; assessment for how well that training stuck, etc.</p> <p>As for a discussion to begin with faculty and what is needed to do advising better. Release time for some would be nice when we have 100 plus students for each faculty member in departments.</p>
	Staff	<p>Clear degree path</p> <p>Important to help students find a career pathway reducing frustration of wasting personal resources</p> <p>Keeps students focused to graduate in a timely matter</p> <p>Working with upcoming populations (Millennials) can often times lead to the belief that all incoming students are technology savvy and clearly understand online info. Via multiple advisement programs, the connection is made and goals/objectives are clear. Technology can work wonders, but a student needs guidance and support primarily if first generation. Success rates, retention, graduation, what are university stands for is highly reflected in students when properly guided.</p>	<p>Not sure</p> <p>Reviewing graduation timelines</p> <p>Provide advisors per colleges to make experts in subject areas/majors. This would allow for clear advising and more info. On specific major related Internships, Scholarships, Career Paths, and Networking/Community Involvement.</p>
	Student	<p>A good majority of students are unable to understand even the basic degree requirements. If done correctly students could benefit from this program</p> <p>Assure students are getting the best advice for their future career.</p> <p>Because current advisors are inconsistent and have given false information. Peer advisors have a better understanding of how to create an educational plan; maybe it is because they are currently attending the university and have a more up to date understanding of requirements? Whatever the reason is, advisors need to be continually trained on new graduation and ed plan changes! I find it frustrating that a student advisor does not have information about relative subjects, such as graduate school or financial aid; they seem as if they are just wanting students to leave their office and</p>	<p>One way to measure the effectiveness is to run this program and measure the amount of graduation applications that have issues. Then start this program and see if students who received this support have less issues with degree pathways after a couple of years of peer advising</p> <p>Hire only the best advisors, give advisors interns to help them schedule appointments.</p> <p>Students should be mandated to take a survey directly after meeting with their advisor in the division office (to uphold confidentiality), otherwise, they will not be able to register for classes on their scheduled date.</p>

Level of Import	Primary Role	Why is this important	How should this be measured
1		have a tendency to route them to another department to obtain further information about academics. I find it frustrating that peer advisors get paid less than the staff, yet they are more helpful and sincere in their efforts to help students reach their academic goals	
		This goal is important because I feel like students should get more precise and clear student advising because many are struggling to find our next steps.	More workshops and also more communication with department chairs, student advisors, and faculty.
		This is the most cost effective way to utilize government monies, ensuring students are on task and taking only the necessary courses	Mandatory academic counseling appointments as new student and at the end of each semester for a min. Of the first two years
		Though as an undergrad, I never met with someone  When it's difficult to navigate the education system, it becomes discouraging.	I think a good way would be to assign an advisor since the beginning and have meetings throughout the semesters
2	Administrators	Accurate planning insures grads	Time to completion of degree data
		It is our job to make sure students know their options and when they have problems or questions we need to support them.	Track the relationship between advising and student success (number of credits earned, retention rates, graduation rates, student satisfaction with their university experience)
		The more accurate a plan is, the less likely mistakes occur. Mistakes cost time, money, and may negatively interfere with the overall university experience.	
		Very important to student success	
		We need better tools to help advise our students, and Advisors and Enrollment Services needs to take advantage of newer technologies already available	Increase the number of Advisors/programs that use the Degree Audit system and other online tools
	Alumni	Students should be adequately advised so that they are able to complete their degree within a reasonable amount of time and have a clear plan/sequence of courses to follow	Graduation rates and time to completion could be used as measures. 4 year completion should be the target.
Other	Why does this even have to be prioritized? This should just be what the university does.	A review of how many people think they're ready to graduate and apply for graduation and learn they are ineligible - which would clearly be proof of failure of the system.	
Staff	Having clear, holistic advising helps retention, engagement, and graduation rates	Minimize advisor to student ratios and adopt innovative student success strategies that our diverse student body will be receptive to. Goals can be measured by retention, graduation rates etc. Focus	

Level of Import	Primary Role	Why is this important	How should this be measured
2		<p>Put the students on the right track and get them to their degree more quickly.</p> <p>Students are having to attend longer due to lack of advising and clear academic policies.</p> <p>Students need direction and many don't like to ask questions or ask for help. I believe proactive advising is critical to student success and will decrease time to degree and % of degree completion.</p> <p>The time to degree for many students may be shortened with proper advising. Projects like targeting the at-risk students for intrusive advising would also be helpful.</p> <p>This action supports action 1.7, and increased graduation rates and decreased time to graduation</p> <p>We under-serve our students by not having effective advising services. Offer advising services to reentry students.</p>	<p>groups and student surveys should be employed.</p> <p>Mandatory semester advising and assistance with class selection.</p> <p>Statistics of time to degree and probably an increased GPA with advisors pointing students to resources they may not have known about otherwise.</p> <p>This could be measured by retention and graduation rates. Student satisfaction survey on the advising resources.</p>
	Student	Students need reliable support for complexity of navigating through requirements systems.	Transfer students should require double check to ensure on right path. Minimum of two review of requirements and to ensure on right path two semesters before graduation
3	Administrators	This is how we help students progress through the school.	Reduction of time to graduation, and achievement.
	Alumni	Student support enhances retention	Completed student educational plans including multiple counseling/follow-up contacts. Post-graduation outcome data.
	Faculty	<p>Accurate and supportive student advising directly supports the academic goals.</p> <p>Advising is important, particularly if it goes beyond discussing courses and encompasses discussing career options</p> <p>If we accept students we need to have a strategy to help them succeed</p> <p>Strongly relates to University mission</p>	<p>Accountability by advising benchmarks -- do students get advising at entrance, at choice of major, at start of upper division, at last semester before graduation?</p> <p>Direct measures consist mostly of student contacts; indirect measures include number of units taken by graduating students (better advising probably means fewer units &gt; 120) and retention and graduation rates</p>

Level of Import	Primary Role	Why is this important	How should this be measured
3		This goes hand in hand with one and two.	Advising seems to be problematic, again, study students' experience in relation to our goals to find issues.
	Other	For graduation and educational success	Students in this area need more structure and assistance
	Staff	5 and 6 year students should be a rarity, not the norm. Students should have an academic path with a responsible understanding of how long it will take to get there.  Advising is key to timely graduation  As a student, having strong advisors to help me complete my program is vital to student success and the impact that our alumni will have on prospective students. The fastest report is the one spread by people, and if CSUS has the reputation of supporting student success, our reputation will be high.  Get the students out in 4 years.  This is necessary for our students to help them streamline how long it will take to complete their degree and help minimize the debt load they will incur completing their degree.  This sets the expectation of future individualized advising and establishes a foundation for success.	% of students advised, retention of these students, graduation rates, feedback surveys  Targeted interventions based on data; GE Pathways  Student retention, decrease in probation, withdrawals, graduation deadlines of student progress, monthly numbers of students seen by an advisor
	Student	Students rarely get advising elsewhere besides the school.  Will help to keeps students on track and graduate faster	This can be measured by tracking how long it takes for a student to complete their degree and the average debt load of a student when they graduate.  All freshmen should complete some form of an FYE, whether offered through their program or their major, and supported by Student Affairs. More advising programming for parents, linking parents to alumni groups so that they see value in their student's degree before they ever complete it would support student accountability. Financial aid advising and academic advising should also be intrusive for all students.  Make advising mandatory. Students should meet major/sass/eop advisor twice a semester. Add it onto the to do list on their my CSUStan account
4	Administrators	Appropriate student advising will contribute to student retention and graduation and to student satisfaction.	Current taskforce should determine a university-wide plan for advising by the end of year 1 and implementation of the plan by the end of year 2.
	Alumni	Core mission of institution	Longitudinal tracking of students to identify gaps or successes in students making

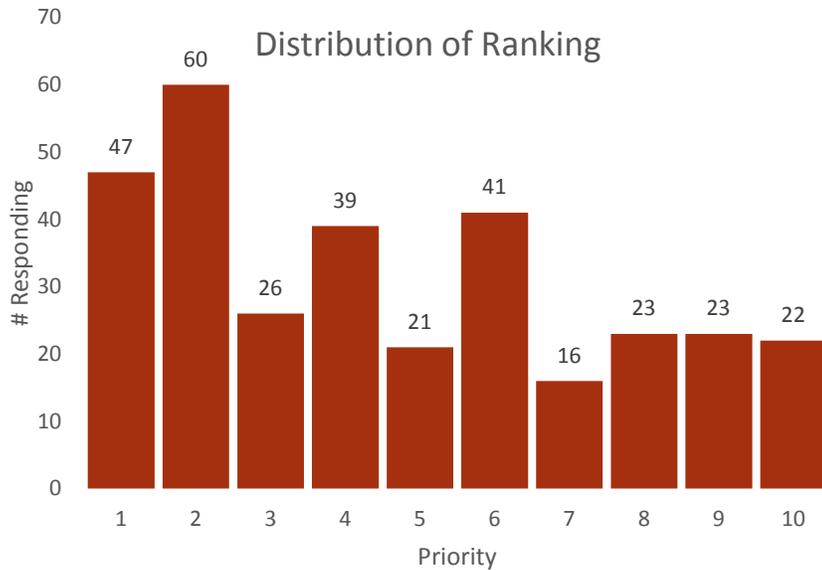
Level of Import	Primary Role	Why is this important	How should this be measured
4		Often times students have a rough idea of their goals and need specific direction and advising in order to focus their studies	progress through programs in a timely manner. Are there key courses or milestones that seem to identify trouble for a student. If so there should be points where advising steps in to help redirect students to more appropriate degree programs suited to their interests and aptitudes.
	Faculty	Advising is essential to student success and budget cuts and lack of progress by OIT to improve the advising tools via PeopleSoft have caused us to fall behind in academic and career advising (via faculty and SA staff). We need an immediate, short-term special investment to improve the infrastructure of advising - technology, training, organization, etc. - and then can make this a new normal  Effective strategies are already in place in many programs that just need to be replicated elsewhere.	Optimize the various fields' information. For example, Nursing is not just bedside anymore, there are multiple areas in Nursing  Track student use of e-advising services, faculty and staff surveys/focus groups, issues already in SP,
	Staff	Advising really needs improvement  Advisors must be on the same page as Department Chairs  Students need more committed advisors to help them stay on track to graduate in less than 5 years.  This goal is very important to help students find the most appropriate discipline and how to best chart an efficient course through their college career in a timely, effective manner.  This is subsidiary to Goal1	% of students who meet with a faculty advisor one-on-one for at least 15 minutes to discuss academic and career options each semester.  Increase advising staff and train faculty to be better advisors
	Student	Many or some students are unsure of degree requirements and/ or the Occupational Handbook Outlook.  College is confusing! Students need support.	
5	Faculty	Students benefit from one on one interaction with staff  Too many students enter without having a firm or realistic degree plan, and have a hard time navigating and planning for general and major requirements, leading to extended time-to-	Student/faculty ratio, student/advisor ratio, # of times per term students visit advisor, measurement or student feedback

Level of Import	Primary Role	Why is this important	How should this be measured
5		graduation, as well as drop-out rate. Students don't always seem to have a smooth transition from over-stretched general advising staff to department faculty (some of whom must advise a huge number of students)	on availability of required courses, time to graduation
	Staff	We have many first generation students who need encouragement and guidance Need advisors so students reach their full capacity	Number graduating in 4 years and 6 years. Student evaluation of the advice they get.
		Provide a clear online road map for each major so when students register for their classes they are right on track to graduate in four years. Follow-up with in-person advising at least once a year.	Are students taking classes they don't need? Study at graduation extra units and why they were taken.
6	Alumni	Advising is an important part of completing college in a timely matter. Advisors assist students in that manner but students also need to be on task and knowledgeable in their own educational responsibilities.	
	Student	This is important for graduating efficiently	
7	External Community Member	Get them in, though, out in good shape	*before-during-end evals
	Faculty	Ensures student success	
	Student	I feel we already have an effective advising program in our Department. It works! Let's make sure the whole university is in sync. Probably should be ranked higher, but don't feel that advising experiences have been really beneficial. The concept probably is superior to the actual reality. Students having difficulty at the university should have the opportunity to have someone to talk to about their future career pathways.	As written in Strategic Plan + ask the alumni
8	Faculty	I think this is important for helping students succeed. I am not convinced that we do this poorly, so I do not feel this is an area that needs new resources.	
	Staff	Student require appropriate guidance and a developed plan that is clear on what is expected of them	Departments demonstrate the principles and plans used to provide proper advisement of students, student surveys regarding change of majors and reasons
9	Alumni	The advising programs are hit and miss. Thankfully, the business department is phenomenal and I was lucky enough to have an outstanding crew. Others have a very difficult time determining their	Ask the students in each department how they viewed their advisors and their program.

Level of Import	Primary Role	Why is this important	How should this be measured
9	Faculty	education/career paths because of poor advising programs	
		Advising can be important, but even with excellent advising, students can choose to progress as they please. I don't know that "comprehensive" advising is really needed. The information is there, and it is articulated in many different forms - the catalog, "Road Maps" available from each department, advisors in ARC, advisors in the departments, advisors in EOP, PACE, SSS, peers, etc.	By tracking the number of students actually receiving advising every semester.
		Giving students good advice for course planning and taking	Reduced amount of complaints about receiving mis-advice
		Students should know well what GE, core, major and elective courses they can take to tailor them to their careers.	Satisfaction surveys of graduates.
10	Faculty	Another advising plan?	

## 1.7 Strategic Action – Strategic Plan 2007.

Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation.



Demographic	Priority	# Replies
Administrators	5	20
Alumni	2	53
External	1	6
Faculty	7	90
Other	2.5	4
Staff	3	60
Student	1	85
<b>Overall</b>	<b>3</b>	<b>318</b>
<b>Overall Priority Mean</b>		<b>4.64</b>

Level of Import	Primary Role	Why is this important	How should this be measured
<b>1</b>	Administrators	Parents and students want to see outcome success (i.e. A job for their students, ROI)	Create a one-stop-shop career center for students, alumni and business partners
	Alumni	Education is the key to success.	Number of students enrolled.
		From my own experience, I was let down considering that I was interested in research, and most sociology students are not. I wasn't offered much in the way of counseling or internships specific to my interests.	Track students via surveys and tests to assess their level of understanding of their own chosen career path and their success in navigating the career-searching environment after they graduate.
		Students need to find jobs upon graduation.	Create partnerships with local business
	Faculty	We teach content and academic skills, but professors need time and compensation to mentor students to make that bridge to professional life.	Goal would be that at least 30% of students in each department and at least 50% of students in each graduate program has an opportunity for professional training, internship, or mentoring.
	Staff	As a state subsidized entity, the goal of CSU Education must be gainful employment. Our market niche should be the value of education ratio to cost, in fields that our community needs.	Find out where students are in 2, 5, 10 years of graduation.

Level of Import	Primary Role	Why is this important	How should this be measured
1	Student	Helps the students to gain confidence	
		Students go to college to ultimately get the job they want. I believe that their ability to get that job is a direct measure of the effectiveness of the university.	% of job placement after graduation
		The College of Business is a good example of this.	Other colleges should note what the College of Business is doing to give all students a fair advantage
		The primary reason for a student to enroll in classes is to gain knowledge and skills for their career. I see the need for additional support in gaining these skills by offering workshops that help develop specific career needed skills, and internships to gain practical experience using those skills while still under the guidance of a faculty adviser.	This can be measured by the number for workshops offered and the number of attendees of the workshops, and by the number of internships completed.
		Experience is imperative to student's job and success in work environments.	Seek partnerships with surrounding community, state and federal agencies, corporate sponsors, funding and grant opportunities.
		Graduated with double major and can't find employment because I don't have enough experience; so having to return for more schooling.	Raise awareness that education means nothing; that to get a job you have to have years of experience.
		Hands on experience	Teach real life subjects
		Helps students get hands-on or get started into their profession	
		It is important, because sometimes students do not know how internships work or the career skills they need to get a job after graduation.	
		Knowledge of Career Options	
The Capitalist economy forces people into cogs; so be more effective cogs.			
While they are in school, students need to gain work experience and strategic tips to excel in the work force, should they ever find themselves unemployed. For those of us who have never had work experience, these opportunities are even more important to help ourselves.	Provide workshops about how to make yourself appear as a top candidate for a job. Perhaps the school should ask Target or some heavily people-influenced corporations to educate us on what the work force demands from us as people and employees.		
2	Administrators	We are a teaching institution, our success should be measured in the quality of workforce we generate.	Increase internships with local businesses.
	Alumni	Hands on experience, especially in community necessary	Develop community outreach program to identify new opportunities for service learning and community engagement.

Level of Import	Primary Role	Why is this important	How should this be measured
2		I wish there had been more of this while I was a student. It would have helped in the job market.	
		Students attending CSUS need jobs, and need help getting job skills	# of internships, industry partnerships
		Students really need to understand how a degree leads to a career. They need practical experience to be hired. They also need to see if a degree doesn't really lead to a viable career in our area.	Data of student participation in internships, workshops, etc. Data on students who have jobs in their career area within 6 months of earning degree.
	External Community Member	It should work	
	Faculty	Advising & career success should be combined to something about student success, which is our purpose for existing!	# of workshops, examples of career skills evident in syllabi, etc.
		Giving students internships, workshops and career skills will establish a key link between their education and implementing what they've learned.	Initial success in a career is dependent upon experience; this will facilitate providing students with connections to obtain experience and jobs.
		This is the practical purpose for our students to study here.	% of students finding a job within 6 months after graduation
	Other	To encourage and support graduation rates	
	Staff	Assist with career development	Not sure
		Students come to college to be competitive for better jobs, but once they're here, we send the message to them as a University that our job is done. On the contrary, firmer links to entry-level hiring are needed locally, Otherwise, people leave the Central Valley for places where they perceive more jobs to be.	Set a bold goal for community hiring of our graduates, similar to the way One Purpose made our fundraising intentions known to all, and then nurture the relationships with local companies who step up to the plate.
	This goal should be another foundational goal assisting in the practical application of 1.2		
Student	Students are nervous to enter their post graduate careers, as some don't have professional experience and have been so adjusted to the student way of life.	Surveys sent to alumni post-graduation by Alumni Affairs with an exclusive 'perk' or gift sent back to them once the survey has been received by CSUS	
	Students should start getting their "feet wet" in the career choice they are leaning towards. This will help in the future post-graduation. Students will have experience and degree and will be more competitive in work force.	Target should be juniors and seniors. Progress can be measured by keeping track on how many times a student views the internship page on our website. Also the link should be more exposed throughout the website. Too many students don't know about internship opportunities or how to apply	

Level of Import	Primary Role	Why is this important	How should this be measured
2		This will allow CSUS to connect better with the community, stay relevant in courses offered and skills transmitted in educational process	Provide time/resources to faculty to cultivate relationships with appropriate companies, encourage students to connect with the community in academic planning and build databases of companies will to hire students, intersect.
3	Alumni	Career/work readiness is critical to success in the work world	Employment rates and job retention rates can be used as measures of success.
	Faculty	Students should develop skills through practicums with regional employers. Coop programs could be emphasized.	Satisfaction surveys out of graduates.
		This is connected to my top two choices. I also think it is important as more colleges and universities stress these kinds of opportunities	Number of programs that have these opportunities, number of students who are involved in these activities
	Other	Workplace ready students.	Placement in businesses.
	Staff	If students aren't graduating and getting jobs, we haven't done our job. They need to graduate with effective writing, speaking, and math skills, and they need to know how to be a good employee. Offer workshops to students and to recent graduates to build those skills.	
		We want our students to find meaningful careers post-graduation in their desired fields.	Better prepare students for careers with courses that explore options of what they can do with their degree; partner with local businesses for internships
	Student	Emphasizing workshops, internships, and career skills allow for the students to have a greater benefit, advantage, and generalization of the career they want to work in and learn more about it while also gaining insight on their strengths and weaknesses.	
		Let students know their college supports them even after graduation.	Offer internships for all majors.
		Students need real world experience in whatever field they are entering. Especially given the competitive work environment.	# of students receiving internships relative to other universities, and employment rates after graduation would be a good start.
4	Administrators	This is the goal of our students.	Quality internship placement, increasing partnerships and agreements with sites who want our students.
	Alumni	Important for simply gaining post college, relevant employment	Post-graduation employment rates in and out of degree related fields
		This is important to the students and to the community for networking, interfacing, and soliciting and receiving donations from community	Tally up the number of internships, workshops, and career skills development programs you actually have. Tally the

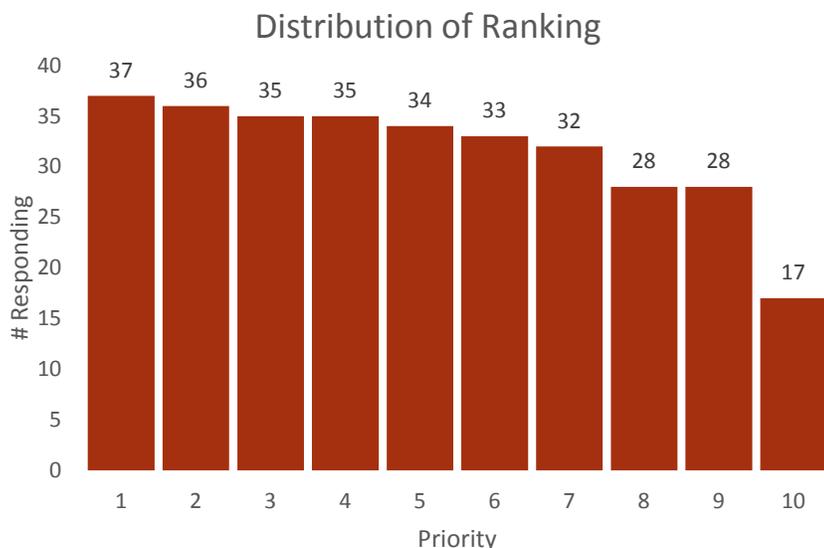
Level of Import	Primary Role	Why is this important	How should this be measured
4	Faculty	businesses. Moreover, isn't the college supposed to be preparing students to function in the real world? Get them into it as quickly and realistically as possible.	completion rate. Tally the number of students who get jobs related to these programs after the students finish school.
		Jobs, jobs, jobs. If we want successful students we need to help them get internships and be prepared for the job market.  Strongly relates to University mission	As written in Strategic Plan + ask the alumni
	Staff	This broadens the campus and makes it a vital part of the community  This is relevant, but universities aren't professional schools, and our aim is not simply to produce employable graduates  Too many grads are unprepared for the workforce.	Track number of students who participate and (if employability is the ultimate goal) employment statistics  Perhaps the University should track graduates into the workforce and compile some statistics of measure
	Student	Real world experience for students is a very positive in their development  These are helpful to aid students in succeeding after graduation. Plus they're free!	
5	Administrators	Students need to be able to find a job after graduation, and sometimes just the degree isn't enough. They need hands on experience, and some common sense learned through doing in order to get a job.  This goal will help student to be more competitive in the job market. It is also good for University recognition regarding alumni success.	Number of internships offered and taken to students, more service learning classes.
	Alumni	The economy is not a great place for new professionals. Students MUST have connections and experience if they want a job in their field after graduation. Walking in blind would not be effective.	
	Staff	Practical experience is important to newly graduates as internship provide experience that companies are seeking. Providing internships may give our graduate an even more incentive for companies to hire knowing that they have education and experience.  Students who take advantage of internships and hands-on training are more likely to be prepared for a career.  This is subsidiary to Goal 1	

Level of Import	Primary Role	Why is this important	How should this be measured
6	External Community Member	Hands-on always good	*comparative stats, feedback
	Faculty	A much more useful exercise than simply "advising": long term planning for students  Speaks to students/parents/taxpayers' desire for practical results.	Hiring rates relative to non-alumni  Ongoing surveying of alumni several years out.
	Staff	Follow-through is important  Need employment opportunities and experience so graduates are ready for the workforce  Same as #7	Not sure
	Student	Make learning real and applicable	
7	Administrators	It is important to student life success.	
	Alumni	It impacts the immediate lives of students, their families, and the surrounding communities	Assess job and higher education placement of graduates
	Faculty	Career skills are important, especially to getting a job in a tight market. General critical thinking/problem-solving skills are more important to students' long-term career success, but that's not helpful if they can't get a job in the first place.	Identify skills/abilities/attributes that employers seek, and measure them in seniors.
	Staff	Marketability of our graduates will attract students  Our students need to be ready to be employed.  These activities are	Measure participation and alumni surveys regarding job prospects  Use a campus-wide approach, instead of by department or division. So much time, money, and resources are wasted on duplication of efforts.
8	Faculty	I don't see this as different from 1.1  These will follow from efforts to recruit and retain diverse faculty. Bottom-up as opposed to top-down approach is more efficient.	Track student participation in these activities.
	Staff	Many students graduate without experience and it's difficult to find employment without experience. These types of activities give students an opportunity to include experience on their resume.	What percentage of each of these activities are utilized? Is there a wait list, are workshops full?
9	Administrators	Graduates being hired  This offers students and faculty opportunities to work in the "real world" and it promotes university integration with the community.	Annual statistics  The number of occurrences and % of students involved in these activities.

Level of Import	Primary Role	Why is this important	How should this be measured
9	Alumni	Transition into the workplace	
	Faculty	<p>Internships and other career development activities are only appropriate once the underlying educational needs are met.</p> <p>This is great, but less important - career stuff can be addressed in part via improved advising. Service Learning staff are already doing a great job improving the infrastructure of internships, but we likely could benefit from a holding pattern on growth for this until we have more mous in place and feel out the workload issues for faculty and staff to build this. This should be a priority but one I think we can hold off on for 2 years until after some of the other issues are addressed.</p>	Use and availability statistics of career development programs.
	Student	Companies care more about skills and experience than academic rhetoric	
10	Alumni	What is an education without the preparation for an actual career?	The number of careers obtained after graduation

## 2.1 Strategic Action – Strategic Plan 2007.

### Recruit and retain a diverse and engaged faculty.



Demographic	Priority	# Replies
Administrators	7	19
Alumni	4	52
External	4	6
Faculty	2	90
Other	7.5	4
Staff	5	59
Student	7	85
<b>Overall</b>	<b>4</b>	<b>315</b>
<b>Overall Priority Mean</b>		<b>5.05</b>

Level of Import	Primary Role	Why is this important	How should this be measured
<b>1</b>	Alumni	Education is the key to success.  Faculty who are interested and engaged with students provide credibility to the organization but also enhance student learning.	Number of students enrolled.
	External Community Member	Faculty are foundation of the place	*comparative stats, evals
	Faculty	Faculty working conditions are student working conditions.  It is unlikely we will see relief in workload, but gratitude in the form of monetary compensation would be motivating.  Our faculty should reflect the diversity of the student body. New faculty are needed to revitalize	"Recruit" from within the university. Contingent lines of dedicated faculty should be converted to permanent lines.  An equity program, as encouraged by CFA and already initiated on some other campuses, should be immediately undertaken, and money should be set aside to reward off-contract work with small "thank you" stipends. Progress could be measure in terms of average earnings for faculty of different levels compared to similar schools.  # of new TT hires; % women; % non-white

Level of Import	Primary Role	Why is this important	How should this be measured
1		and modernize programs and develop new interdisciplinary approaches. A diverse faculty is needed to engage our students.	
		Severely attenuated tenure line hiring only starting to rebound.	18:1 SFR
	Student	The faculty is the backbone of college Assure our institution provides equal opportunity to all races, genders, etc. Reflect the community strengths We need role models out there and people we can feel identify with	Give everyone equal chance at classes despite their background. No because quotas cause politics
2	Administrators	These are the primary folks who deliver our main deliverable.	
	Faculty	Actually tied with 1.1 Many departments have grown significantly, however still operate with the same number of faculty and FTES. We can increase 4 year graduation rates, if more classes were offered with more faculty to teach them.	Those programs with increased number of students and maintain those numbers for a 3 year period, should be allowed to hire more faculty and given more FTES. A review of GE courses should be done, because many departments supplement their dept. Or fully fund such programs solely off GE classes.
		Our faculty needs to reflect our student population and must understand how to engage first-gen students.	
		The faculty at CSUS is the second most important component of our educational mission, and they are poorly compensated and expected to do research on their time and nickel	As written in Strategic Plan + ask the alumni + ask the faculty
		The primary teaching goal must be supported by an appropriate faculty.	Proportion of tenure to temporary faculty.
		These are the people that do #1.	% of representation from diverse backgrounds.
	Staff	Recruiting and retaining qualified professors will add value, impact, and support to our programs which will hopefully support and grow our university and enrollment Student success can't occur without an excellent faculty.	
		We do not even maintain current faculty levels when tenured professors retire, which weakens academic programs, student success and attraction and retention of students	Maintaining appropriate and adequate levels of faculty to keep current standards of academic programs. As resources become available allow program growth by

Level of Import	Primary Role	Why is this important	How should this be measured
2		<p>Without excellent faculty, students will get frustrated and leave, thus no University</p> <p>Good teachers make good programs</p>	<p>attracting and retaining high quality faculty.</p> <p>IDEA, Student Success Rates, yes, even "rate my teacher" should be considered</p>
3	Administrators	Closely associated with a diverse student body	
	Alumni	<p>Faculty MUST care about what they teach and their students. If an instructor does not care, the students will not either. If the students do not care, they will not learn. Students pay for college to learn and obtain a degree. Non-engaged faculty are detrimental to that. It is important students learn from a multitude of professors. Everyone has their own experiences that aid in the educational process.</p> <p>My proffs at Stan State were a major element of success as a student and inspired me to continue my education.</p> <p>Student success is dependent upon this</p>	<p>Pay attention to the evaluations students complete at the end of each semester. Many students who truly appreciate a professor or have true negative feelings about a professor are likely to leave comments. Those comments need to be taken into consideration, especially when multiple students complain about a certain professor.</p> <p>Annual review of faculty and regular tenure and promotion review throughout entire career</p>
	Faculty	<p>Engaged faculty are hopefully better prepared faculty who can then better prepare their students</p> <p>Faculty are stretched too thin at the moment, and some departments cannot offer the courses they need, or get enough people to serve on committees, to operate effectively and maintain the quality of our teaching and programs.</p> <p>Without good faculty most of the mission is not achievable</p>	<p>Student evaluation of faculty and programs; employer evaluation of program graduates; faculty scholarly output; summary of all IDEA evals (number above average, at average, and below average)</p> <p>Increase TT/T faculty to the numbers we had in 2006.</p>
	Staff	<p>An engaged passionate faculty is key to engaged passionate students</p> <p>Students need great faculty</p>	Workplace satisfaction surveys
	Student	<p>Because they are educational leaders.</p> <p>Good faculty composition is important</p> <p>The faculty makes our education great here; keep them happy and hire brilliant minds.</p>	PhD's of faculty; what they bring to the university/ what they do.
4	Faculty	Ensure they are educators and not only know their subject area but can teach	IDEA evaluations- participation in faculty development

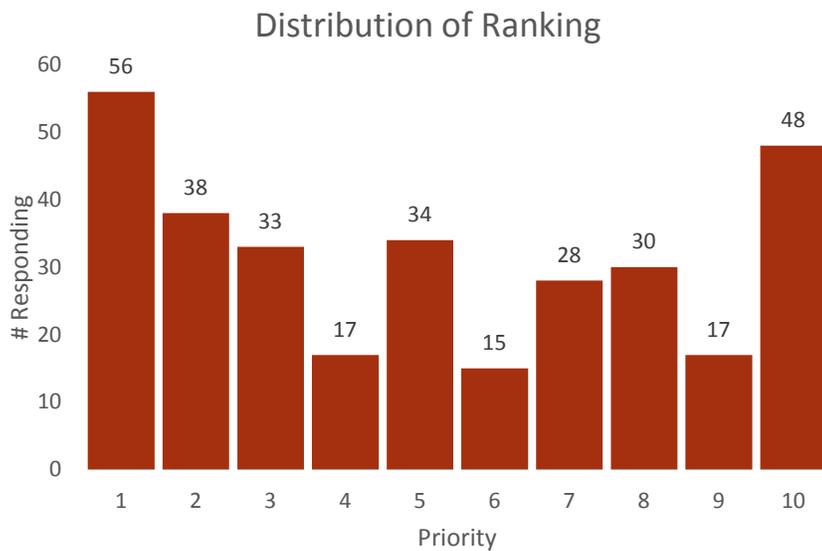
Level of Import	Primary Role	Why is this important	How should this be measured
4		Goes hand in hand with 1, 2, and 3.	Must have quality faculty who are engaged and diverse. Study faculty to see what issues they are having re: retention and engagement.
		We need to recruit a diverse faculty to enhance the learning opportunities of our students. People from diverse backgrounds bring diversified experiences from all over the world.	Satisfaction surveys of graduates.
	Staff	It is important that students can relate and build rapport with faculty so that they are more successful in their courses and have a more positive view of their college experience.	Our faculty do not reflect our student body demographics. Efforts should be made to hire more ethnically diverse faculty.
		Professional degrees should be led by instructors who have worked in their field. Faculty should be encouraged to consult and stay in touch with their industries. There should not be business instructors who have not been in business for 20 years. The world changes, and they need to stay a part of it. Sabbaticals can correct this.	Requirements of being involved with field of study, continuing education.
		Some faculty should retire, they have been teaching the same syllabus since the 1900's	
		Supports action 1.1 and is an important piece of student success when you have a diverse student body.	
	Student	Talented and committed faculty is a universities greatest asset	Best student rated professor from each department should have more say in the hiring process. Deans and department chairs are not always the
		The educators must engage students in a multimodality approach to ensure the most up to date, relevant information is being taught at the upper graduate level	Monitor the performance of faculty and require them to provide their own plan of action as to how they are continuously improving their practices
5	Faculty	Assuming this addresses the issues noted in the SP for 2.1, I strongly support this because we have allowed our % of TT faculty to drop, and we're about to have some major retirements to address. Also, the new CBA includes requirements for more release time for new hires, and we have a new version of a "workload agreement" but we don't seem to have the funding and flexibility to really implement any of this. Faculty burnout, and failure to properly support lecturers, are issues that need to be addressed in order to support the curriculum	Review of ACTUAL workload (not just WTU reports), focus groups, annual reports on faculty demographics/status, items in SP 2.1
	Staff	More engaged faculty are needed to be present for the students and to participate in activities like student faculty research.	Track the diversity of the faculty and the activities in which they take part.

Level of Import	Primary Role	Why is this important	How should this be measured
5	Student	<p>Not sure if having a diverse faculty would change anything.</p> <p>The 52% Hispanic student population wants to learn from more than an 8% Hispanic faculty.</p> <p>To engage more students</p> <p>We have some wonderful faculty, we need to not only retain, but empower them</p> <p>Diversity of faculty improves overall teaching and learning levels of students.</p>	<p>N/A</p> <p>Recruit via Hispanic Higher education consortium like HACU, AHSIE, AHHEE, etc.</p> <p>Find effective ways to retain talented faculty and get rid of ineffective faculty that refuse to embrace new technology and methods of teaching</p> <p>Support training/teacher exchanges for advanced learning opportunities/experiences important for faculty to deter job burnout and renew teaching enthusiasm. Encourage on/off campus seminars, training across college disciplines/departments. Track number of students retained through on campus opportunities/internships/scholarships awarded.</p>
		Administrators	<p>Faculty are the engine to a high quality educational process.</p> <p>Quality of programs</p> <p>A strong faculty means stronger programs; a diverse faculty is likely to increase the retention and success of non-traditional students</p> <p>I think it is important for students to see faculty members who have similar backgrounds as they do.</p> <p>Need faculty to represent the diverse student body</p> <p>This and the staff should be combined into a single item. Because an organization is only as good as the people that make it up.</p>
	Other	<p>The school is only as good as its professors</p>	<p>End tenure, make research and creativity in a field mandatory</p>

Level of Import	Primary Role	Why is this important	How should this be measured
6	Staff	Having quality & diverse faculty is important to provide the best educational opportunities to our students.	
	Student	To be able to identify with another familiar face, ability to connect with a diverse faculty.	
7	Administrators	Diverse faculty will help with the University's goal of having a diverse on-campus community. Diversity among campus professional is essential to problem-solving strategies and should be considered to reflect student demographics.  This is an essential too for student success.	Student surveys, community surveys, measure of engagement with the campus community.
	Alumni	Mediocre faculty puts graduates at a disadvantage	Student evaluations, faculty demographic data, documented process for recruitment and hiring
	Faculty	For improving our quality  Supports first five priorities listed  This is important, but if the actions and goals to which I've assigned a higher priority are achieved, we will attract diverse and engaged faculty without requiring a targeted effort to do so	Recruiting rate and retention rate of faculty members  Diversity is fairly easy to quantify (we already do this); engagement would seem to require a survey of some sort (but this may be harder to find than a student engagement survey)
	Staff	This is subsidiary to Goal2	
8	Alumni	Staff who care make students care.	Revise that instructor survey to something more realistic. Most survey responses don't depict the true value of the instructor.
	Staff	Define diverse.	This appears a little redundant.
9	Other	What evidence proves a diverse body of faculty is good for a quality of education?	
	Staff	Faculty must be effective  I believe this should be ranked higher, but due to the requirement of using each number only once, could not rank higher to meet Strat. Action 1.2, it is necessary to recruit/retain diverse, engaged faculty.	Not sure
	Student	Diverse staff can lead to ridiculously thick accents which negatively impact learning.  More social support towards faculty will increase ideas to improve school.	Find professors who speak English and are easily understood.

# 1.1 Strategic Action – Strategic Plan 2007.

Continue the tradition of engagement to enhance the overall success of a diverse body of students.



Demographic	Priority	# Replies
Administrators	3	20
Alumni	6.5	52
External	5	6
Faculty	3	90
Other	6	2
Staff	6	60
Student	5	84
<b>Overall</b>	<b>5</b>	<b>316</b>
<b>Overall Priority Mean</b>		<b>5.15</b>

Level of Import	Primary Role	Why is this important	How should this be measured
<b>1</b>	Administrators	Diversity of the student body is necessary to be addressed.  Successful students are representative of a committed university	Surveys, meetings, contact with student organizations,  See the additional comment section on last page of survey
	Alumni	Education is the key to success.  Students must excel for the university to be effective.	Number of students enrolled.
	Faculty	Our greatest contribution to the state and region is to help educate underserved/non-traditional student populations.  Strongly relates to University mission  Student success has to always be our top priority	Attendance/retention/graduation rates of first generation, older, and other underrepresented/non-traditional students.  Many measures: employment after graduation, entrance to grad school; student evaluations of program and faculty, employers evaluation of program grads

Level of Import	Primary Role	Why is this important	How should this be measured
1		Student success should always remain the #1 priority for the school	Keep track of graduation rate and employment rate within 3 month, 6 month and a year after graduation
		Students should be at the core of everything we do	As written in Strategic Plan + ask the alumni
		We are a diverse community & need to avoid segregating some of our population by class and race	
		Without students, we are nothing. We need to focus on a diverse student body - not only recruiting students of a specific type, but serving all in our region especially but also meeting the needs of those who can't access the CSU in their own region. Some international and out of state, but not the highest priority. High priority on CA students, and esp. Our 5-country (not just 3-county) region. Supporting FMP, increasing the Service Learning activities (and staffing), and emphasizing study abroad seem very useful here.	In addition to those already noted in the SP: Study of impacts of hips toward retention/graduation, more disaggregated data by student demographics (sex, ethnicity, age, disability, rank, f2f/online, etc.)
	Staff	Attracting and retaining students determines whether or not we keep the doors open.	Tracking enrollments, averages of degree completion, and exit surveys of students regarding academic program, advising and satisfaction
		It's all about the students	
	Student	Demonstrate diverse culture for students and faculty. Since we live in a very diverse area this is important Student success is important, we pay a lot of money to get a college education. Make it worth our effort and money. Students in school are future leaders.	Have school/administration well informed of all major cultures to some extent   Get student feedback
2	Administrators	Student success is the central reason we exist. To effectively recruit, retain, and graduate students gives us the opportunity to provide access to the greatest number of students and their graduation gives them the opportunity to succeed in life and career.	The university should develop a Strategic Enrollment Plan that aligns with the University's Strategic Plan. This should be completed by the end of year 2. This may require outside consultation to help us analyze all the appropriate variables and complete the task timely. The campus should also analyze student satisfaction and develop and implement a strategy to promote student satisfaction. Developing an internal communication plan to communicate with students should be completed by the end of year 1.

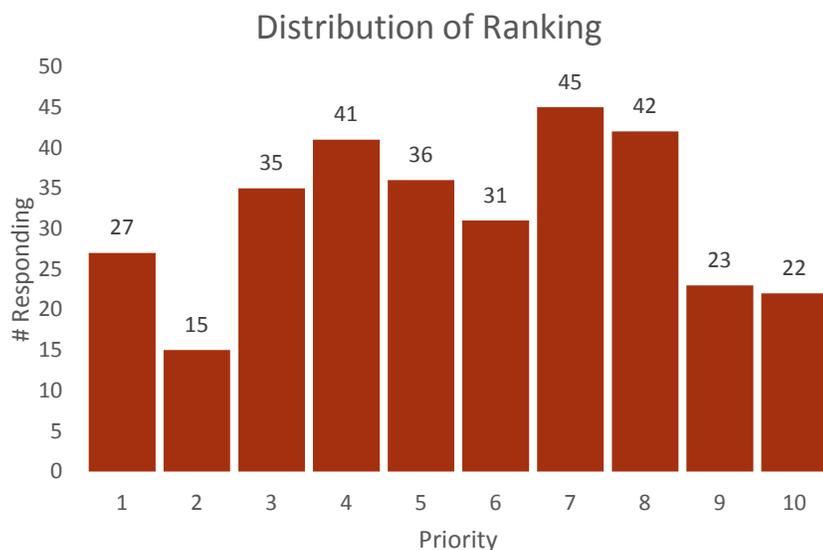
Level of Import	Primary Role	Why is this important	How should this be measured
2	Alumni	Core mission of intuition	Demographic and achievement data of students. Longitudinal data if possible.
		Retention to completion is key	Graduation rates, demographic data
	External Community Member	Students are the lifeblood of CSUS	Comparative stats (goals/objectives/normative evals/end-term evals)*, enrollment
	Faculty	Engagement is strong predictor of academic success	There are lots of direct measures (especially surveys and focus groups); retention and graduation are indirect measures
		It supports our community	
		Student's success is the purpose why university exists for.	Measured by alumni association surveys, determination of employment ratio of graduates within a certain time frame.
		The barriers facing our students are cultural and social as much as educational. We need to do more to inspire and motivate our students to succeed (defined broadly, much more than career/financial success). We need to produce graduates with the wisdom and inspiration to envision radical alternatives for our region.	
		This is our main business.	Can you identify what engagement means, and to what degree that is happening? For example, in GE? Study students themselves.
		This relates to the type of student that we have. Many are first in their family and are working. This means we need to do more with and for each to make sure they are able to succeed.	Graduation rates, collecting stories of success
		Vital to having engaged, successful students	
	Staff	Access is there - need to look at success of students	Review disaggregated data and identify equity gaps
	Student	Diversity is beneficial and important for the students.	
		If done correctly, success in graduation rates.	More activity from students and staff.
3	Alumni	Fundamental to University	Strengthen service learning and community engagement
	External Community Member	Purpose of the University	
	Faculty	This is a most distinguished strength of our university	Retention rate for diverse bodies of students

Level of Import	Primary Role	Why is this important	How should this be measured
3	Staff	This goal should be a foundational goal to help ensure student success with their academic endeavors outside of the classroom.	
	Student	Promote growth  Students on campus should be exposed to different fraternities, sororities, clubs and organizations attracts all types of students.  Strategic goal is flawed, the fact is the Hispanic serving institution is ignored	Do not reward the idiots
4	Faculty	Student success is faculty/staff success	Continue work with the student success committee
5	Administrators	Students want a vibrant life through their college experience; we must educate the WHOLE person.	Satisfaction surveys by students; hosting many opportunities for commuter students to have a campus life - even virtually.
	Faculty	Engagement through research, internship, service learning, on-campus jobs, connection through campus organizations, etc. Helps students to make meaning of their classroom learning, to develop a professional network, and test their professional networking skills in a safe environment.	Progress could be measured by tracking the number of programs available and the number of opportunities in which students engage.
	Staff	Without students the University does not exist.	Perhaps you could listen to the students and put their suggestions into practice. If all administration does is talk and never listens then what is the point?
	Student	Diversity minimizes/ defeats bigotry, racism, and close-mindedness.  Maintain this	
6	Student	We should sit to support all students.	Student graduation rates, with a focus on vulnerable demographics and trying to give that group more support.
7	Administrators	Engagement is highly correlated with student retention.	Attempt to measure the time students spend on both their academic work and their co-curricular activities.
	Faculty	This is a nebulous goal but should be expressed by the provision of adequate student services.	Usage measures of student support services.
	Staff	Without engagement, there is no connection, innovation or impact. If someone does not feel that they are a part of something, they will pull away and growth or new ideas will not be presented.	
	Student	Diversity benefits all in societies.	Know countries, demographics of teaching body should reflect that of students and surrounding community.
8	Administrators	Engaged students on campus	Inclusion of student body in business

Level of Import	Primary Role	Why is this important	How should this be measured
<b>8</b>	Alumni	Not sure what tradition you are speaking of but it sounds nice.	
	Student	It is important to maintain support groups, health clinics and mental health services to support student body	Quarterly send out announcements for faculty to advice students of available resources, post services and contact information in common spaces such as restrooms and lounges, send out mass broadcasts via email to connect with student body in encouragement and support
<b>9</b>	Alumni	This area/issue is not my strength -- I know funding depends on diversity.	Track groups: ethnicity, language, age, sex, etc.
	Faculty	Important to maintain status	Student demo should reflect that of the service area
<b>10</b>	Administrators	Not a strategy but a process	
	Alumni	This will happen if you are doing everything else.	
	Faculty	What does this even mean! Be more specific please.	This is just something you do! If it needs to be on the strategic plan then something in the organizations has gone horribly wrong!!!!
	Other	What evidence proves a diverse body of students is good for a quality of education?	
	Staff	Engaging our students is important, but I think satisfying the previous 9 goals will create an environment where this occurs naturally.  Input is important  This goal is so broad that its nearly meaningless  This is too general to be of any use.	Graduation rate and follow-up on whether students met their goals.
Student	Who cares about getting diversity for diversity's sake? That's stupid.	Waste of time to get diversity just to say there's diversity. Waste of time and energy on worthlessness.	

## 2.5 Strategic Action – Strategic Plan 2007.

Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs.



Demographic	Priority	# Replies
Administrators	4	20
Alumni	6.5	52
External	6	6
Faculty	6	90
Other	4	4
Staff	8	59
Student	6	86
<b>Overall</b>	<b>6</b>	<b>317</b>
<b>Overall Priority Mean</b>		<b>5.58</b>

Level of Import	Primary Role	Why is this important	How should this be measured
<b>1</b>	Administrators	Current technology to do jobs We cannot progress beyond our technology limits	Provide support When students and employees have basic levels of technology; target is to make sure all workstations have updated operating systems by 2016.
	Alumni	Education is the key to success.	Number of students enrolled.
	Staff	Provides campus with the tools to succeed. Technology is key to the future	Reviewing graduation timelines Not sure
	Student	Without technology, our University will fail to function. It's the infrastructure that ties everything else together. Essential	Up time percentage of network, administrative and learning systems, Help Desk calls versus training hours, etc.
		Give our students the same technology other schools are offering without the higher cost of attending those schools.	Have students/clubs/administration do fundraisers to have equipment for students.

Level of Import	Primary Role	Why is this important	How should this be measured
1		<p>Technology support high priority in society. Skills and exposure to latest technology benefits all levels of campus community.</p> <p>That is important for career advancement.</p> <p>The combination of technology services and technological support is important because it provides students and faculty members with up to date information that will allow for a more pleasurable experience at California State University Stanislaus.</p> <p>Need strength here to support the rest of the university functions</p>	<p>Seek funding, grants and private sponsors for mutual projects that benefit students and community.</p>
2	Administrators	To enhance marketability of Stan we should strive to offer the best tech resources to enhance learning outcomes and prepare students to be productive workforce participants	
	Alumni	Technology is more important now than ever.	Support programs that encourage student hands on training
	Student	Technology progresses rapidly, and it is essential for research	
3	Administrators	<p>This generation of students expects that latest technology to be integrated into the classroom and around campus. Our Faculty and Staff need to be retrained on how to use technology.</p> <p>Today technology supports nearly everything we do. Students, faculty and staff expect a high level of access to high performing technology resources.</p> <p>We primarily need to teach students how to think. However, they need to be able to think in a digital world; our technology facilities and offerings need to match what our students will experience in industry.</p>	<p>Number of Wireless Access points, projectors, Applications, servers, etc. On campus</p> <p>Periodically survey the campus community to assess their technology needs and the extent to which the needs are satisfied.</p> <p>Funding should be adequately provided to the central technology department so they can provide consistent phase replacement of commodity campus technologies (including classroom AV, computer labs, desktops, laptops, etc.)</p>
	Alumni	This is important because CSUS needs to remain competitive and even in the fore if it wants to continue to attract students and contributors. Presently, some of your classrooms are so outdated that even I have to laugh, and I am a technology ditz.	<p>Do whatever it takes: grants, donations, bond issues -- get your technology up to speed. How many SMART classrooms do you have? And how many online classes do you offer? What kind of training do you online instructors have to complete before they are allowed to teach online? You might want to talk with Mike Smedshammer at Modesto Junior College. He teaches an institute for instructors that prepares and teaches them to create and teach online classes. Instructors must</p>

Level of Import	Primary Role	Why is this important	How should this be measured
3	Faculty	<p>Can't do much without technology</p> <p>I have a 7 year old computer :(</p> <p>Library &amp; Technology should be combined. These two departments are critical to everyone in the university's success!</p> <p>Technology enhances all facets of the strategic plan</p> <p>These resources are paramount to support the staff to achieve the #1 goal</p> <p>We are hindered by our tech systems not being strong enough. We are wasting time and failing to serve students and employees well because we don't have interactive curricular roadmaps, bad e-advicing services, a TERRIBLE course scheduling process, failures in the IDEA evaluation selection process, continuing problems with 25Live, a differently user-unfriendly new campus website, lack of good access to secure cloud storage (esp. Remotely), out of date computers in some offices, and a bad plan for replacements and upgrades. There are security threats involved as well. We also have far fewer supports for online and hybrid teaching than other CSUS have</p>	<p>complete this training before they are allowed to teach.</p> <p>Current technology for faculty and facilities</p> <p>Strength of the wireless/wired network, newness of hardware campus wide, breadth of software available to students and staff on campus machines + available for home use, help desk response time + success rate at resolving issues, etc.</p> <p># of outages, # of security threats averted, speed and reliability of connections</p> <p>In addition to SP racks, benchmarks/comparisons with other campuses.</p>
	Student	<p>Goes along with #2</p> <p>Technology is ever changing, and it is important for us as students to be familiar with certain business and career tools that are relevant to fields of study prior to establishing a post graduate career.</p>	<p>Not sure.</p>
4	External Community Member	<p>It's the 21st century!</p>	<p>Eval how supportive of academic programs</p>
	Faculty	<p>Flexible and up-to-date technology infrastructure should support various disciplines and approaches to technology use.</p> <p>Important to faculty research</p> <p>Technology is deeply intertwined in today's society, enhancing faculty instruction and essential for students to succeed in college and in careers</p>	<p>Satisfaction measures. Downtime measures.</p> <p>3-year replacement policy</p> <p>Budget, measuring/recording faculty implementation of technologies into courses, student proficiency (test, survey, and/or faculty feedback)</p>

Level of Import	Primary Role	Why is this important	How should this be measured
4		<p>The public lives in a world governed by private commercialism. They imagine that we have the latest resources for performing our jobs, but we are usually years behind. This makes us appear backwards or lazy. The truth is that we long for access to current technology, fast machines, speedy internet, etc. Frankly, the email storage we are allowed is appalling, given the price of memory these days.</p>	<p>Make sure that all staff and faculty have recent computers with ample memory, full information on what software is available (not, "Oh, ask me and I'll tell you yes-or-no guessing games at the OIT help desk). Provide the infrastructure in classrooms for using Clickers. Purchase the software rights needed so staff and faculty can actually do what the Chancellor and the public ask them to do (It's embarrassing that we've been asked to do "online" for years and only this past year did the CO make it possible for us to get the appropriate software). We need to support initiatives not only with a training workshop, but with the infrastructure technology, equipment, and software needed to make it happen. We work hard and we would work better with the right tools. Track the age of computers used by staff and faculty, and aim for all those using computers in their daily duties to be using machines no more than 4 years old.</p>
	Staff	<p>We all rely heavily on technology.</p> <p>I think we are okay on this front</p> <p>If the offices and administrative side of tech support is not functioning, then it is a pretty safe bet that the academic side will suffer.</p> <p>Staffing and training are not adequate to provide high quality, timely and current technology services in order to support our students, faculty and staff</p> <p>Technology is critical to our success. Our IT department has a heavy burden in keeping this campus functioning and it is the foundation to the action/goals I've ranked 1 thru 3.</p> <p>Technology is ever changing, maintaining support is very important</p> <p>This initiative is needed to support all other initiatives since we rely on our computer systems.</p>	<p>There should be dedicated staff for both academic and administrative.</p> <p>Ensure timely training on current technology, provide technology services and training of campus staff on a continual basis</p> <p>Collaborative prioritization and project management toward the completion of technology initiatives campus wide.</p> <p>Not sure</p> <p>This should be measured by how easily the systems work together. Additionally, it can be measured in how long it takes to get an answer to specific questions and how many different systems are used to get that answer.</p>
5	Administrators	<p>Technology is key to organizational efficiency and effectiveness.</p>	<p>A taskforce or existing committee should identify all the needs across campus,</p>

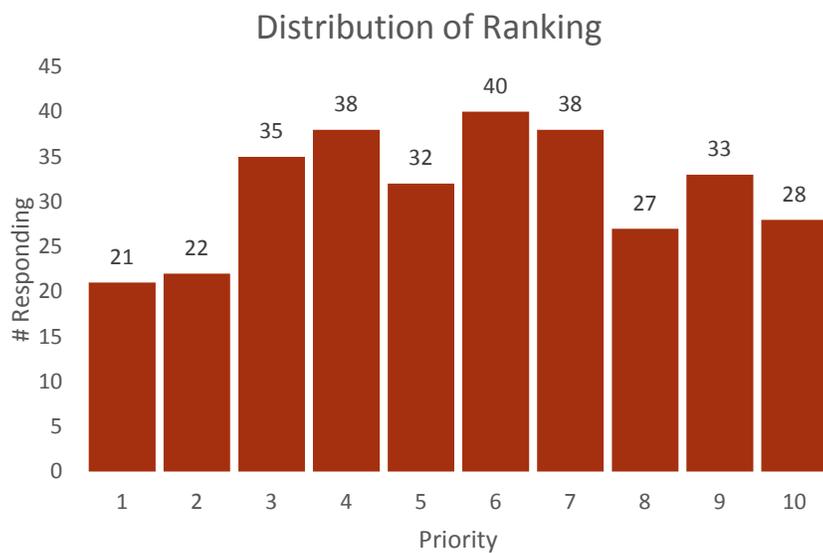
Level of Import	Primary Role	Why is this important	How should this be measured
5	Alumni	Students and faculty cannot be professionally competitive without knowledge of contemporary technology for both teaching, research, and career placement.	prioritize them, and the university should ensure that these are completed with appropriate project management. This is an ongoing process--review of priorities to determine progress and identification of new priorities.
	Faculty	OIT supports our programs  Regular computer updates (every 3-4 years) for all faculty and staff is critical in order to allow us to do our jobs effectively. Additionally, more resources need to be made available for software purchases to enhance student learning and faculty scholarship. Faculty are purchasing expensive programs (\$500+) out of pocket or using pirated versions.	Compare current technology and proficiencies with that of peer institutions and employer expectations  Are all faculty and staff using computers less than 4 years old?
	Other	Technology has replaced the library as the key resource for scholarship and instructional delivery	Age of computers; survey regarding unmet needs
	Student	Technology is important but the medium is not the message.	
	Student	Appropriate technology is appropriate. Appropriate is decent. Decent is good.	
6	Administrators	Essential for faculty and staff success	
	Faculty	Technological changes are constant and we need to keep pace with the technological advances. We might need new programs, and hard ware.	Satisfaction surveys on staff and faculty.
	Staff	It is imperative that students have access to the latest technology in order to be prepared for the future.  OIT is always short staffed. Unreasonable wait time for attention to work orders  This is subsidiary to Goal2  Without technology no one can do their jobs and students cannot complete their coursework	Stop robbing the technology budget every time there is a financial crunch.
7	Alumni	Technology changes all the time. For many professions, knowledge in the changing technological field is essential.	
	Faculty	Maintains intensity of engagement as teachers, students, staff and members of the university community	Bring back the academic technology plan; it was working.

Level of Import	Primary Role	Why is this important	How should this be measured
7	Student	<p>It is necessary to either provide tech training to staff or provide the trained personnel to assist and support the student and faculty in their work</p> <p>Tech is important but it shouldn't be a high priority in comparison to these other objectives</p> <p>Technology is growing and is becoming of greater importance for the students and the faculty, thus the need for appropriate and newer technology services.</p>	<p>Quarterly explore cost savings ideas to streamline the efficiency, and effectiveness of this department</p> <p>Progress will be made if the university makes strategic purchase that will actually be beneficial to the learning environment. It's possible to measure student success rates before and after a tech implementation one course over two semesters.</p>
8	Alumni	<p>Students and staff need to be technologically competitive</p>	<p>Staff/faculty technology prof. Development, staff/faculty and student evaluations</p>
	Faculty	<p>Infrastructure and support (help desk).</p> <p>Supports first five priorities listed</p>	<p>Review service logs to see what's not working.</p>
	Staff	<p>I believe this should be ranked higher, but due to requirement to use each number only once, could not rank higher; maintaining tech services are vital to maintaining our competitiveness.</p> <p>Need tools to be efficient</p> <p>Technology is becoming a large integral part of our society, both personally, socially, and professionally.</p> <p>There are problems with so many different platforms and versions of equipment and software. Training or tutorials should be provided for anyone using classroom equipment.</p> <p>With updated technology we can reduce some of the student book expenses and we can provide programs with improved functions that we can actually utilize to its full capacity.</p>	
9	Administrators	<p>Because technology is changing so rapidly and is an important part of students, professionals, the educational system, and surrounding communities, it has become a very necessary lifestyle entity. From a professional point-of-view, technology may help with work flow, generational expectations, a training venue, space issues, communication effectiveness, etc.</p>	
	Faculty	<p>Timely response would be a major improvement.</p>	<p>As written in Strategic Plan + ask the users</p>

Level of Import	Primary Role	Why is this important	How should this be measured
9	Staff	We know everyone is jumping on the tech bandwagon, and there are probably some administrative areas that this may lead to more effectiveness cost-wise, but for educating people, this goal should be taken with reserve in its implementation.	
10	Faculty	Technology is important, but it is not required for quality learning.	
	Staff	The technology support on campus seems to be pretty solid.	

## 2.4 Strategic Action – Strategic Plan 2007.

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



Demographic	Priority	# Replies
Administrators	8.5	19
Alumni	5	52
External	10	5
Faculty	5	90
Other	5	4
Staff	9	59
Student	4	85
<b>Overall</b>	<b>7</b>	<b>314</b>
<b>Overall Priority Mean</b>		<b>5.67</b>

Level of Import	Primary Role	Why is this important	How should this be measured
<b>1</b>	Alumni	Education is the key to success.	Number of students enrolled.
	Staff	Library services and facility have been neglected for the past 10 years or more.	
	Student	Because libraries are essential to research and scholarship Extremely difficult to find a place to study when the main facility, library, is not open 24/7 Necessary	More on common core
		Students and faculty must be able to access information and be proud to do research for our Institution.	Increase budget by .5% every year to library resources and research.
<b>2</b>	Staff	Provides campus with the tools to succeed.	Reviewing graduation timelines
		This is the infrastructure that facilitates teaching	Availability of academic journals, maintaining current research infrastructure, usage numbers at the library

Level of Import	Primary Role	Why is this important	How should this be measured
2	Student	A well-stocked library is essential for student success  This is where the research and instruction is going.	Achieve the most state of the art and access.
	Administrators	Research and scholarship is essential to academic, economic, community, and alumni development and accomplishments.	
3	Alumni	Technology plays a big part of learning and all forms of research should be available.	Utilize students interested in this field and give credit for time
	Faculty	Still essential to provide quality, reliable research and information sources, as well as services like research instruction/assistance, proper citation, access to safe, useful study space and technology  Without a strong library we can't count ourselves an effective university.  Intellectual growth cannot occur without resources	Budget, student library use versus success (gpa, retention, graduation), usage
	Administrators	Students, faculty and staff need these resources to do their respective "jobs."	Survey the campus community to assess the degree to which their library needs are satisfied.
4	Alumni	Beside the faculty, this is the major campus resource  The library is a much needed place for both students and professors. Without the library, research papers would be sub-par. Students often need the library to have access to books and computers, especially those students who receive financial aid.	Availability to and number of community individuals and stakeholders accessing/using library beside students
	Faculty	Can't really be an academic institution without library facilities  Library & Technology should be combined. These two departments are critical to everyone in the university's success!  Same as for #3  This is important for my top 3.	Hours & number of employees available to serve during those hours, variety of services, strength/breadth of collections for student & faculty research purposes, # of instruction sessions conducted & assessment of those sessions, etc.
	Other	I was a member of the Faculty Mentor Program, mentorship is meaningful.	Event participation by both mentees and mentors.
	Staff	Their flight through life is sustained by the power of their knowledge. In the computer age, the library	An undergraduate research component with at least one library familiarization

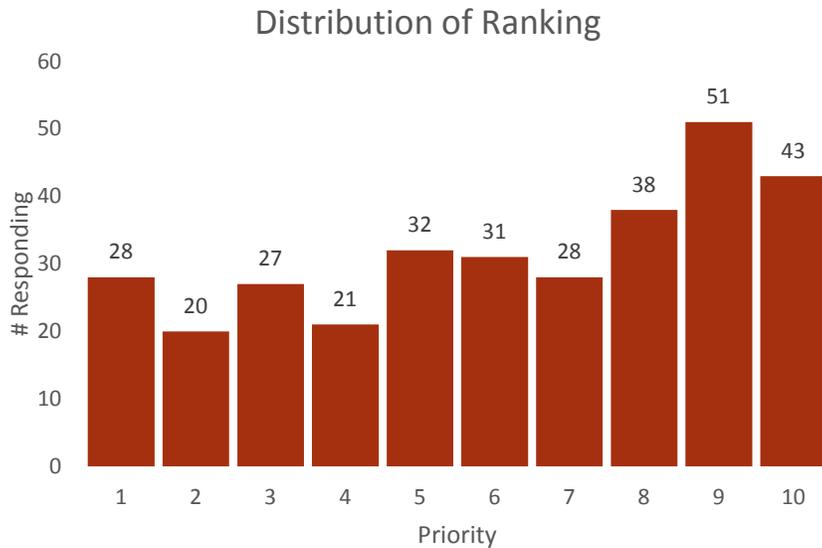
Level of Import	Primary Role	Why is this important	How should this be measured
4	Student	can and should still be the touchstone for all scholarly research.	session should be built into the curriculum of every course that is offered.
		Library is core to students academically meeting area for group work and quiet study area. Valuable resource that prospective students look for in a university.  Resources are beneficial. Especially with professors who don't trust the internet. At all.	Measurement of library calls, visits, tour survey responses, student suggestions/surveys, web site visits or usage.  Good question. I don't know.
5	Administrators	Research is part of degree experience	Use of library resources
	Faculty	Invest in the library building conversion  Library is essential for students and faculty and staff alike. Without it the research part of the university will not be complete. Both in library and online. We need to have the access to data bases and all scientific resources.  Library resources are needed to support teaching and are an important expression of technology infrastructure.  Must evolve library in changing information and educational environment	New learning center open by 2016-17  Surveys on satisfaction of staff and faculty.  Faculty input in available and requested research databases.  Library has opportunity to evolve especially through new Dean and plans for redesign. Needs resources. Shameful how our library gets no attention as a space, and faculty keep complaining about lack of resources. Can't skimp here.
	Student	Resources may be electronic, online, or through social networking	Streamline resources and omit redundant or out dated information to become more efficient in the research process for both faculty and students
	Administrators	This is an essential tool to student success.	Student survey; staying up to date with technology and resources; usage measures.
6	Alumni	Also key to retention and scholarship  Information literacy is closely allied with appropriate use of technology  This is important because the library is the hub of source information. A valid college needs books, cyber access, and library staff that can help students and faculty access each. Most important to me is that a library carries history. Without history, we are only present oriented and pretty much idiots.	Faculty/staff and student evaluations  Compare collections with peer institutions and expectations of accrediting agencies. Evaluate courses for usage of library resources and deficiencies encountered by stakeholders.  Don't do as MJC did and dump and burn 52,000 library books because some administrator thinks there needs to be more collaborative space in the library. Instead, try to find some compromise between the history of the past and the push for "collaborative space" in the present.

Level of Import	Primary Role	Why is this important	How should this be measured
6	Faculty	<p>Current library resources are sufficient. Library staff do a great job.</p> <p>Library resources are important, but not as important as information technology</p> <p>Resources are a high priority for learning</p> <p>Supports first five priorities listed</p> <p>Supports our programs</p>	<p>Perhaps some kind of survey regarding unmet needs? Maybe I've adjusted, but there isn't much that the Library can't deliver to me immediately or with a delay of just a few days</p> <p>Surveys from students and faculty regarding suggested research materials</p> <p>By tracking usage with our campus ID, we'll know if the resources are being used.</p>
	Staff	<p>Access to information is changing and the library needs to be responsive to those changes. Also, many of the books are out of date. They should be purged and new materials and/or services provided.</p> <p>Resources for research need to be made available to faculty and students for scholarly work and development</p> <p>Student Research is lacking at the University, especially research with students and faculty collaborating. This is tied to Strategic Action 2.1. If there are more engaged faculty members, more collaborative research would most likely occur.</p> <p>We need to make it as easy and convenient as possible for our constituents to access information, because there is so much available, it's easy to go elsewhere.</p>	
7	Faculty	<p>Access to research materials is critical for explorations in knowledge of interest to the individual's development. Each student, faculty member, and staff person, ideally, should be a lifelong learner, and a culture of making the Library an important place emphasizes this. By the time I graduated from my PhD program, the Main Library was open 24/7 with inexpensive computer printing and a coffee kiosk that was open most hours of the day. The Science Library was not open as many hours, but the importance of the Library as place where learning happens was obvious.</p>	<p>Tracking the number of texts, articles, and electronic materials available to users, the number of hours the library is staffed, and the number of students using the library at all hours.</p>
7	Staff	<p>Better more current resources promote higher caliber work among students and faculty</p> <p>Improve the storehouse of knowledge</p>	<p>Not sure</p>
8	Faculty	<p>For supporting faculty members in conducting their research</p>	<p>Number of access to library books, journals, or other documents either online or personally</p>

Level of Import	Primary Role	Why is this important	How should this be measured
8		I hate to put this at 8, but I am because while I think it's VERY important to have a great library, I think with a new dean and the LOTF project in play that a majority of our emphasis on this can occur after some of the internal work being engaged in by the library faculty and staff is completed. This will likely need to be a higher priority in 2 years.	
	Staff	Given the ways these goals are stated, I could have put this higher on the priority list. But our library needs much more support, and not just digitally... When the electricity goes out, where will folks turn to read?	
	Student	Beneficial to students who are financially unstable; these resources can be helpful.  Enhancing library resources for the students who utilize the library full potential is one way to assist research.	Provide resources that are relevant to this area and see if students are using the equipment
9	External Community Member	Access to all types of media	*comparative stats, eval
	Staff	Always important to continue the high level of excellence we want our graduates to have.  This is always necessary at a university	Perhaps in this day of technology we could focus less on the printed book and more on online resources.
10	Faculty	Alas, the internet has replaced the library for most research. Need an article? Surf the net and get the *.pdf	As written in Strategic Plan

## 2.8 Strategic Action – Strategic Plan 2007.

Increase organizational efficiency and effectiveness.



Demographic	Priority	# Replies
Administrators	6	20
Alumni	8	53
External	7	6
Faculty	9	91
Other	9.5	4
Staff	7	60
Student	8	85
<b>Overall</b>	<b>8</b>	<b>319</b>
<b>Overall Priority Mean</b>		<b>6.17</b>

Level of Import	Primary Role	Why is this important	How should this be measured
1	Administrators	<p>Improve cross-department operations, and implement online paperless processes</p> <p>This might be the greatest opportunity to meet needs with limited budget.</p>	<p>Number of Paper based vs. online forms</p> <p>Functions on the campus should be streamlined and automated as much as is possible. PeopleSoft should be the only database used for all data that is available in PS. Campus personnel require extensive training in PS and the campus should move to elimination of the use of duplicate databases, especially those that require rekeying of data already in PS. The target should be to have 50% of the appropriate personnel trained in PS and a 50% reduction in the use of duplicate databases by the end of year 2.</p>
	Alumni	Education is the key to success.	Number of students enrolled.
	Faculty	<p>This is the infrastructure of any organization. This is the most important issue because without being efficient you will not have anything else. To improve the efficiency of this organization, this university must develop and use work processes. Most people here do not know what a Work Process is. I was</p>	<p>The measurable outcome will be reduced cost in supporting departments, from mail-room, to classroom maintenance. Classroom clocks will be maintained and the students will get better education. It will require less people to do things. Just</p>

Level of Import	Primary Role	Why is this important	How should this be measured
		<p>once accused of being not nice because I explained to somebody that they do not have work process. Please read about work processes. There is a big body of literature, but my favored is Dr. Edward Deming (aka Mr. Japan). See <a href="https://www.deming.org/">https://www.deming.org/</a> One of the most important problems in an organization is this. Organization can be viewed as a collection of interconnected subsystems. These subsystems collaborate on task for the whole organization to complete its mission. There are two roles in this interaction: requesters and providers and they can be within or across departments. The lack of work processes problem exists across all units, academic, facilities, and administrative. Our OIT has a Work Process that work most of the time. There can always be an improvement but as far this organization is concerned, OIT are so far ahead, that the rest of the university cannot eat their dust. They have a system where a requester submits a request, he immediately gets a confirmation that his email was received. For example, a request might be "please remove a computer virus". Then a human in OIT within 1 hour, creates a work order and the link is sent to the requester. The requester then can go and see the progress of his work order. The requester can also add additional information if she gets any to help with solving the problem. Why is this important? I had many instances where I submitted request to some department. Nothing was happening for X days which I considered would be reasonable time for it to be fixed. I call again only to find out that request was lost. Or just not started on. Or I was told by a worker "I need to talk to my manager and will get back to you by Friday". Then nothing happens for two weeks. Then you are thinking, if I call now, would they think that I am too pushy. So you wait another week. Then maybe you find out that the person with whom you spoke left the job. Nobody told you because there is no tracking system. It is important after the request is received that the user receives an estimate of completion time. If you took your car to the shop, and they start working on it, you may want to know if you should take cab home because it will take 3 days, or you should stay because it will take 30 minutes. There are exception. Sometimes you can't give estimate to completion because you have to do 10 hours of work just to find out that a new roof is needed. That is okay. In the estimate the server will say, we studying the problem for next 48 hours and</p>	<p>the intake of work requests will be streamlined, most departments will be happy to take down your request, for second time or third time, because nobody knows what was your request the first time. Departments will be scheduling preventative maintenance such as student's chairs falling because the screws fell out. Or chairs squeaking and students can't hear the professor because of the squeaking. It will not require the middleman to handle your request who might mess up your request and then you wonder why problem was not solved.</p>

Level of Import	Primary Role	Why is this important	How should this be measured
		<p>then we will provide estimate to fix it. The reason why this is not happening in the university is because the managers of those department do not know it by themselves so they cannot teach their workers any work process. To solve this there must be created a high level "Efficiency Committee" consisting of faculty, staff, and administrators, and I am willing to be on it. Not that I have lot free time. But I am an expert of work process development and implementation. The problem is not just with facilities or parking or print shop or mail room, it is across all three branches of this organization: academic, administrative and support divisions. This problem occurs within academic department where the chair or secretary does not respond to requests of a professor. It happens across support departments. And it happens in HR department. None except OIT has Work Order tracking system. So how to achieve solution. The university must create high level Efficiency Committee with members from all three branches. Everyone on that committee would be required to read some Work Process literature. The knowledge will need to be disseminated top to bottom. The committee should have only six people, 2 from each branch, because if it gets bigger nothing will be done.</p>	
1	Staff	We waste a lot of time and resources when we have inefficient processes. Lots of programs and procedures need to be evaluated for efficiency and reworked so they support all the other goals.	Annual surveys of the campus on the success/response of campus programs and procedures.
	Student	A must	
		<p>Make goals, make sure administration is meeting those goals.</p> <p>There is a significant degree of entrenchment that stalls universities' progress</p>	Step up small goals, followed by goals which could be achieved within months to assure long term success.
2	Faculty	<p>A lot of time and energy is wasted on this campus due to inefficient or ineffective organization.</p> <p>Everyone benefits efficiency and effectiveness</p> <p>Waste leads to less resources for quality teaching faculty and academic programs</p>	
	Staff	<p>Review departments efficiency/FTE</p> <p>Students are often frustrated with the inefficiency of administration. We are here for them so they should not need to feel like we are not working for them.</p>	Employ modern technology for common procedures like submitting paperwork to various offices. Survey students for improvements.

Level of Import	Primary Role	Why is this important	How should this be measured
2		With limited resources we need to be as efficient as possible.	This would include not having a department with more faculty than you have graduates in that major.
	Student	<p>Increasing the efficiency of the bureaucracy</p> <p>The red tape is ridiculous. Thin it out; make it so people don't have to walk from one place to the other repeatedly just to do something simple.</p>	<p>Reduce the amount of redundant paperwork and processes.</p> <p>Get a brain, use common sense, empower front line workers.</p>
3	Faculty	<p>Many duties that were previously centralized have been shunted onto department staff and faculty. The less often a person performs a task, the longer it takes to remember how to do it. This wastes time and makes all of us Jacks-of-all-trades. We should each be masters of our responsibilities.</p>	<p>Create staff and faculty positions so that each college has a go-to person for travel, etc. Currently, some faculty do almost all of the work associated with their own travel, some rely on a department coordinator to do everything, then there is a college level, etc. Progress could be measured by tracking the number of responsibilities that become centralized, instead of the duty of many-many individuals.</p>
		too many layers for approval of already-approved decisions	shed layers; train departmental managers more effectively
	Staff	<p>A well-organized staff is a happy staff</p> <p>Our campus is so unorganized and inefficient. I think a lot of the issues are due to high staff turnover. It costs us a lot of time, money, effort...and frustration.</p>	<p>not sure</p> <p>Approach campus protocols and processes from an entire campus attitude, rather than as a department or division. Provide consist guidelines for tasks being performed campus wide as opposed to a department having their own procedure.</p>
		Overall, there are many administrative processes, both in direct support of students as well as administrative functions on campus that can be improved. Conversations happen and great ideas are discussed, but there is a lack of leadership/direction/collaboration in the implementation of these ideas.	The implementation of streamlined processes all over campus will provide more time for proactive initiatives for further improvement to get underway.
		secret of success: organizational efficiency and effectiveness	not sure
		There is a lot of duplication of information occurring at the University with many people keeping duplicate records. If we had a central system for sharing some of that information, like SharePoint was supposed to do, it would reduce the burden on staff and faculty.	Tracking the number of duplicated processes are eliminated and the centralization of data.
	Student	Image of an efficient and effective organization reflects on quality and public reputation university has in community and with potential students/parents.	<p>Fiscally support security and safety programs, and communication systems to faculty, staff, students and community.</p> <p>Work with city to communicate and</p>

Level of Import	Primary Role	Why is this important	How should this be measured
			coordinate all levels of cooperation necessary between agency and university.
5	Administrators	There are too many silos and duplication of effort.  The university has relatively limited resource, we need to be organized to use those most effectively to enhance the students' educational processes.	Time to graduation and average educational cost.
	Alumni	Inefficiency is a deterrent to engagement  Make it easier for our students to begin their education at CSU Stanislaus by allowing their transcripts to be submitted electronically.	Faculty/staff and student evaluations  Students have to submit their transcripts during the summer, when there is limited or no school staff working in the high schools. If transcripts could be submitted electronically, students would be able to request them from the high school online, and the school system would then be able to process the request. As it is now, many students have their accounts frozen waiting for high schools to mail the paper transcripts in August.
	Faculty	Better use of resources so funds can be used towards #1, 2, 3, & 4  Important to the healthy operations of the entire campus	Reports on the reduced amount of unnecessary waste for
6	Administrators	The university's ability to be efficient and effective creates a healthy environment for students, staff, faculty, administrators, and community.	
	Staff	Increasing efficiency and effectiveness is necessary since the number of staff positions has decreased in the last few years but the workload had increased.	This can be measure by how long it takes for a job to be completed, response times for inquires, and any backlog of activities needed to be completed.
	Student	This should always be a high priority but not at the expense of the resources for faculty or students	Monthly/quarterly cost savings ideas and annual organizational events to ensure faculty spaces are clean neat and contain only the necessary up to date resources to streamline work, research and facility appearance
7	Administrators	Continue to refine processes	Processes clear and up to date?
	Faculty	Supports first five priorities listed	
	Other	This is a completely ambiguous thing to say. Is it referring to administration?	Budgeting should be classroom based; any money not spent in the classroom or library is what needs to be justified (security, legal, etc.)
	Staff	Bureaucracy is frustrating... let's make things easier for our students	

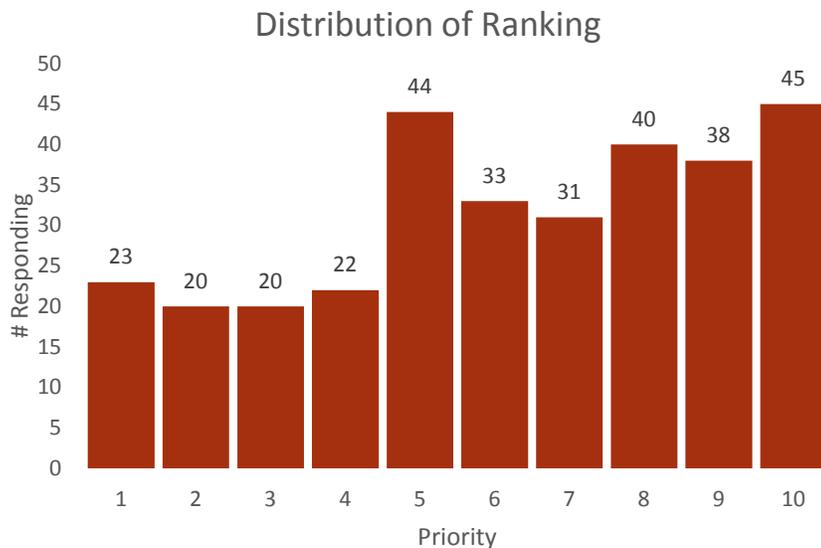
Level of Import	Primary Role	Why is this important	How should this be measured
7		<p>Reducing duplication of effort reduces costs and increases productivity.</p> <p>We have limited resources, so we need to work smarter, not harder.</p>	<p>How much paper can we eliminate? How many steps can we automate?</p>
8	Alumni	<p>Eliminate staff and administrative positions that are repeats of other positions. Tighten up the top. Further, make sure faculty evaluations are carried out on a regular basis and evaluations are not done simply by students. Senior faculty as well as administrators should be carrying out faculty evaluations if they do not already do so. Additionally, each new faculty member should have a mentor. In the long run, a good mentor can save a new faculty member from a lot of screw ups and wasted time and effort.</p> <p>Much too broad, not definable</p>	<p>Evaluations can be carried out and tracked on a rotating basis. Mentoring can be carried out by all senior faculty and organized by an official Mentoring Committee in each department.</p>
	External Community Member	<p>Always a problem on a campus</p>	<p>*goals/objectives met?</p>
	Faculty	<p>Because this is the most inefficient place I've worked out of my 4 professional positions (2-4 years at each). Though given that strategic plans are public documents, this item probably shouldn't actually be on this list at all, but it should be something that the president, vice presidents, deans, senate faculty, and ASI should be scrambling to improve behind the scenes.</p> <p>Bureaucracy is killing our desire to innovate and do things better. Let's cut through the red tape.</p> <p>This is something of a nebulous goal subject to fashions in organizational theory.</p>	<p>Improved systems of all the things! And a much better web presence/ site. This is just something you do! If it needs to be on the strategic plan then something in the organizations has gone horrifically wrong!!!!</p> <p>As written in Strategic Plan + ask the users</p> <p>Proportion of positions in administration in relation to direct teaching.</p>
9	Alumni	<p>An organization/university must be effective and efficient in order to stay relevant and necessary. The world is changing, education systems must also change.</p> <p>Supports core mission of institution</p>	<p>Evaluate student success measures relative to expenses</p>
	Faculty	<p>This does not rise to the level of something that we should call out as an attention getter. We should always do this.</p> <p>This sounds important, but I don't know what it actually means, and it implies that we waste our resources, which I don't believe is the case</p>	<p>Costs savings that are used to support the academic mission.</p> <p>I don't know what this means, so I can't recommend how it should be measured</p>
	Other	<p>Cost savings</p>	<p>Merge all the campuses of the central valley</p>

Level of Import	Primary Role	Why is this important	How should this be measured
9	Staff	<p>This has to come from the top down. We have gotten away from efficiency in that departments now are expected to perform work previously assigned to payroll, faculty affairs, purchasing, management, enrollments services, etc. the university opts to buy software packages that are not designed for an educational environment and terribly inefficient work-arounds have to be made because we don't have an adequate programming staff to format reports properly that again have to be modified to be useful and require more time to prepare</p> <p>This sits between Goal2 and Goal3 so is subsidiary to either</p>	<p>I would say surveys from staff but none of the input is taken seriously enough to actually implement any useful changes.</p>
10	Administrators	<p>This drives improvement.</p>	<p>Through bidirectional dialogue and open meetings; through satisfaction surveys; through increased enrollment because students want to come to a thriving growing campus.</p>
	Alumni	<p>Community resources are under utilized</p> <p>Need to be more cost effective</p>	<p>Target larger audiences such as ALL the local farmers' markets for support such as financial commitments for scholarships. Only Turlock has been accessed</p>
	Faculty	<p>Always should be part of any organization's review and planning process, it's probable that any obvious/easy efficiency increases were squeezed out during multiple budget crises.</p> <p>More computerization, retention of experienced staff and faculty, keep the memory of the school going and create a warm, satisfactory working environment where staff and faculty feel themselves attached.</p> <p>Not specific</p> <p>Not sure what this means. Too broad.</p> <p>We've done some streamlining and revisions already with reorganization and budget cuts. There are some reviews of structure already underway (library, OIT), and one should occur in the Provost's Office but this will occur whether or not a strategic priority and much of what was originally</p>	<p>Long-term % of budget used for non-academic/non-instructional activities</p> <p>Ongoing staff and faculty satisfaction surveys.</p> <p>I suppose bring in consultants who specialize in universities. Do you mean consolidating colleges? Eliminating Degrees? We tried that. Hope that's not what you mean.</p>

Level of Import	Primary Role	Why is this important	How should this be measured
10	Staff	<p>Hopefully with a talented group of higher administrators, faculty and staff, this can sort of begin to take care of itself, especially after reviewing the criteria attributed to this goal and taking into consideration of the time this was written.</p> <p>Life in chaos does not get things done, so this is important to the everyday support and work of the university</p>	

## 2.3 Strategic Action – Strategic Plan 2007.

Support the professional development, growth, and achievement of the University's staff.



Demographic	Priority	# Replies
Administrators	10	20
Alumni	9	52
External	9	6
Faculty	8	90
Other	7.5	4
Staff	4	59
Student	9	85
<b>Overall</b>	<b>9</b>	<b>316</b>
<b>Overall Priority Mean</b>		<b>6.2</b>

Level of Import	Primary Role	Why is this important	How should this be measured
<b>1</b>	Alumni	Education is the key to success.	Number of students enrolled.
	Staff	Bullying by management is out of control	Include staff representation in assessment of managers for raises or promotion
		Our people are our greatest asset and the only way the University grows is to invest in growing our people. Otherwise, they leave for better opportunities elsewhere.	Emphasize breadth and depth of experience for all employees and regularly challenge them with added responsibilities and compensation to match along a defined career development plan.
		Staff make the University work	Allocate additional training resources
		Staff need the same opportunities to thrive as the students.	Allowing to have an online degree program that is full supported by employee fee wavier
		Turnover in staff is causing loss of institutional knowledge and impacting student success.	
		We have lost far too many talented staff due to stagnant wages and no internal opportunities for existing staff. The joke is that you have to leave campus then come back to get a promotion.	Any positions that are classed higher than entry level should be offered to internal candidates first, even if it means providing some additional training to promote from within. Training someone from off-campus takes far longer for them to just learn the

Level of Import	Primary Role	Why is this important	How should this be measured
1	Student	That's how we become better	basics, than developing an existing employee.
2	Faculty	<p>I interpret this to also mean faculty - investing in the quality of faculty is the first priority to ensure student success</p> <p>Retaining the excellent staff we have, and promoting their success on campus, is key to having an efficient organization.</p> <p>Severely attenuated replacement pattern only beginning to rebound.</p>	<p>Student evaluations of programs and faculty (how about an objective to have all courses rated above average on the IDEA)</p> <p>Provide incentives for staff to continue their professional training, including stipends for completion of trainings, or easy access to In-Range Progressions for staff participating in development activities. Progress could be measured in staff salaries compared to staff at similar institutions, as well as staff salary increases compared to increases in the cost of living.</p>
	Staff	<p>I want to better myself, however it seems like the university does not value its employees. Across the state CSU employees have been asked to do more than what we originally took the positions we are holding and have not been compensated for it. We understand that the budget is not the greatest, but throw us a bone at least to prevent us from leaving and going to UC Merced making \$1,000 more a month doing less than what we are making at the CSU. Our #1 goal is to make this an outstanding learning environment that builds success for years. This is why I attended and graduated from CSUS and made this my career path to give back to the school however I feel that Staff and other members on this campus should be treated no different than the students to make sure their goals and success are just as important to continue and make Stanislaus nationally known.</p> <p>In order to provide excelling service, staff/Faculty should be knowledgeable and continue to research multiple fields to keep up with today's populations. Higher Knowledge, higher mentorship impact to students we serve.</p>	
	Student	<p>Personal experiences in my life, like having two parents as principles as parents, has shown me that the development, growth, and achievement of the University's staff will set the stage for the highest yield in student success.</p> <p>Teachers grow, students grow</p>	

Level of Import	Primary Role	Why is this important	How should this be measured
3	Administrators	Training is behind on campus	Completion of staff goals
	Faculty	Many faculty members could go elsewhere with their career, and support of research and travel is needed.	The committee on RSCA sometimes is too harsh with funding and good faculty members are not funded for research or travel.
	Staff	As all professionals, staff should be developed and provided opportunities for growth	Staff training and development should be offered that have clear and precise goals for advancement. The current offerings do not have any viable information how these tutorials are relevant to any particular position. Training proposals to keep up with the latest technology are be denied because they are told the university has no money available.
		Most staff not motivated to progress in their career	
		Staff development and achievement have not been a priority during the recent budget crisis, and staff morale is very low.	
		Without excellent staff, the University will cease to operate	Statistics on administrative functions to show weaknesses and strengths. How long does it take to process a requisition, a transcript, OIT Help Desk calls, etc.
	Student	Demonstrate to our faculty and students that working for our institution is not only great but the possibilities of growth here are endless	Provide internships, provide faculty with interns to show both that our administration cares about them.
		Happy staff leads to happy students. Hopefully.	Care about the staff, make sure they can feel worthwhile and useful.
		To retain the staff, CSUS should offer them opportunities to grow within their skill set and expertise which will trickle down to the student body	Require quarterly attendance to professional grow opportunities
4	Administrators	Faculty see themselves as independent consultants of sorts. Staff make the University run. More emphasis needs to be placed on developing the professional staff members of the campus.	Get the Unions out of the way as they hold too many good staff back. Trust in middle management to promote and develop their staff. Management recommendations for promotion, in-ranges, etc. Are ignored, which makes no sense. How can staff trust their managers when they are ineffective at properly supporting the best staff?
		Helps keep staff feeling positive	
		Without a staff that is well training and retained, their skills/knowledge become stagnant, and not in line with the main mission of the University	Number of professional development opportunities offered and taken by staff. Rewards/IRP's for staff that continue to excel. K12 schools give IRP's to Faculty/Staff for the number of units they

Level of Import	Primary Role	Why is this important	How should this be measured
4	Staff	<p>Staff provide an integral part of the university, and they should not be overlooked in their trainings to continue to provide excellent service and support to faculty, students, and other stakeholders</p> <p>Staff will work on professional growth if they see a benefit to them for the effort. If there's no hope of improved pay, promotion, or recognition, it's hard for them to make the sacrifices it would take to make significant growth.</p> <p>The University should be a highly sought after place to not only find a job, but build a career. It is ever unfortunate when talented individuals leave for lack of support, compensation or otherwise.</p> <p>There has been some growth here with the offering of Lynda.com and the skillssoft courses, but many of them do not relate to the work that we do on campus. Most of them are related to a private business type atmosphere. It would be nice if we could have on-campus training for all staff in areas such as grant writing, how to use the finance system to its fullest potential, meeting management, professional writing, and other technology tools. There is also not a clear path for how staff members can move up in the ranks. A management training program would be a great thing to have as a resource.</p>	<p>take as part of professional development. Why can't we do the same?</p> <p>Quarterly trainings whether in person or online, have documentation of trainings with supervisor signature</p> <p>Track the number of staff taking classes and training. Work to increase it each year. Offer UEE degree completion or master's program scholarships to staff who want to pursue higher education.</p> <p>Competitive pay, easier promotion and reclassification process</p> <p>Track the number of staff members completing the trainings and offer satisfaction surveys to the staff members that completed the trainings.</p>
	Student	<p>Growth of university's staff provides opportunities for individuals to be more successful. A need in all organizations</p> <p>It is important that the professors are able to grow so they can encourage their students to also grow and be the best they can be.</p> <p>Technology and communication</p>	<p>Allow/support opportunities throughout CSU system for job exchanges, to bring outside perspectives of other campuses to university. Encourage additional training/lectures/workshop attendance for knowledge/experiences.</p>
5	External Community Member	They are the unsung heroes	*comparative stats, now onward
	Faculty	<p>Address appropriate remuneration for skills they already possess which is the core need</p> <p>I think this is important for maintaining a quality university.</p>	

Level of Import	Primary Role	Why is this important	How should this be measured
5		Professional growth for ALL is important to make sure we are doing the best we can  Staff ignored and untrained	?
	Staff	This and the faculty should be combined into a single item. Because an organization is only as good as the people that make it up.  Staff professional development, growth will support faculty and students  Supports and makes possible implementation of every other action listed.  This is important in that it gives the staff the skills needed to continue to help our students in the most efficient and effective manner.	This is just something you do! If it needs to be on the strategic plan then something in the organizations has gone horrifically wrong!!!!  Not sure
	Student	Supporting faculty development trickles down to students  Can't run the university without them. Let's take care of them.	All development must have a detailed goal, and the effectiveness can be measured by how many of these goals are met.
6	Alumni	Ensure the faculty and staff have the professional development that they feel would be most beneficial to their job.	Staff surveys.
	Faculty	Necessary to support excellent faculty and staff  Staff skill development and staff job satisfaction are needed to support the other goals.  This should be tied with my "5" selection for faculty issues. Staff are major contributors to the quality of the educational program, and most staff have job descriptions that are unachievable at a high quality in 40 hours a week. Some are doing work above their pay classification, and are being underpaid at their classification. With high workloads, there's a sense of no time to engage in professional development work that takes time away from task. And we need to do more to help staff grow in their jobs.  We need to support the people who support us!	Satisfaction measures. Training hours.  As written in Strategic Plan + ask the staff
7	Alumni	If you don't do this, you will soon have a stagnant staff that functions under old ideas, teaching methods, and expectations.	Encourage travel to conferences, conventions, and workshops. Bring in speakers, host conferences, facilitate workshops, etc. To measure growth, survey participants. What did you learn? Why/how is this important? Further, be sure conference, workshop, or convention participants present at division and

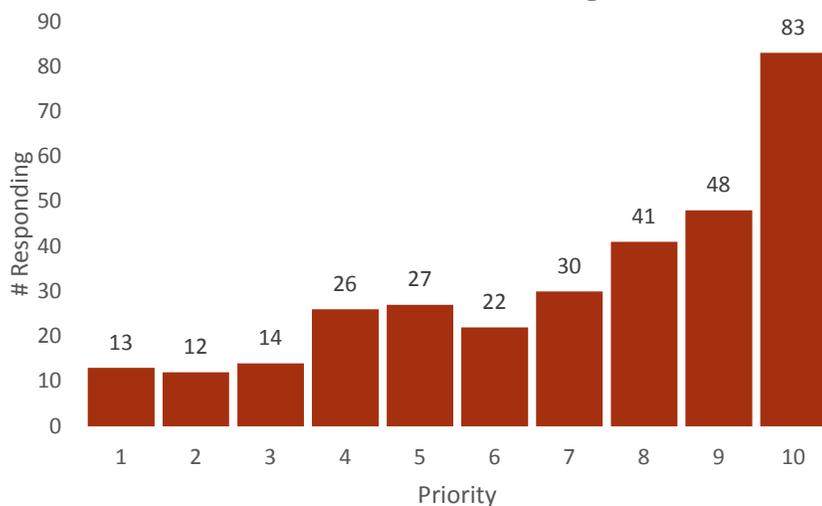
Level of Import	Primary Role	Why is this important	How should this be measured
7	Faculty	Staff need to be given opportunities and training in order to continue to grow in their career.	department meetings so that information they learned can be shared.
	Staff	Need a stable infrastructure to support the various goals and initiatives  Two important words for this: Institutional memory. A talented staff pool can provide better service to students (always our #1 'customer', faculty, and hopefully our community.	Again, surveying targeted groups with specific questions that assess attitudes allows feedback for initiatives.
8	Administrators	This is essential to assure skilled support staff to meet diverse demands toward student success.	Evidenced by job advancement, reclassifications for enhanced skills, and awarding of IRP for enhanced skills.
	Alumni	Supports core mission of institution	Assess change in participation of staff in professional development opportunities; assess the opportunities available on campus for professional development via HR
		Without educated staff, the students who are paying for their education will be cut short. If professors do not know what they are doing, they are creating a new wave of professionals who will not know what they are doing.	
	Faculty	Life is a learning process. We need to educate and train our staff for new changes at work, be it technological or learning of new knowledge.  Staff are important, but students come first  Staff carry-out so much of the operation of the university, they are critical to success.	Staff satisfaction survey.  Number of professional development opportunities, and number of staff participating  Staff retention rate, staff promotion and/or IRP success rate, attendance/utilization of useful staff development programs (from credit courses to release time for conferences/workshops/mini-courses to use of lynda.com)
	Other	Students should come first.	
	Staff	The typical college student is different than before, strategies and best practices are constantly changing, so it important that our staff has access to professional development opportunities in order to better serve our students.  This is subsidiary to Goal2	
9	Faculty	Supports first five priorities listed	

Level of Import	Primary Role	Why is this important	How should this be measured
9	Student	We must keep our talented faculty	Provide appropriate resources to students
10	Administrators	Professional development, growth, and achievement of staff and faculty may be beneficial to the University because it provides reoccurring opportunities for staff and faculty to improve their skills and knowledge. This is especially important to being influential to student success via service and pedagogy (i.e. Understanding student learning needs to improve student performance).  The staff play a major role in completing the details and developing the actual processes necessary to have the university function effectively and efficiently.	Review their opportunities for growth and development and the degree to which the opportunities are taken advantage of.
	Alumni	They should remain current or ahead in their fields, but as a priority, should do it on their own, regardless of University support	Data re: participation in prof dev, documentation of changes/improvements resulting from professional development, faculty evaluations
	Faculty	Important for staff to improve their office skills	Number of career development attended
	Staff	I believe this should be ranked higher but could not do so due to requirement to only use each number once; to stay current and competitive, staff need professional development	
	Student	With more support to staff, they will have positive feelings towards school and want to be more involved.	

## 3.7 Strategic Action – Strategic Plan 2007.

Enhance our partnerships regionally, with special attention to the City of Turlock.

Distribution of Ranking



Demographic	Priority	# Replies
Administrators	8.5	19
Alumni	10	52
External	8	6
Faculty	10	90
Other	9.5	2
Staff	10	60
Student	10	85
<b>Overall</b>	<b>10</b>	<b>316</b>
<b>Overall Priority Mean</b>		<b>7.12</b>

Level of Import	Primary Role	Why is this important	How should this be measured
<b>1</b>	Administrators	As a regional education institution, our partnerships with the surrounding communities need to be strong as our primary mission should be to educate and enhance the population for the benefit of the local community.	The University is a great resource for the community but it's unavailable to the community because of the parking restrictions.
	Alumni	Education is the key to success.  University has greater potential for being regional resource for capacity building to identify and solve local/regional problems	Number of students enrolled.  Number of students engaged in regional locals, number of locals reached, number of university outreach efforts in number of different regional locals
	Staff	If stronger relations with the community are formed, it will lead to things such as more internships, greater community support in terms of services and donations, enhance the student's feelings of civic duty, and provide students with a greater sense of belonging. Currently the lack of connection between the city and the University is apparent and if the tie between them was strengthened, I think it would draw in more high-quality students, as well as faculty and staff, to the area.	Track the number of projects occurring between the community and the University. Send out satisfaction surveys to both parties (faculty/staff/students and community members). Perhaps each college could take on a project the would enhance the connection between the University and the community.

Level of Import	Primary Role	Why is this important	How should this be measured
1		The University ought to be a resource for the community, partnering when possible to make this region better	The University needs to increase visibility, partnerships and service learning opportunities. Measurement should include surveys of service learners, participants in partnerships
2	Faculty	School District partnerships	New Generation of Educators grant
	Staff	This can be tied to the initiative on internships and workshops to help our students make the ties needed in the local community that they will need after graduation when looking for a career position.	This can be measured by the number of internships that are offered to our students in businesses in the local community.
3	Faculty	Turlock needs to embrace CSUS	
		Understanding organizational and community needs will help CSUS develop programs to meet key needs.	Survey businesses within the Valley, not just Turlock, to determine key needs. Review current programs and determine if they are providing students with a valuable education to fulfill employer requirements/needs.
		Working together, showcasing our talents and acknowledging the value of our community is crucial to ongoing support (financial and otherwise)	
	Staff	a better educated population improves the local community	collaborative projects and incorporation of local context into academic programs
	Student	The surroundings would be important as well	
4	Faculty	Every department could make community connections of given the time and resources, and the community when then become a great source of support and income--donating to the university and hiring our graduates.	Increase the number of links between departments and the community by 10%. A long-term goal would be to support 5 community-based projects for each department each year.
		Its home. partnerships with the local community enhance our ability to be part of that community	
	Staff	Need partners - we cannot raise educational attainment on our own.	
	Student	City provides opportunities for student to learn and be hired. Both agencies need cohesiveness of communicating needs and to stretch funding needs.	Measure through employed students, work experiences, funding saved with intern opportunities.
5	Alumni	CSUS is Turlock's college. It is the college most MJC students transfer to. Keep these points in the limelight. If you don't, you'll lose students and donors.	Tally the number of civic projects CSUS students and administrators participate in each year. For instance, your Provost/President met with the League of Women Voters for a luncheon. There's one!
	Faculty	Not only the City but the region! We are in the middle of agriculture and have not done our share to support this important economic activity.	As written in Strategic Plan + ask the community

Level of Import	Primary Role	Why is this important	How should this be measured
5		relates to Univ. mission	
	Staff	<p>I think we rely too much on the same businesses in Turlock resulting in them backing out of providing services to the University.</p> <p>The campus community is connected but we don't leverage those connections. Find out about those connections and start building on them. There's a huge civic engagement between the campus community and the region. Use it.</p> <p>This goal is important to support goal 1.7 and build ties to alumni and other possible means of support to the university.</p> <p>We live here, let's be great neighbors</p>	<p>Expand to the six county range to get more businesses to engage the University</p> <p>increase outreach to business and town leaders</p>
6	Faculty	We are here to help our local community.	Number of graduates working for the local organizations as an intern or full-time employees
	Other	Even people in Turlock don't know about our University.	Community events occurring on campus on weekends.
	Staff	We need our community to keep the university going as the community hires our graduates, supports our programs, encourages employees to attend, and provides real data on the knowledge and skills that they need from students	
	Student	<p>Internships, etc.</p> <p>Remind community that we are a part of the entire community</p>	Have volunteer programs to help out the city.
7	Faculty	<p>Because we don't exist in a vacuum and our students come from our community and make it up once they graduate. Though given that strategic plans are public documents, this item probably shouldn't actually be on this list at all, but it should be something that the president, vice presidents, deans, senate faculty, and ASI should be scrambling to improve behind the scenes.</p> <p>There's nothing wrong with this priority, but some of this is addressed in the engagement topic I ranked highest (Service Learning esp.) and I also feel that until we get some of our internal issues fixed/updated that we're not in as good a position as we need to be to be connecting well with others. What we're doing now is great, and should grow, but we have many people whose job descriptions require outreach efforts and they have ample resources to help us to make some improvements</p>	This is just something you do! If it needs to be on the strategic plan then something in the organizations has gone horrifically wrong!!!!

Level of Import	Primary Role	Why is this important	How should this be measured
7		over the next 2 years while we work on other issues. I'd also note that I'd like to emphasize Stockton if we did take on this issue - Turlock we have a decent handle on but Stockton has extraordinary educational needs that are not being met.	
		We are a regional-public university. We have a responsibility to be a change agent in the communities we are a part of.	Number of university/community partnerships
		We need to be in touch with Turlock's municipal board and nearby cities' administrations and regional employers' associations, we need to know well what is expected from us in the region so that we can tailor our programs accordingly.	Satisfactions surveys from city administrators and regional employers, employers' associations.
	Staff	This should increase student internships regionally	
8	Administrators	It is important for funding from community partners.  Ongoing positive and proactive community relations improves the environment for our students and the employees of the university.  Strong collaborations will help to minimize the burden of expense, man hours, and undesirable morale. It will also help with sharing ideas while having shared value and understanding of responsibilities.	Keep records of the university's involvement in community activities.
	Staff	Engaging our city will help students to learn to be engaged citizens  The success of the univ. depends on the support of the local community.	voting survey
	Student	Being involved in the community is very important.  It is important to work with the community  The Central Valley has a lame economy compared to SoCal and the Bay Area; so it's imperative to build up a competent local workforce. Working with the City of Turlock is a positive sign of being a good neighbor	
		Vague. What?	Partnerships how?
9	Administrators	Advocacy by the community and alumni is critical to reputational success.	By the number of integral financial partners, by the regional use of campus experts, by survey of community feedback and feelings about the university.
	Alumni	probably for job/internship connections	document partnership outcomes

Level of Import	Primary Role	Why is this important	How should this be measured
9	External Community Member	Focus on Turlock is wrong	
	Faculty	I would broaden that to Stanislaus County, as well as Merced and Stockton, as the need is so great in this area, and the university does so much (and probably can do much more).  Important as a grassroots/bottom-up approach, but not as important from a top-down university administration approach  Partnerships equal good will and endowment	Number of courses/graduates at the Stockton Center (our largest, most underserved local region)  Strange how campus and town are not connected. But regional business partnerships should be mutually advantageous. Target could be regional recruiting by partners.
	Staff	Partnerships provide jobs for our students, resources we don't have on campus and extra funding.  While this could be of value, until we commit fully to this task it is a waste of time.	How many students are hired locally? Has local business giving increased? Is our University the first choice for hosting programs and events in the city?  Commit staff and resources to making it happen or don't waste time and money.
	Student	CSUS needs to be connected and networked with local businesses that support and provide services or employment for the CSUS community	host more community affairs on campus
10	Administrators	include constituencies	build a relationship with city
	Alumni	Local partnerships increase student conduct with the professional world and gets students in touch with those that can aid them in obtaining a career after graduation.  Town-Gown relations are vital to university success	Qualitatively assess collaborative efforts
	External Community Member	Of minor significance	do NOT become parochial, be regional, statewide, and beyond
	Faculty	I would rank this higher, but I am disillusioned.	We could make stronger partnerships, perhaps, if Advancement staff worked more closely with faculty. It's hard to sell what we do to the public if our own staff don't understand what we do. I recommended greater attendance by Advancement and Communications staff and Administrators at Faculty Lectures and Department Seminars (when given by our own faculty). Progress on this might be measured not only in dollars donated, but by the number of faculty, staff, and

Level of Import	Primary Role	Why is this important	How should this be measured
10		I'm not sure what partnerships we currently have, but our region expands far beyond Turlock and Stanislaus County	students directly working with community partners.
		This is a feel-good goal. Of course, reasonable relationship with the surrounding community are desired.	Number of contracts and amount of student involvement
	Staff	The other priorities if built properly should bring more of the community leaders to us. I think our resources are best directed to the campus.	Advancement should be reaching out to the community leaders already further develop and strengthen partnerships.
	Student	It is important to have good relations with the city, but I don't see why this would be a priority.	Vague community support and student envelopment within the community

## Additional Strategic Actions – Open Question.

If you would like to add (one or two) new strategic actions/goals list them in space below.

Primary role	Added-strategic action/goal	Reasoning	Measurement
Administrators	Increase the efficiency and transparency of the applicant/transfer process for our students coming from feeder institutions.	The process of admitting and transfer a student from our k12 and community colleges is still a manual, labor intensive process. There is software tools available to automate the electronic transfer of transcripts and course work from our k12 and community college partners, however we're one of the only CSU that isn't taking advantage of this service because enrollment services is understaffed or unwilling to dedicate time to this project.	Number of feeder institutions that we've established a partnership with and implement electronic transcript processes to import the student's coursework into PeopleSoft automatically.
	Promotion and support extracurricular activities for students	Extra-curricular activities include campus student-led newspaper, clubs and organizations, government, and NCAA sports. Some benefits are a positive university experience, school completion, and behavior/performance. Using the example of sports, students will learn and practice discipline. Routines and drills are required to encourage good behavior. This helps with intrinsic motivation and self-confidence. Discipline is important to student success from a student's perspective: students will feel like they can achieve their academic goals. It can be reasoned that discipline can help with the overall university experience by regulating good habits in and out of the classroom. Extra-curricular activities can support this cause. Sports may also help with earning revenue for the university.	
	Support & invest staffing to support programs that enhance student retention	Student retention and graduation rates are key for accountability, however, student success is ultimately the goal. There should be additional staffing and financial support directed toward programs that enhance retention through student success and engagement.	Measurement of learning outcomes and retention and graduation data

Primary role	Added-strategic action/goal	Reasoning	Measurement
Alumni	3.8 enhance university contribution to the regional social, economic, and ecological health and well-being	This is both the means and measure of the effectiveness of your students.	Surveys, enumerating numbers and types of engagement and collecting stores of successes
	As stated previously, there is a large population at farmers' markets (especially Modesto certified farmers' market which have offered but been rejected in their efforts to support the CSUS community, particularly sports.	The students in sports move through their academic career at a less intense time frame due to travel, practices, etc. They could use a system where they do not have to take a lab in a separate semester from the classes.	
	Build a PhD programs	To provide an opportunities for local students to pursue PhD level degrees without moving out of the area.	
	Core mission of the university		
	Ensure affordability of education	Finances are often a determining factor in the recruitment and retention of first-generation students	Evaluate university foundation efforts to attract support for new scholarships or other forms of donor giving. This can include direct donations or in-kind donations by individuals and other external stakeholders.
	Improve retention and completion rates for basic skills students	I realize that CSUS is a four-year institution. However, the reality is that we have an abundance of underprepared students in this area. For instance, Modesto junior college has approximately 22,000 students. Of those students, 75% to 85% are underprepared -- reading from a 4th through 10th grade level. This is sad, but this is the reality. Colleges need to deal with this population and need to create programs and policies to help increase retention and completion. Oh... Not for the sake of the college or even for the student so much... But can you imagine a nation of uneducated people? Not a pretty picture! We -- colleges and universities -- have a huge task! Until we get real, we won't begin to tackle that task.	The California community college chancellor's office put out a document that outlines best practices (and ways to measure these practices). Although you are a CSU, it might benefit you to have a look at these practices and policies. I'm including the web link here: <a href="http://extranet.cccco.edu/portals/1/aa/basicskills/2013files/bsi_e-resource_10-18-13.pdf">http://extranet.cccco.edu/portals/1/aa/basicskills/2013files/bsi_e-resource_10-18-13.pdf</a>
	Make more classes available	Students are forced to go off campus to other schools in nearby communities in order to meet career goals	Most students are able to get the classes required for their career path 80% at least
	Real world skills	Being able to communicate both verbally and written.	

Primary role	Added-strategic action/goal	Reasoning	Measurement
	<p>New: Expand and publicize Tri-College Center in Merced as a major interdisciplinary Higher Education/Community learning and research center with a strong focus on innovative exploration and resolution of regional socio-ecological challenges by students, faculty, government agencies, businesses, NGOs, faith communities, and other communities of interest (AKA "stakeholders"). Consider branches in all service area counties, cities, and towns.</p> <p>Online Class Offerings</p>	<p>Supports 3.8 and general goal of Enhancing the relationship between the University and the community.</p> <p>Community colleges and CSUs need to increase their online offerings. This not only save classroom space (good for the institution) but also meets the needs of today's busy (often working and traveling) students. Further, the world is going tech. If our students learn to function in the cyber world, we are giving them a skill that will better prepare them for functioning in the real world of the cyber world.</p>	<p>Statistics measuring number and effectiveness of interactions</p> <p>First, online teachers should never just say, "Oh, cool! I know how to do that. I could teach online." Seriously? Online instruction needs to be consistent, filled with best practices, and monitored. MJC employs an instructor to teach, train, certify, and evaluate on a continuing basis our online instructors. As noted in a previous comment, for more on this, contact Michael Smedshammer at Modesto Junior College.</p>
External community member	<p>Determine what CSUS stands for -- the one main characteristic</p> <p>Students informed that they must give \$\$ to CSUS; inform them first day of class! Keep at 'em through graduation and, of course, beyond</p> <p>Faculty tenure preparation</p>	<p>Marketing the place as university known for its x</p> <p>People associated with CSUS have not been trained to the habit of giving \$\$ to the place, especially its grads</p> <p>Providing additional course release time for tenure track faculty.</p>	<p>Definition, branding, widespread advertising, dogged recruitment of faculty and students to support x</p> <p>message creation, delivery, comparative stats - normative and at least 5 years beyond graduation</p> <p>Deans and provost should provide junior faculty with strong support for tenure preparation through actively identifying faculty whose research may require course</p>

Primary role	Added-strategic action/goal	Reasoning	Measurement
			release time to increase their chances for successful tenure.
	Human issues --harassment	For obvious reasons...	Chair term limits university wide.
	Increase 4 year graduation rates	College is costly and it also delays students from getting employed in their fields until they finish their programs	Simple numbers
	Increase academic support staff	Staff spread too thin -- doing too many jobs -- no backup	Increase academic staff by 50% in 5 years
	Perhaps a combined goal that addresses the diversity and full development and support of faculty and staff, rather than asking us to rank order one group of employees over another.		
Faculty	Environmentally friendly campus landscaping	We are an integral part of this community and what better way to demonstrate to ourselves (students, faculty, and staff) and the surrounding community that we are responsible stewards of natural resources than by adopting landscaping that uses plants and trees native to this area. There's a golf course feel to the landscaping here, landscaping which requires vast amounts of water and human attention (i.e., \$\$\$). We need to move beyond a late 20th century mindset about green lawns and into a 21st century one which acknowledges natural resources are not endless (especially in the central valley!)	Through the replacement of green lawn with native plant species. The quicker, the better.
	Faculty training	Faculty with developed skills and pedagogy are vital for cultivating student success.	Course release and more funding for research and training
	Fix GE	Students anecdotally complain about GE being a hindrance to their goals. We need to make getting the required classes as easy as possible, and we need to foster more relevance for GE in students' minds. I suppose we need to emphasize the practical skills and career advancement we offer, but we also offer a rich exploration of knowledge. Help students want that, perhaps partly by solving nagging issues with registering and advising. Maybe they all need a course in college their	

Primary role	Added-strategic action/goal	Reasoning	Measurement
		freshman year in which they chart out goals and learn how to explore.	
	Grow grow grow	Increase enrollment to 15,000 -- demand increased budget from CSU	12,000 within 5 years -- new buildings -- expand Stockton --
	Have all courses evaluated at average or above on the idea	Quality of instruction correlates to student success	Count each semester how many courses were rated above average, average and below average. Set the goal to decrease the number of below average courses each semester.
	Help students to get into classes	I see many students who cannot get into the classes they need.	Departments should have paths for majors and know how many students they need to accommodate. Use the wait list to drive additional sections of course.
	I'd rework the "engagement" topic to be something along the lines of "develop a comprehensive curricular program that integrates undergraduate, graduate, GE, and disciplinary learning outcomes to prepare students for civic engagement, family roles, and paid and unpaid work	We need a comprehensive curricular experience that - as the president has indicated many times - prepares students for all kinds of opportunities during and after college and that de-centers the major as the reason for attending college. The priority we should have really isn't "engagement" but "learning"	
	Increase the size of the programs in impacted or high-demand areas (nursing, cis)	There is great demand in the local area for certain professionals, and many students are paying very high tuition to take basic skill courses at private, for-profit institutions. I think these students would benefit from the greater depth of a CSU Stanislaus education, and in turn the entire community would benefit from the increased skill and education of desperately needed professionals.	Number of impacted programs; number of majors in professions/areas identified as high-demand in the area
	Promote new interdisciplinary and cross-department/college academic programs and research centers.	More universities are moving towards theme-based, multi-disciplinary organizational structure of academic programs in recognition that the important areas of scholarship and learning happen at the intersections between disciplines. We are stuck in an old, disciplinary model that makes interaction across disciplines, departments, and colleges very difficult, and leads to infighting for resources.	Number of new multi-disciplinary programs and centers that are established.

Primary role	Added-strategic action/goal	Reasoning	Measurement
	Reassess workloads	Overworked employees do not have time for careful implementation of new duties nor creative development of creative entrepreneurial ideas. Instead, we work in a constant state of crisis. If we shirked hard work, we'd hardly choose this workplace. If we have time to be thoughtful, we can do incredible new things and plan ahead for future opportunities.	For faculty, we should aim for a reduction in teaching WTUs, down from the maximum allowable in our contract. 18 WTUs would be a good goal.
	Relieve faculty of an increasingly heavy administrative load, to free them up to focus on teaching and research	Faculty are overburdened with administrative chores. This has increased significantly in the twenty years I have taught here.	Faculty should be given lighter teaching loads to compensate for administrative tasks and administrators should focus on decreasing not increasing faulty workload.
	Support, celebrate, and expand our graduate programs	This area is the most economically depressed in the state. We need more professionals and more people with higher-level critical-thinking and writing skills to innovate, uplift the region, and solve the serious problems we have here	Make graduate programs more attractive. Offer fellowships and fee waivers, as we used to. Targets could be at least 50% of graduate students get professional training, internships, or mentoring. At least 2 students in each program get fee waivers, and at least 2 get fellowships. Commit to keep CECE programs going for 5 more years. Reinstate the graduate school with a director.
	Transparency in administrative organization, hiring, and salary decisions.	Who on this campus knows the organizational structure of the administrative personnel of our university?	Release of structure and spending costs.
Other	Assist with the development of college graduate jobs in the region	Right now we have a brain drain, those that get a degree often have to leave the area to find work. This does no one any good, including the university.	
	Library services / computer lab		
Staff	1.9 strategic action: prepare students to be leaders in their field who are globally aware and responsive to environmental and sustainability issues.	With the possibility of entering into a time in history when we are in a perpetual drought in the central valley, global warming is becoming more evident daily, there is increased globalization and dependence on foreign fuel resources is tenuous, the university's students need to be prepared to address these issues and possibly translate that understanding into a future career, or a component of a future occupation.	Establishing a GE pathway in sustainability and / or global awareness could provide an opportunity for students to enhance their knowledge of these issues, while also making their upper division GE more meaningful as the students would be able to understand how to analyze the same topic from different disciplinary viewpoints

Primary role	Added-strategic action/goal	Reasoning	Measurement
			and increasing their overall critical thinking skills. Tracking student GPA of those in the pathway vs. Those who are not could be a measure, as well as student and faculty satisfaction surveys pertaining to the pathways.
	Branding - self identity	To increase enrollment out of our geographic area we need to have a recognizable brand or identity that meets a market demand. Then we need to be the best on the west coast in that identity. When someone says CSU Stanislaus, the reply should be "oh the nursing school" or the international exports business school, not "where?".	Brand recognition surveys across various geographic regions.
	Employee compensation and ability to move up in range must be addressed.	The loss of quality employees is damaging the strength of our institution. Also, due to low wages the campus is unable to recruit the best and brightest who will assist in making CSUS a force in the future.	
	Establish a compensation pool and a formula to improve the salary equity of staff, who rank almost last compared to other CSUS.	Staff morale is very low because of a lack of economic incentive to work hard & do an excellent job.	
	Funding for facilities management	Management and updating of campus facilities to make campus attractive and functional.	Set targets/goals each year for upgrading and maintenance of campus.
	Increase the services offered to reentry students and work to enroll them and ensure their success.	Our region needs an educated population with real skills; verbal, written, technical, and professional presentation. It's common that the need for these skills shows up later in life, and mid-career or older students want to succeed. If they don't view higher education as being friendly or accessible to older students, they will not even try to enroll. Explore admission, advising, enrollment, and student success measures for older students.	
	Production and efficiency of university advancement division		

Primary role	Added-strategic action/goal	Reasoning	Measurement
	Provide a sufficient number of courses and sections.	Our students are very frustrated that they can't get their classes because they fill so quickly, thus preventing them from graduating in four years.	Offer enough courses, measure which classes fill quickly to know which sections to add. Eliminate courses with very few enrollments.
	2.6 Strategic Action: Support innovative curricular and co-curricular opportunities to instill in students the pride of scholarship.	Students that participate in research, learning communities, presentations etc. Have much more buy-in than students that are not engaged.	Track the number of students participating in research, learning communities etc. And compare their retention and graduation rates, along with other indicators like GPA, with those who do not participate.
	Ensure our campus is safe.	If we don't feel safe, physically and emotionally, we won't perform well.	Crime statistics, do we have enough police officers and residence assistants? Campus lighting, escorts. Statistics on students dropping out or employees on mental leave, Counseling Services appointments, etc.
	Focus programs	Once an identity is decided on, we need to be the best at that. Scale back programs that do not meet that identity or have low demand in our area, and focus efforts on building our strength in this new focus. Ensure that students who follow their 4 year plan can get in to classes on their plans. Perhaps by building a 4 year plan on entry, a contract is created whereby if they follow it, those classes will be available to them. This would also help with course scheduling.	Enrollment, waitlist, drops, graduation rates. Followed by brand recognition surveys.
	Recruit and retain a diverse and engaged faculty. 2.1 Strategic Action – Strategic Plan 2007.	Faculty and all staff including administration are the main resource on campus. We need to maintain our investment and promotion in them.	
Student	Addressing student challenges	Looking at the challenges that students will face in the future and investing in resources that will help ease these challenges.	Should you all metrics associated with student success.
	Bicycle transportation plan near and around campus	Provide students safe and easy alternative mode of transportation. Bicycling is a good form of exercise and transportation, and encourages good habits now and in the future.	

Primary role	Added-strategic action/goal	Reasoning	Measurement
	Complete my BA in two years	College is expensive so the less time I'm here the more realistic it is to acquire this goal.	Should be the main priority to get students in and out as quick as possible
	Cost control	Don't burden students with mountains of debt. There's talk of higher education being like the housing market in that it will be the next bubble to pop and collapse. Also, education should be something prized; it shouldn't be something that you sell your life and soul just for the chance to go to university.	Really analyze budgets; do things on a single item basis (no comprehensive things to sneak in little projects that shouldn't really be funded). Look at the costs you're forcing all students to shoulder and see if it could be changed to more fair means-- perhaps a use charge or an optional sign up (ex: want to use the gym? Then pay for unlimited use this semester!")
	Engage counselors into seeking out	As an undeclared student for 3 years I never received an email from a counselor suggesting an appointment or orientation on what GE I should take	Many students feel left to float alone without any guidance and having the resources they find it difficult to assess their progress
	Enhance peer support groups through tutoring center	Many students are unaware of the tutoring center services or how applicable the peer support can be to their learning	Require each professor to discuss benefits of the tutoring center at the beginning of each semester
	Fun activities for students	This is important to give students a few ways to lower their stress and hangout on the campus.	
	Greek housing	It will give the fraternity and sorority organizations a feeling of support from the university. It will increase Greek student morale and can increase student involvement. Greek housing could also increase university revenue through rental fees, etc.	Survey Greek students to see if they would live in Greek housing. / work with the city of Turlock to buy land and build housing. / utilize the Greek community to raise funds for the housing.
	Improve faculty working conditions	Faculty working conditions are reflected in the work the put forth with their students. If they are being compensated inadequately it will manifest itself in the way they perform in the classroom. We have a great faculty and they are simply not being paid enough.	
	Improve Stockton campus	There are a lot of students closer to Stockton that are struggling to take courses all the way in Turlock. This is either due to job hours, transportation, or there are not a sufficient amount of classes offered. This would make a huge difference	Considering the fact that the majority of the Stockton campus has more liberal studies majors, perhaps keeping track of how many people are willing to/actually

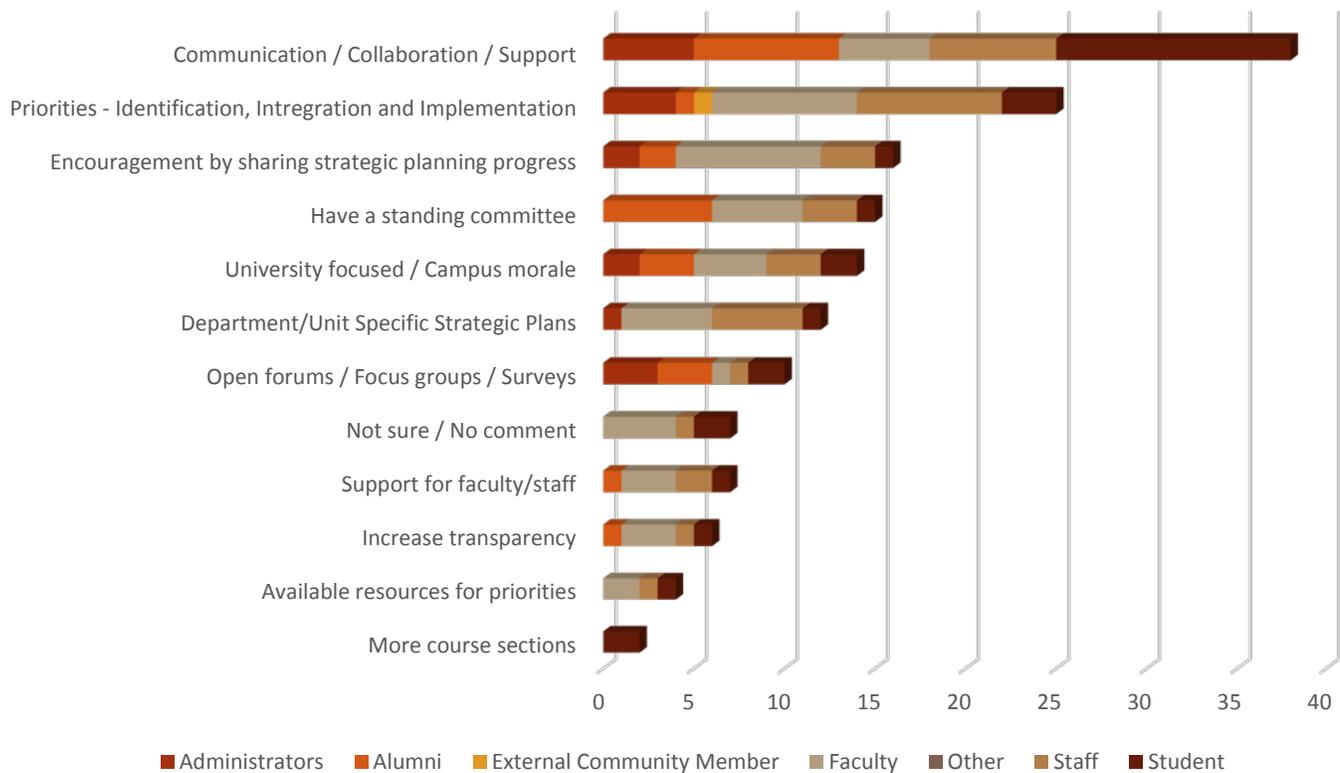
Primary role	Added-strategic action/goal	Reasoning	Measurement
		in the life of those who would really love to attend classes at the Stockton campus. As a liberal studies major, we were promised wide range of classes that were to be offered in Stockton. Unfortunately, there has been no sign of importance to those attending this campus. Please consider making a positive change and consider those who would appreciate the implementation of more classes.	attend those offered courses. The night classes are the ones that have a huge success on this campus.
	Include more spaces for students and faculty to engage in their diverse backgrounds	Campus as of now seems to be a place where diversity is not always allowed to flourish, it needs more safe spaces for people of different ethnicities and orientations to get together and feel comfortable	Encourage students and faculty to be more involved on campus and have designated safe zones for nonviolence, can ask students and faculty for level of comfort expressing themselves on campus
	Less funding for administration/ administrators	Administrators are overpaid and administrative services and functions are over-funded, which has increased tuition exponentially.	Tuition increases/ decreases should be (one of) the measure(s).
	Library hours	When there is midterms and finals week. It is a high priority to extend after hours for students to focus on their studies	By conducting a survey via email for both alumni, undergrads and graduate students.
	Lower tuition	Student debt is out of control	Progress measured by how much you can save students
	Lower tuition and costs	It would reduce debt of students and also make education more affordable for low income people.	
	Maintaining affordability	In order to best serve the citizens of Turlock and the greater central valley, CSUS must work to maintain affordability as to provide access to high-quality education to the widest demographic of citizens.	This can be measured by observing increases or decreases tuition costs over time.
	Organization of classes	Because having students sign up for classes that do not yet have teachers lined up is wrong. Having it all organized with teachers in place before registration will help the students.	
	Provide new undergraduate and graduate programs in engineering and law	It is important to have a diverse range of career paths to choose from.	
	Recruit quality psychology graduate professors	Without quality educators, our education suffers, as well as our future clients	Student feedback. / have current, longstanding faculty observe new faculty's lectures

Primary role	Added-strategic action/goal	Reasoning	Measurement
	Registration for classes	Most of the times, it is stressful to register for classes that you need. I think there should be more popular courses available and less courses that students do not take.	I think there should be a survey done on what course is popular and start making those classes more available.
	Scholarships being advertised more.	Students are broke.	
	Selection process for new faculty	Develop a plan for monitoring new faculty once hired to ensure appropriate teaching is happening.	Have other department faculty sit in on class sessions periodically.
	Successful careers after graduation	How students' progress after college success rate	% of jobs that are landed by undergrads that pay more than \$30,000 annually and then 5 years' salary w a degree
	Develop new programs that demonstrate the greatest centrality to the		
	Beautify the campus	Many of us students spend most of our time on campus and it is important that the campus is a fascinating, pretty place to be and stay.	More trees, art, use of present land.
	Better parking	Students have to fight for spots and some spots are too small	Parking satisfaction survey
	Career Day	This should be a high priority for students who want to pursue their careers and internship tabling for students who would like to practice in their field	On the third month of the semester before midterms week.
	Include Education for Co-ops	Co-ops are fast becoming a natural function of many South American countries and are more successful than failed Capitalist-owned enterprises.	The Political Science and Public Administration Department could be the lead for this idea.
	Maintain in person lecture experience for students	Making sure that the lecture experience doesn't become phased out over time should be a goal of anyone who is a stakeholder in the university system.	Are we keeping the same percentage of on campus courses would be one place to start.
	Offering more ITV courses at the Stockton campus	Since some students are unable to make it to class on time or do not have the opportunity to drive out to Turlock, offering more ITV courses in Stockton would really benefit these students.	Keeping in mind the classes that the liberal studies majors need in order to graduate would give a good idea as to which classes will be needed for ITV. Especially the

Primary role	Added-strategic action/goal	Reasoning	Measurement
	Promote Active Transportation	In promoting active transportation (bicycling, walking), Stan can alleviate parking problems while promoting sustainable practices and environmental sustainability.	<p>afternoon classes, which Stockton students tend to attend in larger numbers.</p> <p>This could be measured by observing the amount of people walking/bicycling on campus or by increases or decreases in the numbers of people driving to/parking on campus.</p>
	Remove old bookstands in library and create more cubically to group study	To prompt inter-peer learning and maximize "the safe place to learn" the more students are encouraged to be at school in a library potentially the more likely they are to engage in academic learning and work	Consolidate relevant literature to smaller square footage, streamline materials to electronic version, fundraise for monies to create student learning space, engage student body in design and development of area, create outside access directly to second floor resource lab

## Question 5: – How can strategic planning become more integrated?

Chart of Responses Categorized



### Primary Role

### How to integrate across units

#### Administrators

Build it into the culture of the campus as an ongoing effort, and not an occasional focus.

Cross-division collaboration breakout teams focused on one strategic action/goal

Implementation, implementation, implementation. Guide and direct department administrators, staff and faculty about how the strategic plans are implemented in their divisions. Market the goals, be enthusiastic about improvement, reward those who clearly work toward strategic goals and planning, share positive examples of strategic planning across the campus, and make a friendly competition out of it.

Include other Divisions and areas in planning meetings and discussions.

Meetings to discuss and implement this idea.

More dialogue about annual progress and areas of improvement with support

More effective communication among leaders so it may be trickled down to all units and made a priority

More open forums and focus groups on a regular basis should be held.

Strategic planning needs to become part of the fabric of the campus community. The highest levels of the administration (VP's and president) need to refer to the plan and the processes related to the plan on a regular basis. They need to keep the university focused on where we want to go and the successes the campus community experiences. The budget must reflect the strategic plan in both good and bad budget times. The strategic plan must evolve and priorities need to be changed as the university matures.

Surveys are helpful in gauging the thoughts/interests of the University

The campus strategic plan should be very general. Each college, department, etc. Should be made to develop their own strategic plan in support of the University plan.

To be successful with strategic planning integration, the strategic plan may be implemented in stages in addition to involving all task experts as stakeholders. Phase integration is ideal for understanding goals, important elements needed for integration, and focus. This phase may also help with the inter-workings of one discipline into another. Campus collaboration will be necessary for all functions of the strategic plan while inspiring cultural, political, and social undercurrents of the campus community.

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## Alumni

As one preparing for a WASC re-visit this year, I am very aware of the new requirements to put into place and document strategic planning in instruction, curriculum, assessment, student support, resource management, etc., etc. I think thoughtful and forward-thinking development of rubrics or checklists, along with regular meetings within and across stakeholder groups to monitor and refine progress is the only way to accomplish this new emphasis of the WASC post-secondary process.

Create a planning Committee and include appropriate stakeholders including a student/alumni representative

Engage regional communities in the process through outreach efforts: 1) sending teams of administrators, faculty, and students into regional communities to meet and discuss how regional residents, organizations, and institutions see and would like to use the potential of the university's resources, including its students, and things they might consider contributing to the university; 2) offering on-campus forums or other opportunities for engagement between university administrators, faculty, and students with regional individuals, communities, institutions, and organizations to share knowledge and explore resources for addressing regional and university concerns.

First, you need buy in. Without buy in, nobody will want to come to the party. Administrators need to connect with deans and chairs, who then carry the message to division and department meetings. Our Academic Senate, faculty union, curriculum committee, and other college governing bodies got involved about the same time. The message was disseminated at meetings. Next, specific committees were formed to help carry and clarify the message. Faculty rebelled. All this took time away from teaching. Faculty has rebelled for about two years now but is finally starting to come around. What is bringing them around is the understanding that funding is connected too much of this. Without funding, none of us would be here. Give faculty the honest truth. Clarify what you want them to do. Find your strongest people to chair committees that can start working from within.

I have always believed that in person meetings at CSU Stan were effective. Giving everyone an opportunity to share their perspective is important for collaboration. Surveys and online resources will help engage more students. I highly recommend small focus groups for students administered by faculty.

Invite the general population of graduates to participate in some portion of the planning.

Involve them all. Do not create plans for a certain department. Make one for the entire California State University System. By increasing effective and educated teachers the students receive a better education. Effective instructors increases the schools productivity, enhances the students experience, and results in a well-educated person that may eventually return as an employee. Effective students go out into the work force and productive and knowledgeable professionals, which benefits work fields.

Keeping the communication lines open to all parties concerned and remembering that the Universities sole purpose for being there is the "Students"

Look into a student/faculty committee

Needs to be a fully engaged process to involve all those stakeholders. Performing this is not an easy task and needs to have buying at the very top.

Not sure who is on your committee, but hopefully representatives were to some extent selected by the stakeholders they represent.

Technology as a starting point via email, social media etc.

The more involvement of stakeholders, the more likely that they will support the goals/action plan and see to its success.

Use alumni groups and advisory boards to contribute as well as critique the plan as it is developed.

You can hold various stakeholder focus groups at various more localized levels and then work toward a large-scale campus-wide series of for a to solicit input. Make sure that all planning is transparent even if it takes longer than anticipated (2 years is a very short period of time to actually carry out a strategic plan for an institution of Stan State's size. Most universities use a five year basis as two years will not yield the assessment data you need to evaluate the plan. In addition, the plan needs to be evaluated annually and potentially adjusted as that data becomes available.

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### External Community Member

Not sure that such integration should begin at university-wide level, at top of pyramid. Try it the other way around, from smallest units up to policy/admin level.

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### Faculty

All collages should have a strategic plan, derived from the campus plan and this in turn should be linked to departmental strategic plans.

Continue wide representation from different stakeholder groups in this process

Create some campus-wide in-services that have all members of the campus community coming together to address these issues - make this a focus rather than an add-on. Budget requests and program decisions should include an indication as to how the actions tie in to one or more strategic priorities. We need the priorities to be emphasized often, not just at a state-of-the-university address at the start of a year. We need to refuse to participate in projects that don't help us achieve our priorities, and actively seek funding and partners for the projects that do. We need to be clear that items in the SP that are not priorities cannot be ignored, but will receive less attention than those of higher priority. And we have to have resources that back up our priorities, otherwise its lip-service.

Departmental program reviews and annual reports should be connected to strategic plan.

Encourage department / program pacs

Every segment of the institution should be thoroughly informed on how the others work and respect their parameters and regulations.

First off there are too many "actions" here, and as a result there overall effect is a muddled and limp wristed one. I would rather term there part of the vision of the University than a strategic plan. I would focus on one or two of the issues in the plan faculty, student and campus development being the key.

Follow results of surveys like this. A representative of this survey suggested that the top five ranked might not be the five goals focused on. / Also release how the ranking will be determined, e.g. Borda Count, Reverse Borda Count, etc.

Forums, open communication

Foster a less competitive campus atmosphere when it comes to resources. Increase the number of TT/T faculty, so academic programs are more likely to work together, and not against each other. Increase staff salary and job security so they are more invested in the long-term achievement of the strategic goals.

Frankly, by including it in our workload, as part of our duties. This would require a decrease in the other duties expected. We're stretched to the limit.

Have each department compose their own plan

I don't know- there are so many demands on faculty to be on so many committees, adding another one to work on this would be difficult

I'm not sure.

It seems like the way WASC worked (central committee and sub-committees with specific tasks that reported back to the main committee) would work well for this. I'd also recommend diverse representation on said committees (students, NTT faculty, community members, etc.).

Like it has been done so far, but I would like to hear the opinion of the students and alumni more clearly. Foster the election of student representatives for each program, alumni support groups for each program. Remember to give ASI a prominent role in the implementation.

Maintain an active committee made up of all stakeholders.

Make different units accountable for it by demanding integration with local strategic planning and tactical decision-making. From UBAC down to departments. Publicize -- widely and repeatedly -- the objectives and every success, however small.

Make sure everyone is engaged and participating in the process.

Reports on whether goals have been met or not should be easily accessible and publicized. How we report progress toward a goal should be easy and quick.

Show stakeholders how their efforts will support meaningful change.

Specific goals/priorities identified and highlighted in department/unit planning. Measures of important goals/priorities regularly recorded in departments/units.

Standing committee of faculty, staff, & students with representatives at each level from most departments. Use of SMART goals, celebrations of progress towards goals.

Strategic planning committees should be developed at all levels of the university and they should meet biannually at symposiums to discuss progress.

The best approach is to have university wide goals but also 2-3 college specific goals in each plan. Subsequently, each College would have 2-3 department specific goals and objectives

The lack of efficiency is not local problem; it permeates this whole organization. The Work Process development needs to propagate through the whole organization after the high level Efficiency Committee meets. It does require involvement of everyone in the university. According to Edward Deming, quality is not an event or level but an ongoing process.

The whole university needs to GROW

There is a need for all stakeholders to feel a part of the process and to feel like their voices are being heard across all levels--from ideas to implementation--identification of goals that move across departments within colleges, as well as across all levels of the university

Time and support for the planning process. It is difficult to initiate the strategic planning process when faculty are too busy teaching in order to have time to plan and reflect. It would be useful if the university could support reassigned time for planning, especially for faculty involved in program management, assessment, curriculum development, etc. Also, it would be useful to switch to a Monday-Thursday class schedule so that Fridays are reserved for meetings.

Utilize a process called Policy Deployment, this ensures integration vertically and horizontally, in addition to effective allocation of resources, with prioritization based on overall goals.

We need to design, redesign our programs in accordance with the needs of the California employers, Government's and Army's expectations from us. Accordingly programs may be created, dropped, redesigned and can be run in tandem under the administrative supervision.

We need to know what one another is doing--our achievements, our research, our current partnership, our potential partnerships. People need to quit being so territorial and find ways our disciplines overlap, so we help one another (instead of feeling in competition). Funding needs to be more fluid (not so many dollars for this, so many for that).

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## Staff

Collect the strategic planning and projects that are already taking place. Mine that information to see what is important for each area, and what successes can be shared across campus.

Departments upward to divisions should be attentive to strategic planning conversations within themselves so forums represent a greater percentage of voices even if there is little participation. If people can talk about the issues our university faces within their established groups, more individuals may be inclined to take interest in strategic planning as a whole. This requires buy-in from campus leaders willing to engage in conversations and take those ideas to the CIPSP.

Do a number of sessions highlighting various sections of the Strategic Plan throughout the year for Staff Development or on Institute Day.

Encourage a mindset of the campus as a unit, rather than individual units for more cohesiveness and pride of the campus.

Ensure all units have a current strategic plan. Engage through retreats to develop unit priorities.

Frequent and open discussions about the plans and priorities - having management tie the plans into day to day operations within their individual units and staff, as well as with integrated working relationships

Goals need to be measurable

Identify strategic plans -goals, objectives, actions -across our web pages to show it is a living document that is in progress -

It is good to establish high priorities and put the resources forth to support mutual goals that benefit the majority. Evaluation and re-evaluation will help utmost priorities to be identified and realistic approaches to achievement. Lower priorities should be tabled until such time adequate resources can be secured to pursue them.

It needs to be a conversation and not a decree. When a unit is tasked with working on a strategic action there should be a conversation with everyone involved to help them understand why the strategic action is important, how completing the strategic action they complete effects the University as a whole, and how this will fit in with existing practices (i.e. Annual reports etc.).

Keep it on one page / Integrate goals into annual performance reviews

Make it easy for students to understand.

Possibly filtered down through supervisors and staff meetings in departments.

Recording the planning sessions by either video or just audio for access to review later by the campus and external community.

Strategic planning cannot work unless it is a campus wide objective. Each area should be involved with the overall plan by having goals specific to their area that are in alignment with the campus plan. /

Subcommittee the planning process and give each subcommittee specific tasks, timelines, and deliverables. You can still get a wide cross-section of stakeholders but hold them accountable, and make them understand the University's future success depends upon their work, not that it is just another committee.

The integration of strategic planning across units can occur two ways. By fiat from the top and organically through personal connections. This raises question about formal vs. Informal planning and the depths to which top-down practices actually initiate organizational change. Real integration emerges requires both top-down planning and unit staff willing to reach across.

There needs to be clear college and department plans that are utilized in planning and re-evaluated every so often.

There should be more than one committee involved in developing the strategic plan. Each committee should be comprised of members from different units, departments, colleges and divisions, students from several different degree programs not just those involved in student government, and should have external stakeholders that represent businesses of varying sizes, city, state, and local governments representatives. These committees need to be standing committees that have term limits and membership requirements establish to ensure the integration goals.

To be honest, this survey took quite a bit of time for me to consider and answer, and my supervisor asked that I do it. Otherwise, I wouldn't have taken the time. I am so busy in my job just trying to get my tasks done as I'm the only one on campus that does what I do. Perhaps if we had more staff, and we weren't overworked, we would have more time to participate. Lunch incentives to get us all together, maybe? I would also like confirmation that the time I spend is actually considered and acknowledged, otherwise I have the impression that upper-level administration will just do what they want.

Transparency in how the plan is advancing, and more notices on milestones and metrics. Break initiatives in to smaller parts, by these units, and ask them to meet regularly. Monthly newsletters on where we are at on various initiatives would also help with accountability.

Unit planning should be more closely aligned to strategic priorities.

Using a departmental representative system/volunteer or rotation

Workgroup meetings scheduled for specific topics that are open to all departments to attend if they want to have a say in the outcome.

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## Student

Awareness of these plans and the importance of these decisions should be more widely known to students and faculty alike.

Can start by making the plans more public and easily accessible, and can also add some definitions or what this is even about, since "strategic planning" is vague and left me asking "strategic planning OF WHAT?"

Communication.

Cross management training; let people migrate about for short amounts of time to gain more perspectives beyond the walls of their cubicle or point in the university. Increase transparency; allow all groups to view (in an easily accessible manner) plans (on the website?) So that there's increased knowledge of the different systems, departments, etc.

Email collaborative process.

Everyone should conduct meetings to discuss future plans such as events, career day and graduate seminars

Having appropriate amount of classes for the students in a department. Having too many students transfer to another major because they can't get into the subject they first were in and switching to a new major jams up the other departments and lessen the amount of space for new incoming students who originally go into that department.

I think by doing surveys and asking for the students' impute, there will be better knowledge on becoming more integrated.

I think that by asking such questions, there is a chance to be integrated across units. Having staff meetings and student oriented meetings of what staff and students think.

Include more student involvement in campus politics. Student progression and success is most important

Include people from each of these groups to have a part in the planning

Invite everyone to become involved and give feedback.

It should be integrated into the syllabus from faculty on the first day of each semester. The professor should mention it and go into as much detail as they would like, however, make strategic planning available in paper to students. Students should sign a detachable slip, (comparable to the elementary school's "Receipt of Student Conduct" slip) and turn it in to their instructor before leaving class on the first day.

Look at how communication flows on campus between departments, colleges and student and how supportive community is of University. Relationships and goals to provide more student opportunities to learn and grow or be part of organization could be more.

Maintain announcement boards by each department area announcing what they are improving, requesting suggestions from student body for efficiency encourage like departments to grow and learn from one another through mentoring

Make more sections available if the area is impacted so we don't get pushed back a whole year.

Perhaps holding hearing or using surveys to hear the opinions of others.

Publicity.

Strategic planning can be more integrated if there were a set list of goals for each department to achieve, in order to provide a diverse population of students with a unified goal.

They should have more parking available.

This will involve a heavy reliance on bidirectional dialogue, a willingness on the part of the University to spend a significant amount of resources on strategic planning, and many MPA students and faculty.

Who is invited to meet and discuss this plan? There should be forums - as difficult as it is to get different groups together at one time.

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#### Not Declared

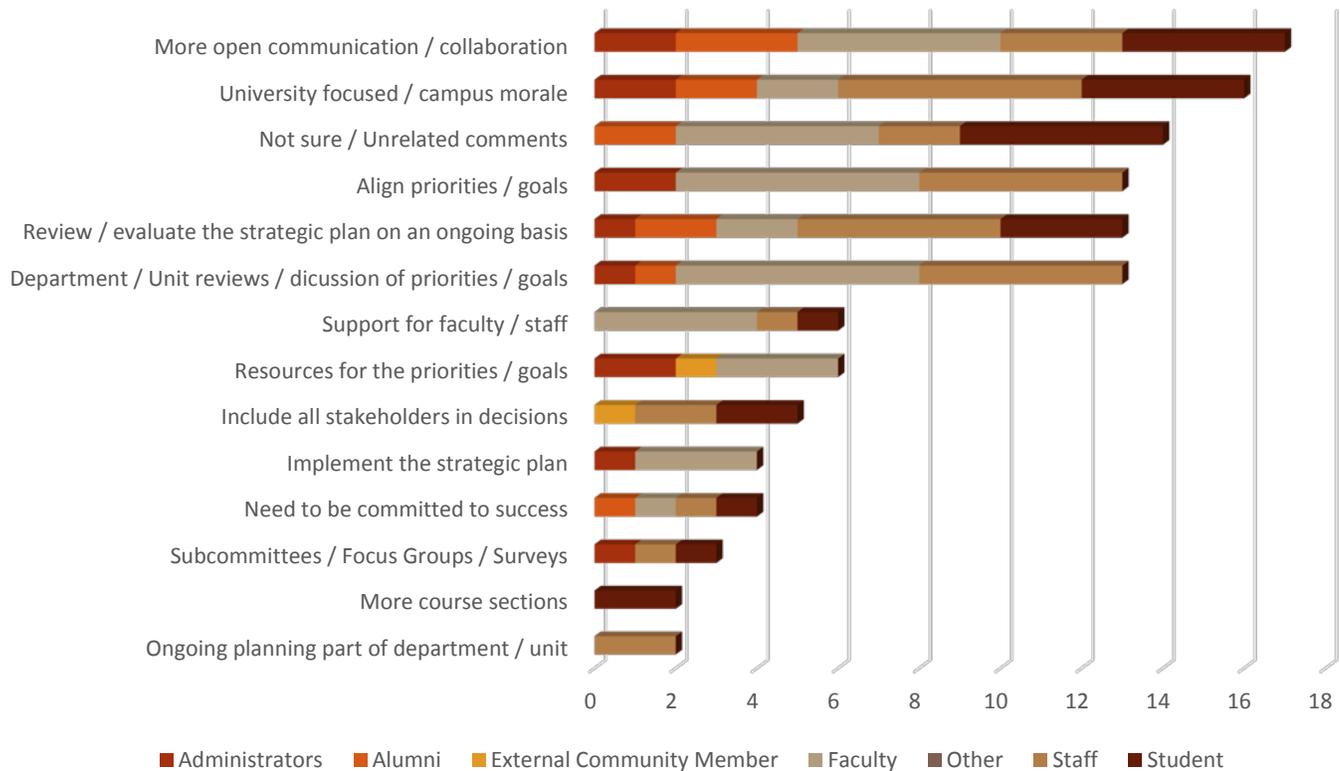
Establish a committee for each and have more communication among them by way of regular meetings held each academic year by an overseeing committee comprised of 2 members from each.

Improve the organization and maintenance of the university website by increasing communication and cooperation between departments and organizations with in the current structure.

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## Question 6: – How can strategic planning be more useful to decision making?

Chart of Responses Categorized



Primary Role	How can strategic planning be more useful to decision making?
<b>Administrators</b>	<p>Creating teams or committees to review a department's policies and procedures and make recommendations to the department for integrating the plan into their daily work</p> <p>Integration of the goals of the unit with the strategic plan.</p> <p>It allows the campus to move forward in a common direction and increased effectiveness.</p> <p>It needs to be more openly communicated and implemented.</p> <p>More active advertisement of the plan, and possibly associate with the budget planning process to ensure our priorities are being funded.</p> <p>Set realistic goals and allow sufficient time to accomplish</p> <p>Teach all administrators, staff, and faculty how to tie our daily functions to the strategic plan. Create a culture by use of the terms on a regular basis, make it a positive activity for all stakeholders.</p> <p>The budgets for all departments across the campus community need to be linked to the planning process and the budgets need to reflect the goals and objectives in the strategic plan.</p> <p>The dimensions of strategic planning can be more useful to specific areas when satisfaction is expressed by representatives of areas/departments during phase implementation; tangible results are critical to successful strategic planning and are relative to specific areas/departments.</p>

Tie the goals of strategic planning to budget and operational processes across campus.

Updated plan should be reviewed annually as a campus to integrate institutional outcomes followed by divisional outcomes followed by departmental and then program learning outcomes.

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**Alumni**

All elements of the process must be completed. Many organizations "plan". Many organizations do at least some action. Few bother with the checking and re-planning. Starting the process and never completing it is a total waste of time and energy.

As an alumnus and current university faculty member, I think greater efforts to connect alumni who have benefitted from a Stan State education could be drawn upon, not only in terms of financial donor support but also in providing support to students and faculty. The only time I am contacted by the alumni association is to write a check, never more.

Communicate to external stakeholders how initiatives or decisions further specific goals in the strategic plan. Develop a way of helping units describe how actions they take further the attainment of a strategic plan goal.

For students it is important to show and share the vision for the future. Prioritizing education and the reputation of the University should be the top priority.

Most professors have syllabuses. The syllabus is a PLAN. The professor then acts by teaching the students, then they give out an exam in which they check what they are teaching. The professor then should go over and see where they did not explain well and go back over the error. The university can do the same.

Send out information. Emails are okay, but newsletters I think, would get more reads.

Strategic Planning is simply getting the best bang for your buck. It's holding people and entities accountable. The "good" teachers have been doing this all along. They constantly monitor and shift as they see the need. What SP does is get the not-so-good teachers to be accountable. Further, SP gives names to things, calls for measuring outcomes, helps us predict what we need to do more of or need more of (as in the case of funding). In effect, everything that happens at a college or a university is dependent on or tied to SP in some way. Faculty, administrators, staff, students, and community members need to know this. Maybe we could say that this is funding based on effectiveness and accountability.

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**External  
Community  
Member**

Helps to guide the expenditures to reach the university vision.

Stop making decisions without having those most affected involved from the very beginning before a decision is ever made!

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**Faculty**

Program reviews should seem less like a stressful exercise in justification every x number of years and more a natural reflection of how the department/unit is contributing to the priorities, and areas where it might be worth emphasizing more.

Actually engaging in strategic planning would be a great first step.

Allocation of resources would be more efficient as goals would be aligned with the overall university plan.

Consider overall workload of each unit. (For example for faculty, how much time is really expected under teaching, research, service?) Then determine how strategic planning fits into the unit's workload.

Coordinated strategic planning can allow faculty to manage course prep through the development of homogeneous syllabuses.

Department wise we need to be aware of the needs of our local community and the community at large where expect our graduates to be part of upon their graduation. Planning is a positive concept but it is useless if not implemented and measured for success.

Each dept. Should do a review of how they met each strategic goal and then have a goal of increases what they do slightly each year. The dept. With the highest improvement wins \$1000

Follow up on initiatives with adequate support (financial and in human resources). Shorten the time to go from planning to implementation.

Greater clarity about the meaning/focus of each of the goals, activities, and measurements. Some reward (or lack of penalty) for engaging in work that supports the goals.

Have a member of the committee meet with our department once a year to give information on progress.

I'm not sure, but it seems like the relevant tasks and goals for any particular group need to be focused, without losing sight of the bigger picture.

It would be more useful if it were more focused. Imagine disseminating 10 (10!) "Plans across the campuses and expecting them to be measured at every level. A doomed experiment at the onset.

It could be more useful if we had ready access to the necessary data.

It is difficult to initiate the strategic planning process when faculty are too busy teaching in order to have time to plan and reflect. It would be useful if the university could support reassigned time for planning, especially for faculty involved in program management, assessment, curriculum development, etc. Also, it would be useful to switch to a Monday-Thursday class schedule so that Fridays are reserved for meetings.

Make Academic Program Review and annual reporting responsive to strategic planning, and make attention to the objectives in the plan rewarded by department decision-making.

Make it ad hoc

Maybe Chairs or Deans present at faculty meetings and get our input

More people need to be involved, but I am not sure how to accomplish this. Open Forums will not necessarily work. Some will not be available to come, some will be afraid to speak out. Think about focus groups, perhaps or budgeting for stipends, assigned time, etc. For department or committee meetings to meet throughout a semester, year, or longer period depending on a particular plan.

My Dean should be fully engaged in it, and he manages my unit's involvement.

Our work corresponds to the overall goals of the university, evaluate progress towards goals using the same measurements as other stakeholders on campus

Regular dissemination of information

See answer to previous question -- departments should be able to see how they fit into the strategic plan, and departmental planning should align with the strategic plan as much as possible.

Show results -- increase budget, increase staff, increase enrollment

Some of the activities related to the strategic plan are long range, others are short term; some effect the individual at the personal level, others the university as a whole--the stakeholders are more likely to have a vested interest in what effects them personally

Strategic planning can only be useful if it is a result of this type of collaboration and input and if the goals are properly funded.

Strategic planning should have some sort of direct impact on what I do. I need to know how I can contribute (seriously what numbers, info, etc. do you need from me), I need a deadline/accountability for contributing my part, I need regular (quarterly?) Progress reports on how the institution as a whole is progressing, etc.

The goals have to be meaningful to each Department. Thus, having each Dept. comes up with 2-3 goals and objectives to advance the goals in the strategic plan is very important.

Yes my department too has problem with efficiency and it would be helped greatly if the chair was asked to leave. My department is a form of dictatorship and that is where we are.

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**Staff**

A strategic mindset is critical to our department, and we are constantly executing strategic planning.

A student needs assessment, planned university growth expectations.

Again, unit planning should be aligned with the strategic priorities. Annual reporting should speak directly to progress on strategic planning priorities.

All major decisions on campus should consider technology needs in advance. Sometimes it is an afterthought. It is also important to continually support technological advancements that are attractive and provide efficient tools for students and faculty to improve the learning experience.

By having a strategic plan in place, my unit will be able to plan activities that will contribute to the completion of the goals set in the strategic plan.

Expand the collaborative programs to get more people involved in cross-divisional conversations.

Having a larger plan for the University will help the units decide how to best implement the larger plan on the lower level. Accountability.

If retreats and planning were reinforced and it was an interactive and fun process. I know that seems difficult, but people want to participate. Finding a way that people can and want to participate is the key.

If units, departments, colleges, divisions, and the student body have goals that are aligned with the strategic plan then decisions should revolve around their goals which would tie in with the University strategic plan.

If we can receive a summary of it and all become familiar with it, it can be an excellent tool to base our decisions on and refer to in fundraising efforts.

I've only recently arrived. My initial thoughts on our Office are: we have a dynamic engaged Director, our unit is small, ongoing planning is engrained into the practices of the staff

Link directly to Division/Department goals.

Make it easier.

Non peer faculty reviews.

Purposeful discussions about the strategic plan, specifically the parts of the plan that our unit supports or affects will keep it on our minds as we do our work. Perhaps posting/highlighting the parts of the plan that we contribute to and identifying the services we provide directly with the plan actions will help each individual connect with the plan.

Strategic planning will give a pathway to guide the decisions and innovations of the different areas. If our goal is to have strong undergraduate and graduate programs, then departments/colleges may use that to review curriculum, course materials, etc to continue providing an invaluable education to our students.

Target dates for review should be set each year for review of existing plans to updating and relevancy.

This is an extremely difficult question because decision making is done at the administrative level with minimal regard for the impacts. Administrative agendas make it difficult for program maintenance, development and growth. Accountability of administration is low to non-existent and is more political than result oriented. Until priorities align, input from faculty, staff and students will not be given equal weight.

Through the unit's priorities that guides all decisions instead of rash decisions. It also provides a clear goal for each unit with outcomes each is working towards. It provides ownership and direction.

Throughout the process, it can be determined if we are working to our highest capability to enhance the effectiveness of the University. It is also important to have the activities tied to our regular processes so that we aren't just doing it to check the box, but it actually could lead to effective change of what we do on a daily basis.

Unless one of the strategic planning points specifically effects your department, then I do not think it will be useful in decision making. The divisions are so separated and operated territorially, that the decisions are going to be made by the MPP in that division to best suit their division, unless someone higher up makes the decision for them.

We need to see how it affects us on a more individual level and how we contribute to the overall picture of what we, members of the campus community, are trying to achieve. If we know and work toward our objectives on a smaller scale, we can be better as a whole.

We'd know which projects to focus our efforts on, and which ones can be tabled.

While the Strategic Planning Committee (SPC) may only include X number of participants, would it be possible for the formation of subcommittees that include certain areas not directly involved in the SPC, but who can communicate with a designated person who sits on the SPC? This might help ensure the broadest possible inclusion of information for the SPC to retool / develop the Strategic Plan.

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## Student

A strategic plan is only as good as those that are committed to its success. Faculty must have a commitment to student's success and ability to guide student along personal development. Communication and ability to work with other departments to assist and provide necessary and accurate resources to students are important. The local community and government must have a commitment and responsibility to provide opportunities for students and ownerships to the success and visibility of the University.

Add surveys when students are doing mid and end of semester evaluations. The university should also be evaluated at those times.

As a student, strategic planning would enhance my learning experience.

Communication, and maybe group meetings.

Deliberative process.

Have a conversation in person.

In the area of child Development, the students are likely to "serve" in engaging projects and fellowships with faculty. Utilizing interns and community outreaches departments can demonstrate their learning and expertise by creating representative projects

It can be more useful when actions directly affect "the group" who has to make decisions.

It is more useful because there is a goal in the vision of oneself. By having a goal, it is easier to plan and act to reach your success.

More direct and clear pathways

My group lacks this skill and I don't know how you go about having everyone adapt a strategic plan.

Offering more classes and seats, like for nursing, will ensure more students can get in and not have to transfer into another major. Then there can be seats in classes for other departments as well as the nursing program.

Representatives from each group come to a group to plan act check and re-plan so that all departments are on the same page and that there is continuity across the departments.

Strategic planning can assist in evaluating long and short term goals and weed out ineffective practices and policies.

Strategic planning can be useful in decision making as it can help with planning, I feel that most students may be reluctant to plan for their future for multiple reasons including lack of resources (advising or knowledge of various career paths) and psychological barriers (fear or anxiety of what is to come).

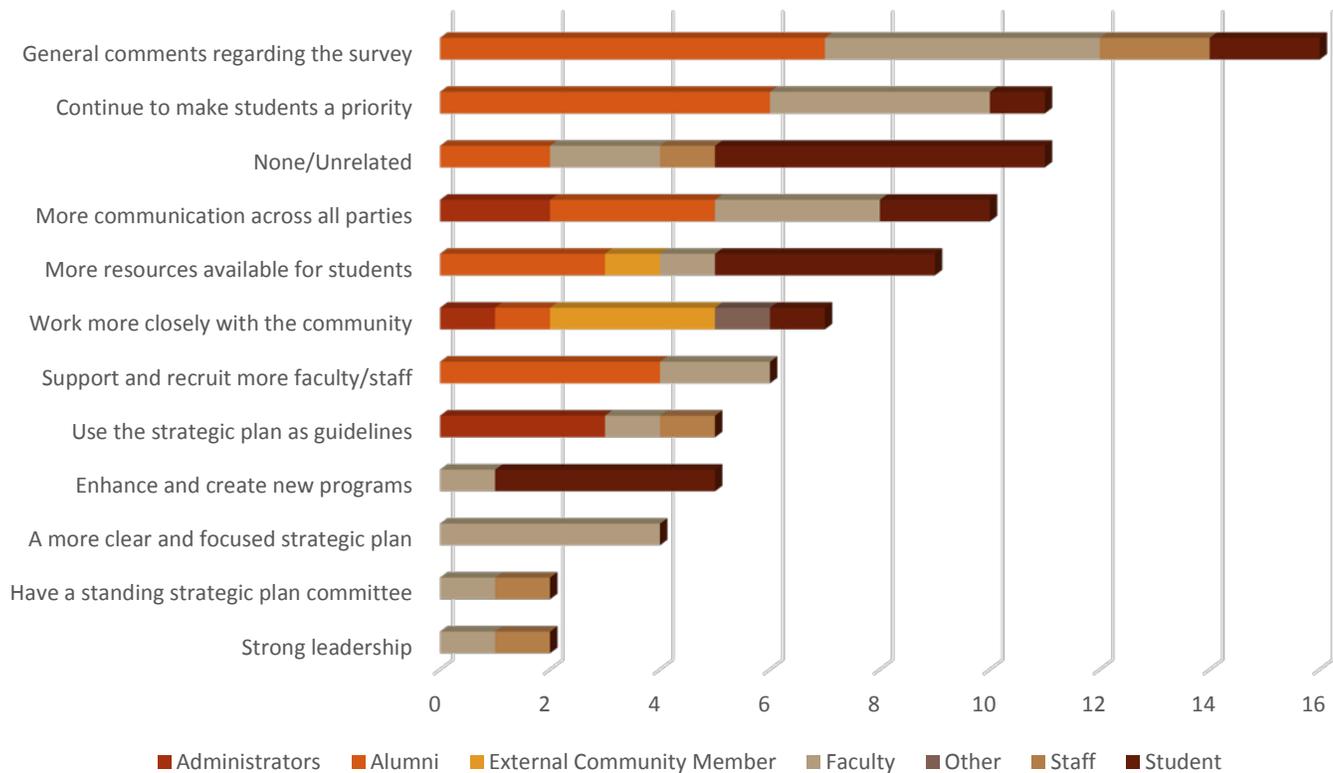
They can schedule monthly meetings with each department and plan a semester end survey to both faculty and students to see what can be changed for the better of the university strategy

They could include more courses in the Kinesiology department as well as more faculty.

Those who want to make a positive change would finally be heard.

## Question 7: – Do you have any other comments you would like to share with CIPSP?

Chart of Responses Categorized



Primary Role	How to integrate across units
<b>Administrators</b>	<p>Develop a work-in-progress assessment process to determine campus and community awareness and practice of goal. Considerations include data measurements that lead to improvement, stakeholder needs, communicating the results with an approach for a campus-wide understanding, and sustainability.</p> <p>Strategic planning must be viewed as a process that guides the development of the university and its relationship with its environment. It is like an invisible hand that needs to be grasped by the campus community to serve the community as a guide while simultaneous the community must feed and nurture the ongoing evolution of the strategic plan so that its purpose as a guide is correct and helpful. Campus community involvement must be broad and the planning loop (Develop the plan, implement the plan, evaluate the plan and start over) must be closed with the flexibility for evolution. If that make sense! Thank you for listening.</p> <p>The Strategic Plan should be a living, breathing document and plan that all employees are fully aware of and care about. We should all embrace collective goals and be eager to connect our internal goals to elements of the strategic plan. When we are all working toward a common goal with collaboration, deliberation, and bidirectional dialogue then we will be successful together!</p> <p>Will we have a strategic plan that in future will follow a traditional 5 year span, such as if we published a plan it would be effective from 2014-2019 and in 2018 I would assume a new plan would begin to take shape with evaluation and assessment of the current (2014-19) strategic plan?</p>

**Alumni**

Write a survey that will has validity and does not require the participant to complete your work!!!!

As a sort of mission/vision plan, I would want you to remember that students come first--without them you have no reason for being. Taking care of students includes having excellent counselors and professors. I believe that sometimes organizations become too top heavy with administration and their costs. I know that it takes many behind the scenes to make the university work smoothly, but it is discouraging when top administrators are paid hundreds of thousands of dollars per year and tuition rises. The cost might be justified, but the public never really understands why. It is hard for the public and alumni to give money to support these salaries.

Generally, I see the need for greater engagement between all sectors of the university and all sectors of the region to development relationships within and through which we can explore, together, the realities that we face today, from the local to the global level, and then jointly identify and work together to implement solutions in an ongoing, evolutionary process (adaptive-management: explore/research/consult, plan, act, review/reflect, explore/research/consult, etc.). In this way, the university and the community become conjoined actors, not completely separate entities, carrying on the important process of building a wider culture of learning and engage in the twofold, reciprocal process of individual and social change that can move the region toward a socially and ecologically sustainable future.

I actually love this stuff. If you ever want to chat about this, I'd be happy to do so. I only know and understand bits and pieces, but I do know what it feels like from the perspective of a faculty member and from the perspective of an Academic Senator. I have also finally come to realize SP's importance.

I am a proud to be part of the CSU Stanislaus Alumni. I hope to see it thoughtfully grow and develop.

I believe that more needs to be done in order to recruit and maintain faculty for the nursing programs (BSN and ASBSN), in order to increase the amount of students who can be served by our university, as well as helping them to reach their professional goals in a timely manner. The Central Valley needs additional nurses, particularly those with a BSN or higher. To improve the quality of care for patients in our area. I also believe that it is important to helping returning students (those who are seeking an additional degree) meet their financial aid needs.

I graduated in 2001 with a BS in Biology, and went on to attend USC for medical school. I am now a practicing physician, Board Certified in both Family Medicine and Sports Medicine. My time at CSUS prepared me well for medical school. The reality was that I could not afford a UC or private school. The cost of CSU system gives many disadvantaged students the opportunity to pursue an education that may not be otherwise attainable. Please keep cost in mind when looking at the Strategic Plan. ...

I thank the University for its' established practices and know there is always room for improvement. / Do all athletes receive an equally balanced compensation package or is it at the discretion of the A.D. and the Coach??

Let's recruit the best students/staff possible, whatever their background. The goal of diversity for diversity sake is won. Now let's focus on the best staff, best students period. This is a long term plan to improve the school. If one year there is 5 percent less Hispanics say, no need for a panic attack. Basically, focus on quality not numbers. Overall, I'm a proud CSUS alum. Good job.

Maintaining the quality of and access to high quality classes and degrees should be the utmost priority. A well-stocked library, diverse student body, excellent faculty, etc. don't mean much if the University isn't providing a strong education.

Student engagement is very important. Be sure to use those in ASI and focus groups to get the best understanding of what students think and feel about CSU Stan. Students should be the guide for the future. I will forever hold special memories from my time at CSU Stan, the more engagement and touch points will keep their connection to the University alive and well

Students complain when there are problems. Those problems need to be listened to. There needs to be a way besides going to the elected student officials (who most students will never meet) when they have problems. The university NEEDS to have a way to fix those problems. There needs to be a way for students to make changes easier. Uncaring and ineffective staff needs to be removed. When many students have a problem, the university needs to be prepared to find an answer. Students cannot be expected to do something when the university is unprepared to aid them. Students are responsible for their own education but the advisors and university MUST be able and willing to aid students. New professors NEED to know what is going on. If a professor cannot learn university rules and it negatively impacts their students, the university needs to step in and teach them or dismiss them. Students cannot excel without informed staff and if students cannot excel the university will fail.

Thank you for sending this survey. Not being as involved, I wasn't sure how to answer some of the more long term vision questions.

This is a poorly designed survey. The answers you're looking for require brainstorming and deliberation. Survey questions ought to be simple and should measure opinions and attitudes that are generally already formed. For me to have provided any useful feedback for this survey, I would have had to do some research about CSUStan, and then write a paper to properly organize my thoughts. Lastly, I think CSUStan should have a cafe/study lounge. It should be a place where people feel comfortable studying for hours or meeting with classmates and having discussions.

This survey seems overly burdensome and jargon-filled for students and alumni not familiar with the usual university planning process. The survey should be simplified or face to face opportunities for input should be created that fit with student and alumni schedules (families, work, etc.). You need to go to them. / / I have absolutely no regrets about attending Stan State and have even recently left a large public research university after nine years to work at a student-focused school more like Stan State. The institution and particularly the faculty had a tremendous impact on my life and that of my family. I now have the ability to impact others similarly. You need to recognize how crucial faculty are in the success of their students.

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**External  
Community  
Member**

CSUS needs to continue to strengthen its partnership with the local school district.

It is unfortunate that CSUS has been and, especially more recently, has been self-identified as a Turlock entity. The place needs a particular MAIN facet that can be marketed throughout the state and beyond -- avoid insulation and parochialism, while still serving the Central Valley. Already, UC Merced has made its mark as eco-focused place -- and that's just in terms of its buildings, heating, and cooling systems!

Making graduate education affordable and convenient is extremely important. If a strategic plan was put into place to emphasize teacher education/continuing education, it could make a tremendous impact in the surrounding communities. Also, maybe a satellite campus in Modesto would be worthwhile.

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**Faculty**

A strong strategic planning committee requires robust and active leadership at all levels of the university. Therefore, shared governance that is cooperative and guided by veteran faculty and University administrators will need to agree on electing a single leader who will manage the Strategic planning

committee from the top down. Too much adversarial tension prolongs goal attainment and diminishes returns. A leadership structure grounded in bylaws and 'checks and balances' may impact implementation and delivery of targeted goals and programs and will eventually effect the quality of student education if planning remains over extended and unresponsive. Instead, leadership of strategic planning committees should be monitored by a general ethics committee but not from within the committee structure. The general ethics committee should serve externally but is vital to ensuring adherence to legal rights, academic freedom, and transparency. But this structure should be kept separate and maintained through a formal grievance structure. Leadership of the strategic planning committee should be able to dismiss or veto inefficient plans or efforts deemed implausible without too much discussion, debate, resistance, or having to justify their decision to the larger committee. A direct democratic approach in higher education strategic planning is a recipe for disaster. Strategic planning cannot be bogged down in debate for extended periods of time over sometimes trivial details. A firm leadership method should be able to quickly resolve minor details through pure discretion and competent decision making. This is one of the few areas of University governance that I believe would benefit from an authoritative management structure rooted in efficiency and commitment to the university mission. Due process, discussion and debate are necessary in strategic planning but with limitations set by the leadership. Balancing the need for input from committee members and achieving University goals is a tough task, but a well-developed leadership structure with the appropriate tools, experience, and connections can overcome these obstacles.

Another possible way of organizing campus planning would be rather than start from the top and work down, to collect all the existing departmental and college plans and seek to integrate them, where appropriate, into a larger campus plan. Departments like Art that are accredited have to produce highly rational, detailed strategic plans for accreditation purposes, so it would make sense to utilize these in campus planning. By using this approach the resulting plans may minimize the tendency to becoming generic. I feel that for plans to be helpful they should evolve out of classroom practice and experience not out of the latest administrative initiative. The plan should serve primarily faculty and students, those engaged in the front line or education, without which everything else would dissolve.

CSUSTan has a positive image in the society, it should continue what it has been doing so far. More resources mean more enhanced programs and more quality education.

Drop any goals that say "continue" or "maintain" Strategic planning should be about improving those things that keep an organization from being the best it can be. Thus, the focus needs to be not on continuing but meeting new standards.

I do appreciate all ideas and plans. But please make it sure that when those plans are executed, it will go through each chain of responsible party smoothly and quickly without any huddles. When any policy goes into action, current administrative steps seem too complicated and lack of efficiency. In addition, each unit does not seem to communicate clearly which creates a lot of wasted resources and delaying of execution of plans. Thank you!

I really appreciate the work of the committees working on this and thank you for all of the presentations you've made to help prepare us for this survey.

If the top five rankings from this survey are not going to be followed, consider whether people will complete these surveys in the future. So, report the finding and explain rationale very carefully for any deviation.

Keep student success as the topmost goal and you cannot go wrong!

Lift enrollment and budget caps and let's GROW this place

Make decisions based on what is best for students

Rather than have 10 aspects to the plan it would behoove the committee to have no more than three major areas and then find ways to affect those areas. I have been involved in at least 3 strategic plans in my career and I am concerned with the breadth of this one. It has too much noise and no clear focused voice.

Strategic planning processes so often fall to the exigencies of the budget process. Until the budget situation of the CSU and this campus in particular is stabilized at a strong level, strategic planning, as opposed to reactive behavior, is something of an unattainable luxury.

Student success is the goal of almost every person on campus. I think by supporting us with time to be thoughtful workers doing the jobs for which we were hired and with monetary compensation that demonstrates our value, the university as a whole will see growth in our success. We worked hard to be where we are today, and we will continue to work more effectively if we are supported in a meaningful way.

The identified areas are exhaustive enough and adequate

What does the Strategic Plan WORKING Group do? Shouldn't they undertake this task? We should stop passing the buck by creating new committees to do the work the original committee was meant to do.

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#### Other

Yes, get out into the greater community. Have more presence in Modesto.

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#### Staff

I appreciate the University's effort to utilize, re-evaluate and update the campus strategic plan but without consistent and competent management that is actually committed to the adoption and implementation of these priorities this information may sit on the shelf to be presented to our next group of administrators. I still believe this institution is a great place but we need to re-evaluate the effectiveness of our current leadership and whether or not they are preserving and expanding on what we hold dear.

I think it is important to lay a long-term foundation for how the Strategic Plan is going to be used on campus, whether that is a 5-year or 10-year plan. A standing strategic plan committee would also be useful so that the results of the activities will actually be evaluated and feedback can be provided to those completing the activities, as well as to broader levels (college, division, university-wide).

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#### Student

Add a civil engineering program to the university, a lot of students are being lost because this program is not available!

Add Early Childhood Special Education "ECSE" Credential to college of education. The field is desperate for special education teachers with the young children and CSUS has a strong Child Development program that can partner with Maragaret L Annear Early Intervention school in Ceres, CA.

Always keep the students first, remove the focus on efficiency and esteem effectiveness and democratic values, promote internal equity by reducing the pay of high level administrators, and promote sustainability by creating/maintaining active transportation infrastructure.

Good survey, I'm glad the university is taking time to receive feedback on these older issues in the plan.

Having a class up for registration and not tell the students that if you cannot secure a teacher then class will be canceled is wrong. It put more stress on the students because it is a class they need and there is not room in any necessary classes open that pertain to our major. If there is questions about getting a teacher at least let the students know before they sign up. / / Also, not having enough students get into the nursing program does affect other departments because they switch majors and more student apply to a department and take up the seats in the needed classes for the students who were already in that department making it more difficult to obtain the classes needed.

Having this survey offers affected groups input. I am a little out of the groups, but I care about what happens at CSUS.

I enjoyed my undergrad time with CSU Stanislaus and would love to see more diversity and progress from our student body as a graduate student. Students should be given direct and clear pathways that get them in and out with the classes and support then need to succeed in the real world.

I have been a student for over two years and this semester I have been struggling to find the resources to help me answer my questions. The Advisory Center was very helpful, but I wish they could interact more with the students and provide more info on majors and classes.

I would like for the committee to conduct surveys, more career day events and internship programs.

Make the city of Turlock and the campus one! The city should love the campus and the campus should love the city.

Make your wording less lofty and vague. it's confusing to understand what all is trying to be implemented or even going on

Perhaps offering the lecture portion of PHYS 3200 as an ITV at the Stockton campus.

Probably should have marked alumnus instead of student because I graduated, failed at life, and am returning for more school.

Students here want to gain experience so we can get jobs after college. We need internships and opportunities.