Division of Academic Affairs

Strategic Plan, 2016-2021
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January 25, 2016

Dear Faculty, Staff and Students:

Thanks to the hard work of the Division of Academic Affairs Strategic Plan Steering Committee and to constructive feedback from faculty, staff and students over the fall term, we can announce the completion of the Division of Academic Affairs Strategic Plan, 2016 – 2021.

The Division’s strategic plan aligns with the University Strategic Priorities to:

1. Facilitate Student Success
2. Provide Students with a High Quality Education
3. Realize Our Future

In addition, it explicitly embraces our four mission pillars as essential to student learning: interdisciplinarity, community engagement, internationalism and multicultural perspectives. Clearly stated Aims and Objectives for the division are listed under each of the University Strategic Priorities. The Division of Academic Affairs Strategic Plan, 2016 - 2021 will serve as a dynamic guide for academic planning, education efforts, assessment activities, and for resource allocation processes within the division.

Currently, the Division of Academic Affairs Strategic Plan Steering Committee is completing an implementation plan which will list measures, assignments and timelines for each objective in the division strategic plan. These will be reviewed annually to help better inform academic planning and resource allocation processes.

This well-designed strategic plan provides the Division of Academic Affairs with a structure upon which to engage in division and campus-wide conversations about institutional direction, as well as a forum for data collection where our progress as a division will be assessed.

Here’s to continued growth of high quality education and services for our students today, tomorrow and always.

Sincerely,

Gayle E. Hutchinson
Provost and Vice President for Academic Affairs
- **Susan Andrzejewski**, Assistant Professor - Marketing
- **Gary Berg**, Associate Vice President & Dean of Extended University
- **Geoff Buhl**, Associate Professor – Mathematics; Chair – G.E. Committee
- **Karen Carey**, Dean - Arts and Sciences
- **Bill Cordeiro**, Dean - MVS School of Business and Economics
- **Rosario Cuevas**, Operations Support Analyst, Extended University
- **Hung Dang**, Associate Vice President for Enrollment Management
- **Blake Gillespie**, Associate Professor - Chemistry
- **Jeanne Grier**, Professor – Education; Chair – Academic Senate
- **Beth Hartung**, Assistant Provost – Division for Academic Affairs
- **Gayle Hutchinson**, Provost and Vice President of Academic Affairs
- **Jacob Jenkins**, Assistant Professor - Communication
- **Jason, Miller**, Senior Research Officer – Research and Sponsored Projects
- **Amanda Quintero**, Director – Hispanic Serving Institution Initiatives
- **Monique Reyna**, President – ASI Student Government
- **Kaia Tollefson**, Associate Professor, Education
- **Christina Salazar**, Librarian
- **Dan Wakelee**, Associate Provost – Division of Academic Affairs
- **Jim Walker**, President Emeritus – Moorpark College
- **Amy Wallace**, Dean – Library; Associate Vice President – Continuous Improvement
The division strategic planning process began in February, 2015 with the appointment of the Strategic Plan Steering Committee. The committee was broadly representative of the division and its constituencies. The group spent the spring semester reviewing relevant documents and discussing the strengths, opportunities and challenges facing the division as it strives to advance the mission of the University. Over the summer of 2015, the work of the committee was compiled into a working draft. The committee reconvened in fall, 2015 and continued its work. An online survey and a series of town hall meetings invited faculty, staff and students to participate and provide the committee with critical feedback as well as suggestions for improving the draft plan. The Strategic Plan Steering Committee completed its work in December, 2015.

The chronology of planning over the course of two semesters in 2015 is as follows:

February 18 - Appointment letters sent to Strategic Plan Steering Committee members
February 24 - First meeting of the DAA Strategic Plan Steering Committee
March 1 - Reading and discussion about University Strategic Plan and relevant documents
March 11 - Inventory and discussion of division strengths, opportunities and challenges
March - Small group work; drafting Aims and Objectives for each University Strategic Priority
March 30 - Small group presentations drafted Aims and Objectives
April 22 - Small group presentations drafted Aims and Objectives
July/August - Strategic Plan Steering Committee facilitators compile the work of the Steering Committee into a working draft to be reviewed during fall semester
August 28 - Steering Committee reconvenes and begins revising the draft of the strategic plan
September 2 - Revisions to the draft continues; begin to develop measures for each objective
October 9 - Revisions to the draft continues; continue developing measures for each objective
October 16 - Revisions to the draft continues; continue developing measures for each objective
October 23 - Revisions to the draft continues; continue developing measures for each objective
October 30 - Questions for an online survey prepared; planned presentation for Town Hall meetings
November 3    - Online survey launched
November 3    - Town Hall meeting held for faculty and staff
November 6    - Review feedback from Town Hall meeting and online survey and make
   revisions to the draft
November 10   - Town Hall meeting held for faculty and staff
November 13   - Review feedback from Town Hall meeting and online survey and make
   revisions to the draft
November 16   - Town Hall meeting with AS Student Government Leaders
November 20   - Online survey closed
December 4    - Review feedback from Town Hall meeting with students and online survey.
   Make further revisions to the draft.
December 11   - Complete the Division of Academic Affairs Strategic Plan and submit to the
   Provost (The implementation plan for the strategic plan to be completed in the
   spring of 2016).
Mission:

Placing students at the center of the educational experience, California State University Channel Islands provides undergraduate and graduate education that facilitates learning within and across disciplines through integrative approaches, emphasizes experiential and service learning, and graduates students with multicultural and international perspectives.

Vision:

CI aspires to be a prominent public University rich with diversity of people, culture, and thought, preparing students for an ever-changing world through exceptional teaching, meaningful scholarship, creative activities, innovative and strong leadership, and significant community partnerships.

Values and Culture:

As an inclusive public University centered on student learning, we embrace and promote integrative approaches, community engagement, multicultural learning and international perspectives. With a singular commitment to student success, we strive for innovative practices and excellence within the disciplines. We practice civility, value collaboration and are responsible stewards of our resources. We adapt to the changing needs of our students, and foster regional and global communities through partnerships.

Link to the University Strategic Plan 2015-2020:

Strategic Priority I: Facilitate Student Success

- Provide University access to students who bring diverse perspectives
- Provide a mission-driven education that prepares students for individual success as they become contributing members of society
- Provide support for student persistence toward degree completion and opportunity for timely graduation

Strategic Priority II: Provide High Quality Education

- Hire and support high quality faculty and staff who are committed to the mission of the University
- Infuse integrative approaches, community engagement, multicultural learning, and international perspectives into all aspects of learning
- Engage undergraduate and graduate students in research and creative activities

Strategic Priority III: Realize Our Future

- Build infrastructure capacity
- Leverage the use of technology
- Seek, cultivate, and steward resources both public and private
- Implement collaborative planning and accountability processes

Link to the University Strategic Plan 2015-2020:

Academic Affairs

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<th>Strategic Priority 1</th>
<th>Facilitate Student Success</th>
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**AIM 1:** Enhance our reputation as a public 4-year institution that values and meets the needs of all learners in order to draw students to CI who bring diverse perspectives from all of the communities reflected in our service area, California, nation, and the world.

**Objective 1.1.1:** Increase our capacity to serve the region through community engagement and outreach efforts to reach diverse student populations and their families.

**Objective 1.1.2:** Increase our understanding of factors that impede access to higher education opportunity in the region and work to design an institution that seeks to diminish those barriers.

**Objective 1.1.3:** Sustain aggressive enrollment growth and culturally relevant practices reflecting our commitment to diversity and to serving historically and currently underserved students.

**Objective 1.1.4:** Develop appropriate educational pathways in order to more effectively recruit high school, community college, and post baccalaureate students to CI.

**Objective 1.1.5:** Create collaborative partnerships that develop, expand, and enhance comprehensive transfer models with regional community college partners.

**Objective 1.1.6:** Expand our partnerships with international institutions and increase our institutional capacity to better serve international students and ensure their academic success at CI.

**AIM 2:** Ensure that all students (undergraduate and post baccalaureate) participate in engaging curricular experiences and use academic supports that help them successfully progress towards a degree.

**Objective 1.2.1:** Provide students the experiences and resources they need to successfully progress within their chosen course of study and towards a degree.

**Objective 1.2.2:** Foster and sustain a University Culture that values inclusiveness, excellence, and a dedication to student success and education equity that informs and shapes University policies and practices.
Objective 1.2.3: Enhance student engagement, retention, and persistence towards degree by using High Impact and Mission-based Practices.

**AIM 3: Foster student success and education equity through clear education pathways that facilitate increased graduation rates and interest in careers for all students.**

**Objective 1.3.1:** Increase freshmen graduation rates.

**Objective 1.3.2:** Increase transfer graduation rates.

**Objective 1.3.3:** Track post baccalaureate graduation rates.

**AIM 4: Cultivate student interest in career and educational pathways that promote diverse participation in and facilitate graduation rates in STEM fields.**

**Objective 1.4.1:** Increase the number of degree completions in science, technology, engineering, and mathematics (STEM) fields, in total, and separately for undergraduate students, graduate students, and low-income students.
**Strategic Priority 2**  
**Provide Students with a High Quality Education**

**Aim 1:** Infuse the University’s Mission Pillars (integrative approaches, community engagement, multicultural learning, and international perspectives) into all aspects of curricular and co-curricular learning.

- **Objective 2.1.1:** Facilitate students’ ability to analyze the perspective of her/his discipline and how that perspective compares/contrasts/complements the perspective of other disciplines.

- **Objective 2.1.2:** Increase the number of opportunities for students to engage their community in academically meaningful ways (e.g., service learning, community-based research, internship, and volunteerism).

- **Objective 2.1.3:** Provide experiences that develop students’ understanding of cultures different from their own.

- **Objective 2.1.4:** Increase the number of opportunities for students to study abroad, interact with international students, and/or have a substantive international experience.

**Aim 2:** Hire and support high quality faculty, staff and administrators committed to the mission of the University who represent the students we serve.

- **Objective 2.2.1:** Develop a multi-year faculty hiring plan for each academic program and assess the success each year of the plan as well as faculty retention rates.

- **Objective 2.2.2:** Develop a multi-year staff hiring plan for each academic unit and assess the success each year of plan as well as staff retention rates.

- **Objective 2.2.3:** Develop a multi-year faculty professional development plan and assess the success each year of the plan as well as faculty participation rates.

- **Objective 2.2.4:** Develop a multi-year staff professional development plan and assess the success each year of the plan as well as staff participation rates.

- **Objective 2.2.5:** Develop a multi-year administrator professional development plan and assess the success each year of the plan as well as administrator participation rates.

**Aim 3:** Engage in ongoing academic program review and assessment, integrating input from internal and external constituencies to ensure high quality programs.

- **Objective 2.3.1:** Create and implement program-level assessment plans.

- **Objective 2.3.2:** Collect program-level assessment data from internal and external constituents.
**Aims and Objectives**

**Objective 2.3.3:** Analyze data to evaluate program quality and make improvements as needed.

**Aim 4:** Provide faculty with opportunities and resources to engage in learner-centered pedagogies.

**Objective 2.4.1:** Increase the number of faculty development opportunities focused on learner-centered pedagogies.

**Objective 2.4.2:** Encourage faculty to show evidence of the use of learner-centered pedagogies in their portfolios.

**Aim 5:** Provide faculty with opportunities and resources to engage in the scholarship of teaching and/or scholarly/creative activities.

**Objective 2.5.1:** Ensure faculty members have an active research agenda, publish regularly and/or engage in creative activities.

**Objective 2.5.2:** Increase internal and external funds that directly support faculty scholarship and creative activities.

**Aim 6:** Engage undergraduate and graduate students in research and creative activities.

**Objective 2.6.1:** Grow classroom-based research and/or creative activities in all programs.

**Objective 2.6.2:** Engage undergraduate and graduate students in research experiences appropriate to their field of study.

**Aim 7:** Redesign GE to be student-centered and provide students with a liberal education, while also meeting the dynamic expectations of internal and external stakeholders.

**Objective 2.7.1:** Develop and implement a standard and consistent GE program.

**Objective 2.7.2:** Develop and implement GE pathways that may result in theme-based minors focused on the university’s mission pillars and student research.

**Objective 2.7.3:** Develop student materials for understanding multiple GE pathways.

**Objective 2.7.4:** Define and assess general learning outcomes at each degree level.
Aim 1 Build operational capacity

Objective 3.1.1: Improve tenure density ratios. Hire faculty reflective of our service area and student population.

Objective 3.1.2: Hire and retain high quality staff and administrators.

Objective 3.1.3: Expand professional development opportunities for all faculty, staff and administrators.

Objective 3.1.4: Provide facilities and equipment to support teaching, learning, research, and creative activity needs.

Objective 3.1.5: Develop institutional capacity to promote student participation in High Impact and Mission-based practices.

Objective 3.1.6: Develop a system for documenting and communicating administrative practices and procedures.

Objective 3.1.7: Improve Division of Academic Affairs structure to ensure we are serving our students and to reflect the priorities outlined in the DAA strategic plan.

Objective 3.1.8: Implement a structure to oversee graduate level program development, policy, services and procedural development, and share best practices with the campus community, the local community and accreditation agencies.

Objective 3.1.9: Implement a structure to oversee academic student success and equity initiatives (i.e., HSI Initiatives, other institutional capacity building and special initiatives) to build an institution that is a national model for serving historically and currently underserved populations.

Objective 3.1.10: Develop a Division Staff Council for representation and participation of staff voice on a University Staff Advisory Council.

Aim 2 Leverage use of technology

Objective 3.2.1: Increase student access to CI through a mix of online and hybrid programs and courses.

Objective 3.2.2: Provide technology support for students to complete their degrees.

Objective 3.2.3: Provide support for conversion of online and hybrid programs and courses (e.g., resources, professional development, collaborative development, etc.).
Objective 3.2.4: Increase funding for technology needed in order to enhance the student academic experience.

Objective 3.2.5: Develop electronic flow of documents and their approvals.

Aim 3 Seek, cultivate and steward resources both public and private

Objective 3.3.1: Identify highest divisional needs and work with Advancement on fund-raising.

Objective 3.3.2: Develop RSP to expand grant funded research and sponsored programs, scholarly and creative activities, and service opportunities for faculty and staff and ensure compliance with pertinent policies, aligned with academic programs, procedures and regulations.

Aim 4 Implement collaborative planning and accountability processes

Objective 3.4.1: Assess progress on each Aim and Objective in the division strategic plan.

Objective 3.4.2: Communicate pertinent information regarding division strategic plan progress reports on the Division website.

Objective 3.4.3: Collaborate with other divisions to ensure consistent strategic plans

Objective 3.4.4: Restructure the academic planning process closely aligned to academic resources and resource allocation
A Strategic Plan for Student Affairs 2015 – 2020. CSU Channel Islands

California State University Channel Islands, Division of Academic Affairs Strategic Plan 2011 – 2016 (pdf).

CSU Academic Sustainability Plan: As required by the Budget Act of 2014

CSU Channel Islands University Strategic Plan 2015 – 2020

CSU Channel Islands WASC Institutional Report (July, 2014)
https://drive.google.com/file/d/0B3GB_8QOnu8lajBiZUhjbjzM4WUk/edit?pref=2&pli=1

Strategic Planning and Assessment – Division of Technology and Communication, CSU Channel Islands
http://www.csuci.edu/tc/strategy/

Strategic Plan 2015 – 20 – Division of Business and Financial Affairs, CSU Channel Islands

WASC Accreditation Letter (July, 2015)

WASC Team Accreditation Report (2015)