Advancing the Vision: Academic Affairs Commitments, Goals, and Strategies, 2015-2020

In Fall of 2019, California State University Monterey Bay will commemorate the twenty-fifth anniversary of its founding Vision Statement. In preparation for that landmark date, the Division for Academic Affairs makes the following commitments:

1. As a division committed to **Student Success**, we will
   - Challenge all students with high academic standards and inspire and motivate self-efficacy;
   - Acknowledge that student success is a multidimensional challenge requiring us to be agile and creative in supporting our students;
   - Reduce administrative barriers, increase transparency of services, and create greater opportunity for academic engagement;
   - Partner with Student Affairs Division to provide a holistic, integrated approach to student success;
   - Help students create and achieve meaningful personal and professional goals;
   - Assure the relevance and currency of all academic programs.

2. As a division committed to **Regional Stewardship and Global Engagement**, we will
   - Strengthen educational partnerships across the region and the world to increase educational attainment;
   - Provide contemporary and innovative online and community-located educational opportunities;
   - Provide students with experiences and skills to enhance their sense of social responsibility and commitment to social justice at home and in the world;
   - Contribute to increased sustainable economic development in the region;
   - Contribute to increased art and cultural development in the region;
   - Create increased opportunities for student learning and practice of environmental sustainability.

3. As a division committed to **Diversity**, we will
   - Attract, support, and recognize a diverse and high achieving community of students, faculty, and staff;
   - Strengthen our commitment to multilingual, multicultural, and gender-equitable learning;
   - Reflect an ethos of inclusive excellence in all academic practices and programs and leverage the unique assets of our diversity to enrich learning;
   - Develop a global engagement strategy.

4. As a division known for **Innovation and Discovery**, we will
   - Provide increased opportunities for student, faculty, and community research collaboration;
   - Increase research at the university, especially in the scholarship of teaching and learning;
   - Raise the profile of CSUMB faculty and signature academic and co-curricular programs;
   - Emphasize and support the library’s essential role as a collaborative center of discovery and creativity.

5. As a division committed to **Ethical and Sustainable Practice**, we will
   - Increase efficiency, effectiveness, ethical practice, and transparency in our operations;
   - Foster a culture of and process for continuous assessment and improvement of academic programs;
   - Provide leadership in the region for environmental sustainability;
   - Continue to develop needed coherent and consistent academic policies and processes.
We will fulfill our commitments through addressing the following priorities and goals.

**Priority 1: Foster a culture of academic excellence that provides every student the opportunity to succeed and thrive.**
1.1 Increase student persistence and degree completion.
1.2 Sustain a high quality curricular and co-curricular student experience centered around high impact practices.
1.3 Expand and enhance post-baccalaureate programs.
1.4 Attract, support and recognize high achieving faculty and staff.

**Priority 2: Assess, enhance, and communicate the effectiveness of academic programs.**
2.1 Foster a culture of and process for continuous improvement of academic programs.
2.2 Improve and streamline assessment processes in majors and across General Education.
2.3 Develop and implement assessment plans for high impact practices and inclusive excellence.
2.4 Communicate signature achievements to external communities.

**Priority 3: Accommodate growth and increase responsiveness to regional needs.**
3.1 Create additional seamless educational pathways and pathways to careers.
3.2 Increase the number of online and offsite courses and degree programs to meet regional needs.
3.3 Create new programs and revise current programs as appropriate to address regional needs.
3.4 Enhance academic and cultural involvement in regional stewardship through curricular and co-curricular programs.

**Priority 4: Increase institutional capacity to support Academic Priorities 1, 2, and 3.**
4.1 Address space needs of curricular and co-curricular programs through the master planning process.
4.2 Assure adequate levels of funding and staffing to sustain academic programs and services.
4.3 Create needed academic policies and processes.
4.4 Improve infrastructure for research, scholarship, creative activity and grant support.
4.5 Increase development efforts in the colleges and academic support programs.
Priority 1: Foster a culture of academic excellence that affords every student the opportunity to succeed and thrive.

1.1 Facilitate student persistence and degree completion.
   Targets:
   - Increase the FTF six-year graduation rate to over 50%.
   - Reduce average time to degree for transfer students by 10%.
   - Maintain equal persistence and graduation rates among all student demographics.
   Strategies:
   - Develop more flexible curriculum – specifically target rigid majors and high-unit courses.
   - Institute mandatory advising at crucial points in each student’s academic career.
   - Participate in the AASCU Reimagining the First Year Initiative.
   - Use the CSU graduation initiative dashboard to identify obstacles to persistence.
   - Create a general education program with appropriate support.
   - Identify and improve learning in highest enrolled courses.

1.2 Sustain a high quality curricular and co-curricular experience centered around high impact practices.
   Targets:
   - Increase study abroad/NSE participation by 50%.
   - Increase undergraduate research participation by 20%.
   - Increase the number of faculty engaged in service learning by 10%.
   Strategies:
   - Participate in the American Council on Education Internationalization Lab.
   - Increase student participation in academic and cultural events on campus and in the community.
   - Devise ways to appropriately scaffold and integrate high impact practices.
   - Create a framework to design and support multidisciplinary programs.

1.3 Expand and enhance post-baccalaureate programs.
   Targets:
   - Conduct market research and needs assessment for graduate offerings with an eye toward developing at least one new viable graduate program in each college.
   - Increase graduate enrollments by 20%.
   Strategies:
   - Complete post-baccalaureate program handbook.
   - Devise strategy for better tracking of credential candidates and alumni.
   - Create marketing plan for post-baccalaureate programs.

1.4 Attract, support and recognize high achieving faculty and staff.
   Targets:
   - Increase tenure density to a minimum of 50% and increase library faculty numbers to support growing enrollments.
   - Increase support staff to meet program and division growth.
   Strategies:
   - Create a recognition framework for faculty, staff, and unit achievements.
   - Work with HR/AP to identify appropriate staffing levels and create a plan to phase them in.
   - Expand teaching and learning development opportunities.
   - Create a campus-based leadership development program.
   - Engage in strategic workforce planning.
   - Address faculty and staff salary issues.
   - Enhance leadership training for department chairs.
Priority 2: Assess, enhance, and communicate the effectiveness of our academic programs.

2.1 Create a culture for continuous improvement of academic programs.

Targets:
- Increase the number of faculty involved with collaborative assessment of student work.

Strategies:
- Create and promote assessment vision.
- Promote discussion of meaning and integrity of degrees across Academic and Student Affairs.
- Provide assessment workshops/training for faculty.
- Require faculty to submit student work for program and institutional assessment and create the infrastructure to make that easy to do (e.g. e-portfolios).
- Base program funding decisions on assessment results.

2.2 Improve and streamline assessment processes in majors and across General Education.

Targets:
- 100% of departments and academic support services will submit annual program assessment reports and program review on time.

Strategies:
- Create annual program assessment manual and review program review manual to meet current best practices including curricular maps, assessment plans.
- Streamline and align annual program assessment and program review reports.
- Base GE recertification on qualitative and quantitative assessment results.
- Align various assessment practices (i.e. ILOs, MLOs, program review, PIP, etc.).

2.3 Develop and implement assessment plans for high impact practices and inclusive excellence.

Targets:
- 100% of high impact practice programs will submit annual assessment reports; 100% of programs will incorporate inclusive excellence in the curriculum (see diversity report).

Strategies:
- Programs and practices to include FYS, Capstone, Service Learning, Study Abroad, Writing, Undergraduate Research.
- Explore the feasibility of additional high impact practices.
- Capture and analyze data on high impact practices and inclusive excellence through the use of the data warehouse and dashboards.
- Produce regular reports on numbers of courses and curricula incorporating high impact practices.

2.4 Communicate signature achievements to external communities.

Targets:
- 100% of colleges will maintain an inventory of notable achievements.
- 100% of colleges will have a communications plan to communicate achievements to internal and external communities.

Strategies:
- Create and use template for the submission of items of note to colleges.
- Create regularized reporting of achievements to university communications.
- Implement Digital Commons institutional repository to showcase intellectual and creative achievements.
- Implement PlumX in the Sponsored Programs Office.
Priority 3: Accommodate growth and increase responsiveness to regional needs.

3.1 Create seamless educational pathways and pathways to careers.
   Targets:
   - Increase local community college transfer admits.
   - Increase admission of FTF local residents.

   Strategies:
   - Establish Transfer Student Success Center.
   - Clearly articulate curricula between community colleges and CSUMB in specific, high demand programs.
   - Create two programs using cohort model.
   - Create staff-supported Commuter Lounge that replicates resident hall support.
   - Clearly articulate math and writing expectations between CSUMB and high schools in region.

3.2 Increase the number of online and offsite courses and degree programs.
   Targets:
   - Increase by 50% online and off-site course enrollment from 2014 levels.
   - Increase self-support offerings by 50% from 2014 levels.
   - Increase summer online & off-site offerings by 50% from 2014 levels.

   Strategies:
   - Use Quality Matters to provide faculty development in online learning.
   - Establish funding to convert appropriate face-to-face courses to online delivery.
   - Create an EE Strategic Plan backed by data for adding new undergraduate and graduate programs (either live or online).
   - Establish academic programs in Salinas such as a general studies or business degree completion program.
   - Supplement offerings through online and video offerings.
   - Conduct a needs assessment for programs in South and North Monterey County.

3.3 Create new academic programs and make adjustments in current programs to address regional needs.
   Targets:
   - Develop degree completion programs for off-site and online populations.
   - Develop General Studies degree programs to serve.
     - Degree completion for working adults (Extended Ed)
     - Undergraduate students who cannot complete their original major

   Strategies:
   - Perform needs assessment for degree completion programs to ascertain which majors are most needed.

3.4 Enhance academic and cultural involvement in regional stewardship through curricular and co-curricular programs.
   Targets:
   - Connect 100% of Upper Division Service Learning experiences to students’ major.
   - Expand regional undergraduate research experiences.

   Strategies:
   - Ensure that cohesive service learning programs integrate with majors and general education.
   - Expand role of UROC to serve professional programs.
   - Develop additional applied and community-based research programs with community partners.
   - Create service learning opportunities involving leadership development in policy, government, and regional partnerships.
Priority 4: Increase institutional capacity to support Academic Priorities 1, 2, and 3.

4.1 Address space needs of curricular and co-curricular programs through the master planning process.
   Strategies:
   • Plan academic building III.
   • Increase curricular flexibility and innovation to take advantage of classroom spaces.
   • Incorporate space needs of various types of students (commuter lounge, veterans, etc.).
   • Take into account increase in enrollment of graduate students, faculty and staff.

4.2 Assure adequate levels of funding and staffing to sustain academic programs and services.
   Strategies:
   • As student enrollment and faculty numbers grow, provide for corresponding increases in library and academic support services.

4.3 Create needed academic policies and processes.
   Targets:
   • 100% compliance with CSU Executive Orders.
   • 100% compliance with uniform guidance.
   Strategies:
   • Identify and address gaps.
   • Identify model policies and best practices at other institutions and implement as appropriate at CSUMB.
   • Create a timetable for establishing policies.

4.4 Improve infrastructure for research, scholarship, creative activity and grant support.
   Targets:
   • Increase the total number of PIs from across campus submitting proposals by 15%.
   • Increase the total number of faculty and students involved in grant funded research.
   • Increase the total number of faculty and student publications/exhibits.
   Strategies:
   • Create a research, scholarship, and creative activity database, and establish a robust open access digital repository to preserve CSUMB scholarship and creative works.
   • Implement Kuali-Coeus software for eRA, internal proposal tracking, reporting and management.
   • Create a Needs Assessment and Institutional Capacity Inventory on Research, Scholarship and Creative Activity.
   • Centralize research compliance coordination within the Sponsored Programs Office.
   • Provide workshops to expand the knowledge of faculty and staff in grant opportunities and development and provide “Scholarly Writing Institutes” and/or “Write on site” programs.
   • Promote an environment supportive of developing and sustaining interest and involvement in external funding across ALL areas of the campus.

4.5 Increase development efforts in the colleges and academic support programs.
   Targets:
   • TBD in conjunction with development division.
   Strategies (in collaboration with development officers):
   • Maintain current fact sheets and development plans for each college.
   • Craft case statements for colleges, library, and academic programs.
   • Create alumni networks for each college.
   • Increase dean contacts with donors.