

Academic Affairs Divisional Goals & Objectives 2019-2021

Refined objectives based on feedback & strategy activities 10/2/19

Objectives	Strategies
Goal 1: Student Success	
<p>SP Obj. 3: Conduct annual surveys to assess students' sense of belonging, engagement, and inclusion. Establish baseline measures and then design programming to ensure continual improvement.</p>	<p>Strategy 1: <i>Contributes to objectives 1, 2, 4, 5, 6</i></p> <ol style="list-style-type: none">1. Intentionally offer additional administrative support, stipends, re-assigned time, etc., to encourage and reward faculty as they continually improve their classroom teaching through integrating evidence-based and/or equity-based pedagogical strategies that enhance student learning and success.2. Create a campus-wide HIPs Community of Practice to support the implementation of HIPs.3. Create student Learning Communities (residential and non-residential) designed around evidence-based best practices that may include cohorts, block scheduling, intentionally connected courses, peer mentoring, and structured learning supports (e.g., tutoring and Supplemental Instruction).4. The orientation for new tenure-track faculty hires will include a substantial component on effective pedagogy in higher education.5. In decisions about hiring new tenure-line faculty, consider what our institutional patterns and the research literature tell us about where decreased class size could have the greatest impact on teaching effectiveness and on student success.
<p>SP Obj. 4: Increase student success by maintaining high academic standards while reducing the overall DFWI (D, F, withdrawal, incomplete) rate through improved course learning conditions and enhanced co-curricular support. Aim to reduce the rate in lower division courses from 13% to 10%, and aim to reduce the upper division rate from 8% to 6%, particularly through providing additional supports for students in courses with the highest DFWI rates.</p>	
<p>SP Obj. 5: Stay on track to meet or exceed the CSU's Graduation Initiative 2025 targets with a four-year graduation rate in 2020 of 15% or higher, a six-year graduation rate of 52% or higher, and an underrepresented minority (URM)/non-URM achievement gap of 0%. For transfer students, by 2020 achieve a 36% two-year graduation rate and a 72% four-year graduation rate. Reduce by half the achievement gaps for males and Pell-eligible students. Decrease average time-to-completion for students who enroll as freshmen from 5.6 to 5.0 years by 2020. For transfer students, decrease average time-to-completion from 3.1 to 2.7 years by 2020.</p>	
	<p>Strategy 2: <i>Contributes to objectives 1, 3, 4, 5, and 6</i></p> <ol style="list-style-type: none">1. Provide evidence-based academic and social support programs to help students succeed.2. Ensure that student support programs are systematically delivered effectively and efficiently.3. Intentionally and explicitly connect learning across curricular and co-curricular experiences so that students better understand the purposes of higher education and learn strategies that promote resilience and success beyond graduation.4. During the process of semester conversion, ensure that the Institutional Learning

Outcomes are included among the guiding principles in curriculum redesign.

Strategy 3:

Contributes to objectives 2, 3 and 6

1. Conduct a graduate studies needs assessment that includes feedback from graduate students and graduate programs.
2. Develop, implement and disseminate a graduate studies strategic plan.
3. Explore, develop and implement effective practices in graduate education (potentially to include HIPs at the graduate level) that promote retention, graduation and time to degree.

AA Division Obj. A: Create a comparable set of experiences for PDC students. Each college *will provide opportunities for an applied project/research* experience* at PDC. 25% of graduating students will have an internship in year one, 35% in year two. Increase tenure track faculty teaching at PDC to 35% in 2 years or 25% in 1 year. *Establish a baseline and identify targets in AY 2019/20. Use established baseline targets to set SMARTer objectives for 2020-21.*

** expand the notion of "research" to projects, data collection, or something more inclusive than pure definition of research*

AA Division Obj B: All academic advising services across the division of Academic Affairs will examine their utilization and service effectiveness data to inform their own programmatic improvements to promote timely graduation and career exploration for all undergraduate and graduate students. *All undergraduate and graduate students will meet with a professional advisor in their first year; meet with a faculty advisor before graduation; have at least one advising meeting per year; and have one relationship with a peer mentor /ambassador/tutor/supplemental instruction. Establish a baseline and identify targets in AY 2019/20. Use established baseline targets to set SMARTer objectives for 2020-21.*

AA Division Obj C: Develop strategic enrollment plan at the department and college levels for coordinated enrollment planning for *incoming* undergraduate (First years* & Transfers), graduate, and international students. *Establish a baseline and*

- PDC will identify with chairs potential programs that could be new degree completion programs at PDC.
- Coordination of activities; dev. comprehensive plan for AA to support PDC students in implementation of Master Plan
- Create a career planning task force university wide (has PDC implications)
- Assigned advisors
- Coordinated campaigns for academic advising
- Central Advising Space
 - Coord in each college EXCEPT grad
- Financial Aid and Career on SST
- AASCU/NACADA
- Hire financial aid education coordinator to develop financial literacy program for first time students based on evidence-based best practices.

identify targets in AY 2019/20. Use established baseline targets to set SMARTer objectives for 2020-21.

AA Division Obj D: Develop comprehensive internationalization plan (ACE Int'l Lab) for ALL students (2019 – 2021) including: design of curricular and co-curricular *global competency* activities; *study abroad and service learning*; as well as *engagement in ongoing continuous improvement to address Institutional Learning Outcome 8, Diversity and Inclusion*. Establish a baseline and identify targets in AY 2019/20. Use established baseline targets to set SMARTer objectives for 2020-21.

- Recreate and redefine enrollment management committee
- Employ current recruitment activities to be more targeted towards URMs
- Comprehensive Enrollment Management:
 - Strategize and prioritize enrollment objectives
 - Form an enrollment management group to develop and implement enrollment strategies
- Synthesize enrollment databases
- Identify outcomes for student exp.

- Comprehensive Internationalization
 - ACE Internationalization Lab
 - Promote ACE Internationalization raise awareness
 - Increase campus involvement in
- Promote global competency and integration into curriculum
- Recruit & retain international students

Goal 2: Faculty Success

SP Obj 6: Increase the diversity of tenure/tenure-track faculty, adjunct faculty, and staff as well as improve the climate of inclusion and support.

1. Increase funding by 10% progressively over five years to support recruitment strategies to strengthen diversity.
2. Improve the climate to support retention among faculty and staff.

AA Division Obj E: Create a coordinated support structure for faculty development. Evaluate faculty development efforts in terms of professional and leadership support for our untenured/tenured faculty from recruitment to retirement relative to student success. Identify targeted support for lecturers. Establish a baseline and identify targets in AY 2019/20. Use established baseline targets to set SMARTer objectives for 2020-21.

Goal 3: Resource Sustainability and Expansion

SP Obj. 3: Increase non-resident revenue by 5% annually, and increase the five year philanthropic productivity average by 12% at the end of 2020.

1. Continue current campus effort of increasing non-resident enrollment by 5% annually through 2020.
2. Lead a “visioning” process with internal and external stakeholders to identify fundable

concepts based on the university's priorities, areas of strength, and strategic plan.

3. Secure an academic and/or programmatic university champion for each funding priority, who is responsible for collaborating with University Advancement to pursue funding opportunities.

Goal 5: Identity

SP Obj. 2: Create a vibrant and memorable student life experience that reinforces the university's identity to increase student engagement in campus activities by 10% by 2020.

1. Create, identify, and update gathering spaces on campus to encourage student engagement.
2. Identify, define, and brand CSUSB traditions and signature events.