

## Appendix 8: Comparison of Four SSU Strategic Planning Documents (11/6/08)

**Note:** Also see [CSU System Strategic Plan: Access to Excellence](#)

Academic Affairs 2005 Strategic Plan (3/6/06)	Draft 1.6 Sonoma State University 2008-09/2012-13 STRATEGIC PLAN (3/3/08)	Sonoma State University Academic Long Range Plan (LRAP) (2/5/04)	Core Academic Priorities Require University-wide Solutions 4/27/06
<p><b>Strategic Area 1: Attract, retain and support excellent faculty and staff.</b></p> <p><i>Strategic Goals:</i> None</p>	<p><b>Strategic Area VI. Faculty and Staff</b></p> <p><b>Strategic goal:</b> Enhance a supportive environment that will attract and retain faculty and staff and contribute to their professional growth.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Attract and retain excellent and diverse faculty and staff in sufficient numbers to accommodate enrollment growth</li> <li>2. Support comprehensive professional development and training opportunities for our faculty and staff</li> <li>3. Develop cultural competence in faculty, staff, and administrators</li> <li>4. Develop means to ease the financial strain of living and working in Sonoma County for our faculty and staff</li> </ol>	<p><b>AREA IV. COMMITMENT TO FACULTY</b></p> <ol style="list-style-type: none"> <li>1. SSU is committed to support and provide resources adequate to fulfill the faculty’s primary function of teaching.</li> <li>2. SSU is committed to support and provide adequate resources or the scholarly, creative, and professional development of its faculty.</li> <li>3. SSU is committed to support faculty participation in faculty governance.</li> </ol> <p><i>Strategic Goals:</i></p> <ol style="list-style-type: none"> <li>1. To support faculty as teachers and scholars.</li> <li>2. To promote faculty development, a strong shared governance system, and faculty service to the community</li> </ol> <p><i>8 Implementation recommendations.</i></p> <p><b>AREA VI. FACULTY STAFFING POLICIES</b></p> <ol style="list-style-type: none"> <li>1. SSU’s highest staffing priority is</li> </ol>	<p><b>Priority 2: Provide a nurturing and supportive environment for faculty development.</b></p> <p>Initiative 2.1: Provide reassigned time and other support, such as travel, for scholarship, faculty development (including curriculum development, etc), and creative endeavors.</p> <p>Initiative 2.2: Fund timely acquisition and maintenance of appropriate facilities and equipment to carry out our mission (includes library resources, workstations, software, lab equipment, datasets, etc.).</p> <p>Initiative 2.3: Reduce workload.</p>

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		<p>to retain tenured and tenure-track faculty and those permanent staff essential to its academic mission.</p> <ol style="list-style-type: none"> <li>2. Faculty Salaries will reflect CPEC parity for comparable institutions.</li> <li>3. SSU will provide faculty housing for junior faculty to help develop a sense of academic community.</li> <li>4. SSU will maintain a core of permanent faculty able to respond to its changing needs, maintain currency within academia and a willingness to engage in multi and interdisciplinary discovery; and will keep temporary faculty numbers to the minimum required by programmatic needs to enrich the curriculum or respond to student needs. We will minimize the hiring of temporary faculty and as vacancies occur we consider it imperative to refill positions with full time tenure track faculty.</li> <li>5. SSU seeks disciplinary and cross disciplinary faculty who value involving students in scholarly pursuits, research activities, and broad General Education.</li> </ol> <p><i>Strategic Goals:</i></p> <ol style="list-style-type: none"> <li>1. Maintain 75 percent tenure/tenure track faculty and 25% part-time faculty.</li> <li>2. To reach and SFR of 18:1</li> <li>3. To maintain an appropriate ration between General Education offerings and not to destroy a</li> </ol>	
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		department to handle lower division freshmen increased needs	
		<i>4 Implementation recommendations.</i>	
<p><b>Strategic Area 2: Identify, maintain and enhance excellent and distinctive academic programs responsive to changing student populations.</b></p> <p><i>Strategic Goal 1:</i> Build a coherent, effective and distinctive General Education Program.</p> <p><i>Strategic Goal 2:</i> Continually assess and improve academic programs and curriculum.</p> <p><i>Strategic Goal 3:</i> Enhance teaching and learning by integrating information competence into the curriculum and increasing information access via the library and instructional technology.</p>	<p><b>Strategic Area I. Academic Programs</b></p> <p><b>Strategic Goal:</b> Sustain and develop challenging, innovative, intellectually rigorous academic programs that engage students and faculty in life-long learning, critical thinking, inquiry, and reflection.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Provide an excellent teaching and learning environment</li> <li>2. Provide a nurturing and supportive environment for faculty scholarship</li> <li>3. Strengthen the coherence, effectiveness, and distinctive liberal-arts-and-sciences character of our academic programs</li> <li>4. Establish cultural competence as a general learning outcome in baccalaureate and graduate programs</li> <li>5. Sustain and develop academic programs with clear career paths that address the economic and social needs of the community</li> </ol>	<p><b>AREA VII. CURRICULUM</b></p> <ol style="list-style-type: none"> <li>1. SSU provides a liberal arts and sciences education that prepares students for fulfilling public and private lives. SSU offers select professional and graduate programs</li> <li>2. All undergraduate liberal arts and sciences majors are structured around a course which includes attention to the structure and methodology of the field of study and, where appropriate, emphasizes which can be effectively supported with available resources.</li> <li>3. To prepare students for active involvement in the community, SSU provides a broad range of opportunities for students to become involved in socially responsible community service.</li> <li>4. SSU encourages disciplinary and interdisciplinary innovation in both its pedagogy and its curriculum.</li> </ol> <p><i>Strategic Goal:</i> To achieve and maintain excellence in both undergraduate and graduate programs while promoting diverse pedagogical</p>	<p><b>Priority 1: Provide an excellent teaching and learning environment</b></p> <p>Initiative 1.1: Lower SFR, support student-centered learning.</p> <p>Initiative 1.2: Provide faculty development and support to engage in undergraduate research, or what Oregon State University calls “Student Engagement Activities.”</p> <p>Initiative 1.3: Support the role of the library as a key component of a quality core academic program.</p> <p><b>Priority 3: Provide adequate resources for a coherent, effective and distinctive General Education program.</b></p> <p>Initiative 3.1: Develop a model for assessing the goals and objectives of the <i>Statement on the Mission, Goals and Objectives of General Education</i> adopted by the Senate that could be applied to the existing, as well as any revised, GE curriculum.</p> <p>Initiative 3.2: Develop a plan that identifies the resources that can be dedicated to the assessment and</p>

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		<p>approaches and encouraging academic innovation.</p> <p><i>3 Implementation recommendations</i></p> <p><b>AREA IX. GENERAL EDUCATION</b></p> <ol style="list-style-type: none"> <li>1. General Education programs are philosophically coherent and have clearly defined and regularly assessed goals.</li> <li>2. Permanent faculty responsible for developing and teaching General Education will consider General Education as an essential part of their teaching and curricular development responsibilities.</li> <li>3. The GE program embodies and expresses the basic values of SSU (See Universal Principles).</li> </ol> <p><i>Strategic Goal:</i> To provide undergraduate students with a challenging, meaningful and enriching General Education program.</p> <p><i>6 Implementation recommendations</i></p> <p><b>AREA VIII, GRADUATE AND PROFESSIONAL EDUCATION</b></p> <ol style="list-style-type: none"> <li>1. SSU offers selected graduate and</li> </ol>	<p>planning of GE curriculum, as well as to improving the effectiveness of GE curriculum.</p>
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		<p>professional programs that are consistent with the educational mission of the University.</p> <ol style="list-style-type: none"> <li>2. Graduate and professional programs are created and maintained in response to demonstrable needs.</li> <li>3. Graduate programs do not compromise the integrity and quality of undergraduate curriculum and programs.</li> <li>4. Graduate and professional programs are appropriately staffed and are provided with resources adequate to offer courses in a timely manner and to administer the program.</li> <li>5. Some graduate and professional programs are collaborative efforts between SSU and professional communities or other institutions in its region or state.</li> </ol> <p><i>Strategic Goal:</i> To offer a limited number of high quality graduate and professional programs which can be completed by students in a timely manner while enhancing their intellectual development and professional preparation.</p> <p><i>6 Implementation recommendations</i></p>	
<p><b>Strategic Area 3: Build a diverse and inclusive university community and culture that actively promote our core values.</b></p>	<p><b>Strategic Area III. Diversity</b></p> <p><b>Strategic Goal:</b> Increase student, faculty, and staff diversity and</p>	<p><b>AREA V. STUDENT POPULATION</b> □ □</p> <ol style="list-style-type: none"> <li>1. The class level distribution of the</li> </ol>	<p><b>Priority 4: Support a diverse and inclusive University community and culture.</b></p>

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<p><i>Strategic Goal:</i> Develop and implement an effective program to increase diversity of the campus community and its academic and cultural life.</p>	<p>incorporate cultural diversity awareness and competence in all aspects of University operations.  <b>Objectives:</b>            1. Develop a comprehensive five-year plan for improving diversity awareness and sensitivity in the culture of Sonoma State University            2. Examine and encourage diversity in the curriculum through the Program Review process            3. Develop a five-year strategic plan for recruiting and supporting a more diverse student population            4. Develop a plan to facilitate and coordinate outreach to organizations—including SRJC and community commercial, political, and non-profit organizations—that are currently serving diverse populations that are under-represented at Sonoma State University</p>	<p>student population should reflect a balance appropriate to a high quality four-year undergraduate program and selective graduate programs. □ □            2. SSU will recruit on a state-wide basis for quality at the freshman level with mandated priority to be given to local freshmen and upper division students who meet the CSU eligibility index. SSU will give junior transfers from the service area (including re-entry students) that have completed their GE requirements a high priority for admission. □ □            3. SSU will increase its percentage of underrepresented ethnic populations (e.g., Native American, Latino/Hispanic, African American) to accomplish two purposes: □            (a) to ensure that the entire student population is exposed to an educational experience that reflects the cosmopolitan nature of contemporary society, and □            (b) to serve the under-represented population of the service region. □ □            4. SSU values the presence of international students, and will admit sufficient numbers of these students to strive for a distinct international presence in the student body. □ □            5. SSU will strive to maintain an economically, socially, and culturally diverse student body with respect to disability, age, gender and sexual orientation.</p>	<p>Initiative 4.1. Work together as a community to clarify what SSU's optimal diversity profile should be, and whether we should reach for representation comparable to our service area, the North Bay region, or the state.</p> <p>Initiative 4.2. Provide a support structure and training program designed to increase retention rates of a diverse community.</p>
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		<p><i>Strategic Goal:</i> □ To attract a diverse population of students with high academic potential.</p> <p><i>2 Implementation recommendations</i></p>	
<p><b>Strategic Area 4: Develop a strong and expanding resource base to support excellence in teaching and learning.</b></p> <p><i>Strategic Goal:</i> Develop and implement a comprehensive plan for resource generation and allocation that ties together academic, fiscal and infrastructure planning and acknowledges the educational mission of Academic Affairs as the central funding priority of the University.</p>	<p><b>Strategic Area V. External Support</b></p> <p><b>Strategic Goal:</b> Increase private and public sector support of the University’s mission.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Meet CSU mandate to raise private funds equal to 15% of our General Fund appropriation</li> <li>2. Increase investment in the Development, Alumni and University Affairs operations to bring them in line with appropriate CSU benchmarks in order to raise funds for university educational priorities</li> <li>3. Complete the fundraising campaign to open the Green Music Center</li> <li>4. Grow the Sonoma State University Endowment by 50%</li> <li>5. Prepare for and launch a comprehensive university-wide fundraising campaign to raise the level of excellence in all aspects of academic and campus life</li> <li>6. Expand support for research, scholarship and instruction from external sources</li> </ol>	<p><b>AREA XIII. FINANCIAL SUPPORT FOR THE UNIVERSITY.</b></p> <ol style="list-style-type: none"> <li>1. SSU faces an increasing need to rely on funding for academic programs and student support from the students themselves and from sources other than state resources.</li> <li>2. Certain professional and applied programs, mainly at the graduate level, may of necessity be offered on a self-support basis through Extended education, or through local community partnerships.</li> </ol> <p><i>Strategic Goals:</i></p> <ol style="list-style-type: none"> <li>1. To develop increased sources of funding to support the academic mission of the university in a time of reduced support from traditional sources.</li> <li>2. To assure that any revenue generating initiatives should not detract from the University’s primary mission.</li> </ol> <p><i>4 Implementation recommendations</i></p>	
<p><b>Strategic Area 5: Foster collaborations that address the needs of the regional community.</b></p>	<p><b>Strategic Area II. Community Engagement</b></p> <p><b>Strategic Goal:</b> Enhance collaborative</p>		

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<p><i>Strategic Goal:</i> Build relationships with the external community to serve regional needs and enhance our students' learning.</p>	<p>relationships with the local communities and the surrounding region to foster educational, social, cultural, and economic development.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Identify and strengthen community service and civic engagement opportunities for students in the curriculum and across all university programs</li> <li>2. Provide strong leadership in developing, strengthening, and coordinating community-wide partnerships and collaborations</li> <li>3. Increase participation and attendance of university and community members at university cultural and athletic events</li> <li>4. Strengthen the role of the university as a resource in the economic development of the community</li> </ol>		
	<p><b>University Strategic Plan Areas not included in the Academic Affairs Strategic Plan</b></p>	<p><b>LRAP Area not included in the Academic Affairs Strategic Plan</b></p>	

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	<p><b>Strategic Area IV. Enrollment Management</b></p> <p><b>Strategic Goal:</b> Manage enrollment to achieve our target and maximize student retention, graduation, and satisfaction.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Achieve our enrollment targets</li> <li>2. Develop a comprehensive enrollment management process and strategy</li> <li>3. Develop strategic objectives in diversity, cohort distribution, and distribution of majors to support the mission of SSU</li> <li>4. Actively manage the composition of the student body to match University strategic objectives in areas such as growth of majors, lower/upper division balance, and diverse experiences</li> <li>5. Increase retention and graduation rates</li> </ol>	<p><b>AREA III. GOVERNANCE AND ADMINISTRATION</b></p> <ol style="list-style-type: none"> <li>1. The Governance and Administration of SSU involves four major constituencies: (1) faculty, (b) administration, (c) staff, and (d) students.</li> <li>2. SSU is committed to a governance of faculty, administration and staff based on collegiality, joint planning and accountability in areas regarding human, financial and physical resources. Insofar as possible students are participating partners in these areas of responsibility.</li> <li>3. The faculty has primary responsibility in those matters fundamental to the educational mission of the university (e.g., academic programs and other curriculum matters, degree and graduation requirements).</li> </ol> <p><i>Strategic Goals:</i></p> <ol style="list-style-type: none"> <li>1. Institutional structures and lines of communication ensure involvement of all major constituencies of the campus in decisions related to governance and administration of the university.</li> <li>2. Budget and policy committees will include faculty representatives from the various units in addition to representation by members of the Academic Planning Committee. Student representation is included on these bodies.</li> </ol>	
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		<i>1 Implementation recommendation</i>	
	<p><b>Strategic Area VII. Infrastructure</b></p> <p><b>Strategic goal:</b> Address infrastructure needs and prepare the physical plant for enrollment growth while meeting sustainability objectives.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Provide needed space capacity for programs, services, and student residences</li> <li>2. Provide needed equipment and maintenance for programs, services, and student residences</li> <li>3. Open the Green Music Center and the University Center</li> <li>4. Address administrative needs in Foundation and Grants and Contracts</li> <li>5. Address campus administrative, instructional, and student information technology needs, including continued enhancement of CMS</li> </ol>		

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	<p><b>Strategic Area VIII. Quality of Student Experience</b></p> <p><b>Strategic goal:</b> Provide SSU students with a quality co-curricular experience and a residential environment that leads to enhanced learning and personal growth.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Enhance and support academic programs through co-curricular activities</li> <li>2. Enhance infrastructure and services to support the co-curriculum in an active residential campus</li> <li>3. Create communities through activities and programming that develop a sense of belonging and strengthen SSU traditions</li> <li>4. Help students become ethical, reflective decision-makers that assume personal responsibility for their decisions</li> <li>5. Help students learn to respect and value diversity</li> <li>6. Promote and cultivate a healthy campus community</li> <li>7. Support student personal growth, social development, and career planning</li> </ol>		
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	<p><b>Strategic Area IX. Sustainability</b></p> <p><b>Strategic goal:</b> Establish sustainability as a key element of Sonoma State University's identity on campus and in the region.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Develop one or more sustainability initiatives for each strategic goal of the University Strategic Plan</li> <li>2. Coordinate and disseminate information about sustainability initiatives in academics, cocurriculum, infrastructure, and development activities at SSU</li> <li>3. Design and implement curricular initiatives focused on sustainability</li> <li>4. Seek external and endowment support for sustainability programs and activities</li> <li>5. Position SSU as a leader in regional sustainability</li> </ol>		
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