California State University Channel Islands
Division of Academic Affairs
Strategic Plan
2011-2016

Mission
The Division of Academic Affairs creates and delivers excellent academic programs. It actively supports instructional, scholarly and creative activities, engages and mentors students, and fosters intellectual, ethical and creative development.
Message from the Provost

After an extensive campus-wide conversation with faculty, staff and students concerning our 2011-2016 Strategic Plan for Academic Affairs, I am pleased to present the final draft of our new plan. It builds on the solid foundation of our earlier planning efforts and reflects your thoughtful conversations, as it reaffirms our mission, culture and values, and establishes a strategy to attain our collective vision for the future of Academic Affairs. In addition, our plan identifies three strategic initiatives paralleling those in the University strategic plan. They are:

- Actively support the University Strategic Plan and its strategic initiatives
  - Student Access, Retention and Success
  - Environmental Sustainability
  - STEM (science, technology, engineering, mathematics) Crisis

- Fully implement assessment processes leading to continuous improvement
- Create and implement a first and second-year experience

In the fall, I intend to create a tactical planning process to link the initiatives with resources, performance indicators and assessment leading to continuous improvement.

I want all of Academic Affairs, (faculty, staff and administrators) to participate in the implementation of this new plan. Please join me in this important process! While we must be mindful of these challenging economic times, I encourage you to continue to imagine boldly and daringly about the stature and distinction you desire for California State University Channel Islands.

Sincerely yours,

Dawn Neuman
Our Purpose is to:
- Support CI’s Mission
- Educate, mentor and graduate our students, particularly “first generation and historically underserved” students
- Achieve excellence in all areas
- Meet community needs

Our Environment is:
- Collegial and supportive, shared governance
- A community of scholars/artists
- Multicultural, international and interdisciplinary
- Intellectually stimulating and nurturing

Our Applications are based in:
- Learning and teaching within and across disciplines through integrative approaches
- Scholarship/Creative activities
- Engagement
- Innovation, including uses of technology
- Assessment
- Reflection

Our Characteristics are:
- Academically focused and inquiry-driven
- Creative
- Learning centered
- Interdisciplinary
- Reflective
- Global

Our Values include:
- Academic freedom
- Access for all
- Community engagement
- Data-based decisions
- Diversity in all matters
- Effective teaching, scholarly and creative activities
- Environmental responsibility
- High ethical standards
- Innovation
- Civility
- International focus
- Service learning
- Student centered approaches
- Transparency in decision-making
VISION – Where do we want to be in five years?

- Celebrate our HSI (Hispanic Serving Institution) designation
- Achieve true Green Campus status
- Be a “destination campus”
- Document student learning through effective assessment processes leading to continuous improvement in all areas
- Fully integrate Mission-Based Centers into all aspects of the university
- Implement a first and second year experience
- Seek out and implement models for a “21st Century university”
- Increase professional development
- Increase ratio of tenure track to lecturer faculty – by hiring more tenure track faculty
- Develop infrastructure that fully supports the Academic Master Plan
- Maintain excellent reputation
- Offer a rational and comprehensive GE program
- Reaffirm WASC accreditation in 2014
- Reflect a high level of internationalism
- Solidify collaborations with community colleges
- Develop strong alumni support
- Provide strong support for research, including undergraduate research with students
The Mission Based Centers were established to institutionalize the four pillars of the CI mission. Each Center enacts one of the pillars. Each has a faculty director and its own internal structure. For more information on the Centers, please see their web pages.

**Center for International Affairs**
The Center for International Affairs promotes and supports efforts to internationalize the curriculum, afford students the opportunity to study abroad, increase the number of international students on campus, support international faculty collaboration, and foster links with higher educational institutions around the world.

**Center for Integrative Studies**
The mission of the Center for Integrative Studies is to serve as an organized source of information and support for integrative and interdisciplinary approaches to the creation, discovery, transmission and application of knowledge.

**Center for Multicultural Learning and Engagement**
The mission of the Center for Multicultural Learning and Engagement (CMLE) is to create and sustain a campus climate in and out of the classroom that values and promotes all forms of diversity. It challenges students, staff, and faculty to commit to diversity as a source of renewal and vitality that empowers them to change the culture and the world through civic action.

The Center for Multicultural Learning and Engagement promotes working to end all forms of oppression and toward a just society so that all people can exist with equality and respect.

**Center for Community Engagement**
The Center for Community Engagement is charged with fostering a learning community that facilitates civic engagement in our local and global communities; and that addresses societal challenges through long-term sustainable partnerships. The office serves as a resource and support for faculty, community partners and students engaged in service learning. The office supports the University’s mission by promoting civic engagement and service-learning initiatives in the local and global communities for mutual, positive benefit.
## Strategic Initiatives

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<tr>
<th>Initiatives</th>
<th>In Two Years</th>
<th>In Five Years</th>
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<tbody>
<tr>
<td>Actively support the University Strategic Plan:</td>
<td>• Enhance undergraduate research opportunities; Establish definitions and measures;</td>
<td>• Improve T/T to Lecturer ratio; Plan effective growth including GE changes;</td>
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<td>• Student Access, Retention and Success;</td>
<td>• Improve STARS compliance;</td>
<td>• Increase STARS compliance;</td>
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<td>• Sustainability of the environment;</td>
<td>• Establish Introductory programs; build relationships with feeders; increase enrollments in STEM;</td>
<td>• Increase enrollment, and graduation rates; Add new degree tracks in STEM disciplines;</td>
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<td>• STEM (Science, Technology, Engineering, Mathematics) Crisis;</td>
<td>• Promote culture of wellness.</td>
<td>• Implement programs to support wellness of faculty, staff and students.</td>
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<td>• Wellness</td>
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<td>Fully implement assessment processes leading to continuous improvement.</td>
<td>• Complete baseline for all programs including Centers;</td>
<td>• Fully implement assessment plans for all academic programs (including GE);</td>
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<td></td>
<td>• Prepare and implement assessment plans in all programs;</td>
<td>• Complete program reviews for all academic programs (including GE);</td>
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<td>• Enhance resource allocation to support assessment.</td>
<td>• Receive WASC re-accreditation.</td>
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<td>Create and implement first, second and transfer year programs.</td>
<td>• Implement first year and transfer experience.</td>
<td>• Implement second year experience.</td>
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