



SACRAMENTO
STATE

2019-2023 Division of Academic Affairs **Strategic Plan**

March 2019

Redefine the Possible

Mission

In support of the University's Mission:
Academic Affairs cultivates and supports inclusive and dynamic learning, meaningful scholarship, and vibrant community engagement.

Vision

Academic Affairs: the recognized leader in
transformative education.

Values

Within a culture of high expectations, Academic Affairs is guided by the following essential values:

- Student Success
- Inclusive Excellence
- Academic Innovation & Integrity
- Collaboration
- Research, Scholarship, & Creative Activities
- Community Engagement

Strategic Goals

Goal 1:

Further the Academic Progress & Success of All Students

Goal 2:

Strengthen Academic Programming

Goal 3:

Enhance the Support and Development of Faculty & Staff

Goal 4:

Engage with Communities and Impact in the Region

Goal 1:

Further the Academic Progress & Success of All Students

Indicators of Achievement

1. Improve Graduation Rates - Undergraduate & Graduate
 - Reduce time to degree
 - Reduce achievement gaps
 - Improve pathways & transition programs (ADT, Discovery Major...)
 - Better utilize effective course scheduling & enrollment
2. Enhance Quality & Integrity of Degree
 - Improve student satisfaction data
 - Better utilize program assessment & evaluation
 - Increase experiential learning & other high impact practices
 - Incentivize inclusive curriculum & pedagogy

Goal 1:

Further the Academic Progress & Success of All Students

Indicators of Achievement (cont.)

3. Increase in Application of and Satisfaction with Earned Degree
 - Increase in students employed in area field
 - Increase in students engaged in advanced studies
 - Improvement of reported student satisfaction
 - Increase regional impact
4. Increase Resources for Undergraduate and Graduate Academic Success
 - Increase in student scholarships
 - Increase in fundraising for student academic success
 - Increase opportunities for student on-campus, academic employment

Goal 1:

Further the Academic Progress & Success of All Students

Strategies

1. Recruit representative faculty and staff
2. Update currency of academic programs and programmatic learning outcomes
3. Strategic development of innovative online/hybrid courses/programs
4. Promote inclusionary pedagogy in teaching and learning
5. Increase student participation in high-impact practices (service learning, student research, in-class pedagogy)
6. Make efforts to increase integrated advising – implementation and assessment

Goal 1:

Further the Academic Progress & Success of Our Students

Strategies (cont.)

7. Evaluate & modify academic schedule to help with Bottleneck & DFW Courses – cohorting, structured scheduling
8. Offer targeted/peer advising, supplemental instruction, and other programs to reduce and eliminate achievement gaps in DFW courses and programs
9. Increase career planning opportunities
10. Utilize post graduation placement data
11. Thoroughly assess university core competencies
12. Improve program review processes

Goal 2:

Strengthen Academic Programming

Indicators of Achievement

1. Exhibit a practice of inclusivity in all academic actions
2. Create and Implement Academic Master Plan (Budget, Hiring, Strategic Development)
 - Strategic addition of new and innovative academic programs related to regional/national needs
 - Align academic processes and programming
 - Transparent and predictable budget process
 - Develop communication plans—internal/external
3. Improve Undergraduate & Graduate Academic Curriculum & Scheduling
 - Program development that best prepares our students for the future
 - Utilize effective forms of student grouping
 - Utilize efficient course scheduling
4. Ensure a safe & productive learning environment
 - Pursue inclusive excellence
 - Improve safety operations & build safety measures and content in curriculum

Goal 2:

Strengthen Academic Programming

Strategies

1. Implementation of campus safety plans by offering safety training for students, faculty & staff
2. Increase interdisciplinary programs
3. Improve program review & assessment (data & process)
4. Create inclusive teaching frameworks and strategies
5. Collaboration with other divisions to create and enhance learning spaces
6. Strategic development of innovative online/hybrid courses/programs
7. Develop a transparent and predictable budget process

Goal 3:

Enhance the Support and Development of Faculty & Staff

Indicators of Achievement

1. Increase in Underrepresented Faculty & Staff
2. Improvement in Faculty & Staff Satisfaction
3. Enhance Professional Development for Faculty & Staff
4. Increase Quality Scholarly & Creative Output
5. Increase Faculty Engagement in Pedagogy & Curricular Enhancement Activities
6. Development of Interdisciplinary Projects on Campus

Goal 3:

Enhance the Support and Development of Faculty & Staff

Strategies

1. Develop job satisfaction input process
2. Review the ARTP policies and procedures
3. Increase staff support for academic units
4. Remove institutional barriers for innovative pedagogy and program development/implementation
5. Streamline approval processes
6. Reduce paper processes – move to electronic processes
7. Enhance on-boarding processes
8. Assess, support, and develop support units

Goal 3:

Enhance the Support and Development of Faculty & Staff

Strategies (cont.)

9. Reduce Institutional barriers for work efficiency
10. Facilitate networking for faculty and staff
11. Incentivize grant writing activities
12. Enhance resources for faculty successfully meeting expectations of scholarly work
13. Recognize and reward scholarly and creative activities
14. Critically examine workload structures and policies
15. Career development/planning for faculty and staff
16. Identify and support life/work balance needs of faculty and staff

Goal 4:

Engage with Communities and Impact in the Region

Indicators of Achievement

1. A Vibrant Sacramento State Downtown Presence and Regional Presence
2. Increase in External Giving
3. Increase in Mutually Beneficial Collaborative Partnerships in the Region
4. Increase and Enhance Community Participation in Campus Events
5. Increase Participation in Professional Societies
6. Increase Participation in Community Activities
7. Increase Extended Education Opportunities
8. Improve the Communities and Sacramento Region due to Collaborative Efforts by the University and Its Partners

Goal 4:

Engage with Communities and Impact in the Region

Strategies

1. Development of Campus Advisory Boards
2. Increased Involvement in Regional External Advisory Groups
3. Increase partnership with community colleges
4. Increase partnerships with k-12 institutions & school districts
5. Develop campus-wide pipelines for service-learning opportunities
6. Tie research and entrepreneurship activities of faculty and students to the community/regional needs