DRAFT Strategic Plan Revision
2014-2019

Sonoma State University’s existing strategic plan, drafted and approved in 2009, encompassed the academic years 2008-09 to 2012-13. The present benchmark now gives us the opportunity to review and revise the existing plan for 2014-2019. Constituencies of the university have determined what previous goals have been met; what local, state, and national circumstances have changed; and what goals should be revised or newly formulated to address the university’s changing needs for the next five years. This revision builds on SSU’s key areas of distinctiveness: its innovative programs, its unique resources, its significant geographic location, and its position in the CSU and in its surrounding community.

Sonoma State University is poised to become a showcase for innovation and a model 21st century public university. The university has met a set of goals in the past decade, some of which have created new resources that can be leveraged to develop new goals for the institution. We want to build on our strengths and support curricular, programmatic and organizational innovations that will make SSU a destination campus regionally, nationally, and internationally. These strengths begin with the university’s legacy and commitment to its identity as a public liberal arts institution with Council of Public Liberal Arts Colleges (COPLAC) standing. SSU is a professional university built on a liberal arts foundation that now extends into science, technology, business, and education.

To this core identity, we have added new academic and co-curricular programs that focus on supporting students across their entire college career, enriching their educational experience, and providing them with meaningful, relevant engagement with their communities and the world. These programs include the Freshman Year Experience and other School-based First Year Learning Communities, School-based sophomore year programs, and a robust Student Leadership program. New campus-wide programming facilities based in the HUB: A Center for Diversity, Vitality and Creativity, and the Center for Community Engagement increasingly serve to integrate curricular and co-curricular programming efforts.

The university has made significant investments in physical resources, completing several construction projects listed in the previous strategic plan. The Green Music Center is now open, and the academic space provided by Schroeder Hall will be open by August 2014. These two facilities, adding to a visual arts building and to a renovated Person Theater, position SSU as having perhaps the best arts facilities in the CSU. The opening of the university’s new Student Center, combined with the adjacent Recreation Center, has created a central core for university student life. Campus structures vacated by this reorganization are being remodeled to boost the classroom capacity for instruction and to create new hubs for international education and for wine business education, a program for which SSU is already a recognized world leader. These new or renovated physical resources join existing distinctive university facilities and preserves that include the Jean & Charles Schultz Information Center, and the Galbreath, Fairfield-Osborn, and Los Guélicos Preserves. In addition, SSU is home to a number of regionally and nationally recognized school-based laboratories, production facilities, research and teaching collections,
and infrastructure elements. Together, these resources make SSU a uniquely situated university poised to make a significant educational difference in the region, in the state, and on national and international fronts.

Finally, Sonoma State University draws much of its distinctiveness from the combination of its relatively small size and its predominantly residential campus. Recognized nationally for the quality of its residential student housing, SSU is well positioned within a broader local community that is undergoing its own dynamic change. The university’s service area is transitioning from a largely rural economy and community to one that is increasingly more socially and culturally diverse, economically innovative, and globally connected. Looking ahead, the university has an increasingly prominent role to play in this changing local environment. Consequently, its more significant role in the community and region will provide educational opportunities for SSU students that extend beyond the classroom. Dramatic evidence of this potential is demonstrated by the innovative university-community programming partnerships that engage students, faculty, and other constituencies: the Water Works Initiative, the Engineering Industry Advisory Board, and the Wine Business Institute are recent examples of these collaborative efforts.

What follows is a set of strategic areas that are based on those identified in the 2009 plan, which have been revised and updated to meet the new circumstances. These are the areas for which SSU will have an overarching objective and supporting goals. These supporting goals, for which strategies should be developed, indicate a pathway to fulfill our mission and progress toward our vision. These areas can be divided into three basic categories: 1) key programmatic areas and personnel requirements (such as Academic Programs), 2) overarching values, principles, and aspirations (such as Diversity), and 3) key means or methods for achieving the goals in all other areas (such as External Support).
1) KEY PROGRAMMATIC AREAS

Student Experience

Strategic Objective: Sonoma State University will offer an array of programming that engages students in an educational experience that emphasizes creativity, critical thinking, community engagement, collaboration, and communication.

Goals:
• Provide SSU students with a top ranked (among peer institutions), quality educational experience and university environment that promotes in our students critical thinking skills, imaginative personal growth, collaborative engagement with the diverse world they live in, and creative exploration of the changing world around them.
• Enhance and support the integration of curricular and co-curricular programming to create a holistic and engaged educational experience.
• Promote and cultivate a healthy campus community.
• Cultivate an inclusive sense of belonging and strengthen an SSU community identity.
• Foster ethical, reflective decision-making and personal responsibility.
• Value and promote diversity, respect, and civility toward others.
• Provide creative scholarship, inquiry or performance opportunities for every student.
• Provide community involvement and civic engagement opportunities for every student.
• Support student personal growth, self-knowledge, social development, and career planning.
• Provide adequate support for and access to the full range of advising, counseling, and other student services needed to attain these objectives.
• Enhance infrastructure and services to support all aspects of the educational experience at an active residential campus.

Academic Programs

Strategic Objective: Sonoma State University will promote top quality academic programs that develop students’ capacity to think critically, be creative, collaborate, communicate, and engage in their communities.

Goals:
• Develop and sustain challenging, innovative, relevant, and intellectually rigorous academic programs that engage students and faculty in life-long learning, inquiry, creativity, and reflection.
• Enhance infrastructure, and services to provide an excellent teaching and learning environment, and meet the evolving pedagogical and curricular needs of programs.
• Provide sufficient resources and a supportive environment for faculty scholarship and professional development.
• Strengthen the currency, coherence, effectiveness, and distinctive liberal-arts-and-sciences character of our academic programs.
• Establish cultural competence and civic engagement as general learning outcomes in baccalaureate and graduate programs.
• Foster the development of information literacy and competency using technological resources.
• Articulate academic programs with clear career paths that address the economic and social needs of the community.
• Provide balanced support for a high-quality, broadly relevant curriculum in General Education, the majors, and graduate programs.
• Encourage program innovation and development by enabling faculty collaboration across departmental and school units, with co-curricular units and programming, and with community partners.
• Support the university Library and its faculty as a critical element in delivering academic excellence.

Faculty and Staff

**Strategic Objective:** To continue to deliver the highest quality academic programs and educational experience, Sonoma State University will ensure that its faculty have both the requisite opportunities and resources to create and renew their professional capacity. Similarly, staff will receive training and opportunities for professional growth so that optimal collaborative potential will be fostered to achieve with faculty partners programmatic goals for departments, centers, and disciplines.

**Goals:**
• Support an environment that will attract and retain faculty and staff and contribute to their professional growth and their ability to support the University’s mission.
• Attract, hire and retain excellent, diverse faculty and staff in sufficient numbers to accommodate enrollment growth, address workload issues, and adequately deliver the curriculum.
• Increase teaching effectiveness through the use of appropriate technology.
• Support comprehensive professional development and training opportunities for our faculty and staff.
• Increase faculty’s capacity to sustain their professional activities in teaching, scholarship, and service.
• Enhance cultural competence in and an inclusive climate for faculty and staff.
• Support community-building and networking opportunities among faculty and staff.
• Support the new Faculty Center as a focus for faculty professional development and collaboration.
• Develop means to ease the cost of living and working in Sonoma County for our faculty and staff.
2) OVERARCHING VALUES/PRINCIPLES/ASPIRATIONS

Intellectual Curiosity

**Strategic Objective:** Sonoma State University will promote an atmosphere of collaborative learning, critical thinking, scholarship and creative activity, maintaining and developing its programs so that faculty and students will partner in achieving the educational mission of the university.

**Goals:**
- Offer a General Education curriculum that enables students to develop their intellectual capacity, social and global knowledge, critical thinking skills, and zest for lifelong learning.
- Increase support for collaborative research between faculty and undergraduate students.
- Ensure that current technology is available to provide relevant instructional tools and to develop information literacy and technological competency in students.
- Employ service learning as a tool for intellectual growth and community improvement.
- Provide educational opportunities that promote the development of creative thinking skills and artistic pursuits.

Diversity and Inclusiveness

**Strategic Objective:** Sonoma State University will foster a constructive learning and living environment that honors the rights, safety, dignity, and value of every individual. It is fundamental to our mission to promote a civil, respectful, and inclusive community, and to oppose acts of racism, religious intolerance, sexism, ageism, homophobia, harassment, bias against those with disabling conditions, or other forms of intolerance or discrimination.

**Goals:**
- Ensure that all student, faculty, staff, and administration constituencies are representative of the diverse populations in the communities we serve.
- Promote a campus climate of civility and respect.
- Prioritize cultural competence in all aspects of university operations.
- Foster awareness of and sensitivity toward all stakeholders in the culture of SSU.
- Assess curriculum for inclusive cultural content and promote a multiplicity of cultural perspectives through the Program Review process.
- Recruit and support students, faculty and staff constituencies that reflect the diverse populations that we serve.
- Facilitate and coordinate outreach to community colleges and commercial, political, and nonprofit organizations that serve underrepresented populations at SSU.
- Support educational programming and professional development that values differences in culture, socio-economic background, sexual orientation, ability, gender, national origin, race, color, age, and religious beliefs.
- Prioritize inclusiveness across all aspects of the campus infrastructure, programming, and environment.
Community Involvement and Civic Engagement

Strategic Objective: Sonoma State University will build strong partnerships with our surrounding communities, thus providing our students with opportunities for engaged service that will punctuate their education with clear, relevant and meaningful connections with their contemporary society. Our graduates will go on to their own communities committed to civic engagement as an integral part of being an educated citizen.

Goals:
• Build collaborative relationships with local communities in the surrounding region to foster educational, social, cultural, and economic development.
• Identify and strengthen community involvement and civic engagement opportunities for students and faculty in the curriculum and across all university programs.
• Enhance support for the SSU Center for Community Engagement and other campus-based community outreach and partnership programs.
• Provide strong leadership in developing, strengthening, and coordinating community-wide partnerships and collaborations.
• Increase participation and attendance of university and community members at university cultural and athletic events.
• Strengthen the role of the university as a resource in the economic development of the community.

Sustainability

Strategic Objective: Sonoma State University will implement sustainability measures on campus, and connect university efforts to collaborate with the surrounding community. The university will promote curriculum and co-curricular programming that will inspire in our students an active, engaged awareness of sustainable practices and issues surrounding sustainability at the local, national and global levels.

Goals:
• Promote curriculum and other initiatives that establish SSU as a recognized leader in sustainability efforts in the community and in the region.
• Develop sustainability initiatives for each university strategic area.
• Coordinate and disseminate information about sustainability initiatives in academics, co-curriculum, infrastructure, and development activities at SSU.
• Design and implement curricular initiatives focused on sustainability.
• Seek external support for sustainability programs and activities.
• Position SSU as a leader in regional sustainability.
Globalization

**Strategic Objective:** In today’s world, individuals, businesses, and organizations must collaborate and compete locally and globally. As a public institution serving the people of California, Sonoma State University will think and act strategically in response to the challenges posed by the international mobility of knowledge, belief, talent, technology, and capital.

**Goals:**

- Prepare an increasingly diverse generation of students for success in a world that is multicultural and globally interdependent.
- Develop a sustainable financial model to support SSU international education.
- Increase the admission, retention and graduation of international students to SSU on a par with other CSU peer institutions.
- Encourage programming that recognizes and validates the connections between the multilingual and multicultural communities of California and larger global issues.
- Support the development of faculty-led international travel and learning programs for SSU students.
- Integrate a critical understanding of global and international issues into the university curriculum and co-curriculum.
- Establish resources to support faculty in internationalizing the curriculum.
3) MEANS/METHODS/STRATEGIES

Enrollment Management

**Strategic Objective:** To achieve the kind of student experience expressed in the university’s strategic goals, Sonoma State University will manage the planned growth in student enrollment, including all aspects of recruitment, retention, and progress to graduation.

**Goals:**
- Develop a comprehensive enrollment management process and strategy.
- Set and achieve optimal enrollment targets, maximize student retention, graduation, and satisfaction.
- Develop and implement strategic objectives in diversity, cohort distribution, and distribution of majors to support the mission of SSU.
- Manage the composition of the student body to match University strategic objectives on areas such as growth of majors, lower/upper division balance, and diverse experiences.
- Recruit more students nationally and internationally.

External Support

**Strategic Objective:** Due to the fundamental shift in state support for public higher education, Sonoma State University will develop and implement strategies to acquire external support and partnerships to advance our educational mission.

**Goals:**
- Develop infrastructure and plans to increase private and public sector support for the university mission.
- Meet CSU mandate to raise private funds equal to 15% of our General Fund appropriation
- 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.
- Grow the SSU Endowment by 50%.
- Prepare for and launch a comprehensive university-wide fundraising campaign to raise the level of excellence in all aspects of academic and campus life.
- Expand support for research, scholarship and instruction from external sources.
Internal Resource Management

**Strategic Objective:** Through consultation and collaborative planning and oversight, Sonoma State University will seek to utilize and maintain its resources in the most effective ways possible, implementing economic efficiencies and enhancements.

**Goals:**
- Address infrastructure capacities and quality across campus units, focusing on sustainability as an overarching objective.
- Provide needed space capacity for programs, services, and student residences.
- Support administrative needs in Foundation and Grants and Contracts.
- Address changing campus administrative, instructional, academic, and student information technology needs.