

Date: November 8, 2007  
 To: Faculty Senate and Executive Committee  
 From: Laureen O'Hanlon and Mary Kirlin  
 Faculty Senate representatives to the Strategic Planning Council  
 Re: Information Item: Final Strategic Plan

Attached for your information is the Strategic Planning Council's (SPC) final draft of the Strategic Plan. We have also included some data from the Office of Institutional Research that we found helpful. Per the SPC charge, this document will be forwarded to the President shortly. Although this is an information item, we are seeking final comments from the Senate before we send it to the President.

### Background

SPC was created by the President in 2006 to replace the Council on University Planning. The primary charge of SPC was to create a new strategic plan to guide the University over the next 3-5 years.

### Membership

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SPC has been working on the strategic plan for over a year. We first circulated a draft values statement. Feedback was incorporated and an updated values statement was finalized last spring.

The Council then used traditional planning processes to identify a set of priorities (goals) for the coming years. SPC kicked off two months of seeking input with a presentation to the Faculty Senate Retreat August 2007. That was followed by six open forums, a special meeting of the Associated Staff, and numerous meetings with divisions, departments, units and groups such as College Chairs. Finally, we maintained an email site for comments. A complete record of notes from the open forums as well as the full text of electronic comments submitted is available at [www.csus.edu/spc](http://www.csus.edu/spc).

#### Final Draft of Strategic Plan

The Plan in front of you includes several important changes reflecting the feedback we received. We reviewed the comments we received, put them into broad grouping and then discussed those that were either identified consistently or struck us as particularly insightful. Many comments were operational in nature, more “how will we do this?” than substantive regarding the plan. SPC felt strongly that our objective was to identify what we should do first, and then figure out how to do it. Because many comments were excellent, but more relevant to implementation than goal definition, we strongly urge those with implementation responsibilities to review the comments.

#### **Overarching comments**

1. Reinforce commitment to “Academic Excellence,” including moving its placement closer to the prioritized goals. We have reinforced the idea that this is the primary purpose of the University and that strategic priorities move constantly towards academic excellence.
2. Clarify (define) “student success” and the notion of a university experience (with possible breadth to include personal development and health, i.e., beyond “graduation rate”). We attempted to do this but recognize that clear definition of both academic excellence and student success will require ongoing dialogue.
3. Address how to implement and monitor strategic plan. There is a new section discussing the role of SPC in implementation and monitoring.
4. Find a way to include IT and alternative course delivery modes within goals. We did not feel that this rose to the level of a priority. While our aging technology and physical infrastructure are identified as internal weaknesses, other priorities were more critical.
5. Check back against the “values” and make certain that there are no contradictions. We are comfortable that our priorities are in line with our values.

6. Prioritize the goals. We re-ordered goals 1 and 2 and specifically indicate that the goals are now in priority order.

#### **What was missing from the draft?**

1. Attention to graduate education. Graduate education is now included in goal 1.
2. A sense of connection to budget priorities. We have language regarding the spirit in which we expect the budget and the priorities be related in the introductory section.
3. A better sense of balance between (or acknowledgement of the imbalance between) access and excellence. We believe this is a fundamental issue that will need to be wrestled with as part of priority 1c.

#### **Comments about specific goals**

1. “The retention and graduation rates goals are too high.” We have re-benchmarked these using a nationally accepted “moderately aggressive” rate that reflects an improvement of 5% from current rates over the next 5 years.
2. “Clarify that evidence based decision making is the right thing to do regardless of external pressure.” We attempted to clarify the language in goal 2.
3. “Tone down goal 3 such that it does not reflect a particular semester (spring 2007)”. Goal 3 now reads quite differently.

We look forward to any final thoughts and comments before we submit this to the President. Please contact either Laureen O’Hanlon ([ohanlon@csus.edu](mailto:ohanlon@csus.edu)) or Mary Kirlin ([kirlinm@csus.edu](mailto:kirlinm@csus.edu)) if you want to discuss this prior to the meeting.