

## Appendix 1 Objectives and Milestones for Goals and Strategies

### *Academic Goals*

Strategies	Objectives / Milestones
<b>1. Enhance and promote a culture of excellence in scholarship, creativity and teaching.</b>	
1.1 Develop a rich array of interdisciplinary programs to share research, promote exchange of ideas, and enrich the academic experience on campus.	<ul style="list-style-type: none"> <li>• Establish baseline for measuring interdisciplinary programs.</li> <li>• Interdisciplinary exchanges and programming expanded.</li> </ul>
1.2 Expand resources and organizational mechanisms to support faculty research, scholarship, creativity and service.	<ul style="list-style-type: none"> <li>• Increase the resources available to support faculty creative activity by 50% by fall 2009 through external fundraising.</li> <li>• Increase the percentage of faculty receiving research support from the current 10% to 40% by fall 2009 based on fund development activities by the Office of Institutional Advancement.</li> <li>• Increase the amount and quality of faculty creative activity commensurate with the level of institutional support for this work.</li> <li>• Overall faculty activity goals established by fall 2009.</li> </ul>
<b>2. Improve the quality and coherence of all academic programs.</b>	
2.1 Expand interdisciplinary programming in curriculum and community service at all levels, building on existing models.	<ul style="list-style-type: none"> <li>• Interdisciplinary program opportunities are expanded each year, including to upper level courses, and reviewed every three years.</li> <li>• The Honors College is restored to Year 2000 enrollment levels (50 students) by fall 2008.</li> <li>• Produce a university-wide strategy for coordinating, improving and expanding community service activities</li> </ul>
2.2 Expand and enrich our faculty resources to meet the challenges of enhancing quality and development.	<ul style="list-style-type: none"> <li>• Allocation of faculty resources to meet changing program requirements.</li> </ul>
2.3 Operate the undergraduate General Education program as a coherent enterprise, under the shared leadership of a faculty committee, the Academic Vice President and the Council of Deans.	<ul style="list-style-type: none"> <li>• The Committee on General Education issues an implementation plan for improvements by spring 2006.</li> <li>• The General Education program operates as a coherent program meeting national standards by fall 2008.</li> </ul>
2.4 Implement a University policy and administrative structure centralizing under the Academic Vice President all international programs, initiatives, and resources.	<ul style="list-style-type: none"> <li>• Office of International Education formed to promote and support all aspects of international programming by fall 2006.</li> </ul>
2.5 Explore expanded delivery of curriculum on-line through on-line courses and integration of on-line resources and materials into	<ul style="list-style-type: none"> <li>• Task Force completes work.</li> <li>• Availability of on-line courses and curricular materials expanded.</li> </ul>

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<p>traditional courses, with the same rigorous safeguards for academic standards and ongoing assessment as are applied to all programs.</p>	
<p><b>2.6 Continually improve program quality and focus through an on-going assessment process across all schools to assess the mission, vision, performance and goals of each existing undergraduate and graduate program.</b></p>	<ul style="list-style-type: none"> <li>• An ongoing assessment process for all programs is instituted by fall 2006.</li> <li>• All programs meet defined program effectiveness criteria by fall 2009.</li> <li>• All graduate programs meet program viability criteria approved by the Graduate Council as determined through on-going assessment.</li> <li>• The assessment process is incorporated into the educational without overburdening or distortion, and without infringing on academic freedom.</li> </ul>
<p><b>3. Attract, retain and support a diverse faculty who are strong teachers, scholars and participants in the life of the University and in the wider community.</b></p>	
<p><b>3.1 Enhance faculty recruitment, orientation and development effort.</b></p>	<ul style="list-style-type: none"> <li>• Increased level of awards and recognition for faculty for achievements in teaching, advising, research, and engagement in the University and wider communities.</li> <li>• Increased use of technology in support of teaching and learning.</li> <li>• Provide faculty development opportunities for conferences, etc. to disseminate best practices.</li> </ul>
<p><b>3.2 Create a Center for Teaching and Learning to promote and support teaching excellence.</b></p>	<ul style="list-style-type: none"> <li>• Establish Teaching Fellowship awards.</li> <li>• Center established.</li> <li>• Support for curriculum development increased</li> </ul>
<p><b>4. Improve the learning experience and achievement of students.</b></p>	
<p><b>4.1 Develop programs to enhance the experience of first-year students to improve retention and academic achievement.</b></p>	<ul style="list-style-type: none"> <li>• First Year Experience expanded and implemented by fall 2005.</li> </ul>
<p><b>4.2 Improve the undergraduate advisement process</b></p>	<ul style="list-style-type: none"> <li>• Improved advising system integrating both universal and program advising in place by fall 2006.</li> <li>• BANNER upgraded to support improved advising by fall 2006.</li> <li>• Department course rotation schedules established and published for all departments beginning in fall 2005.</li> <li>• Student and faculty satisfaction with the advisement process increased as measured by surveys.</li> </ul>
<p><b>4.3 Ensure that a growing proportion of students meet basic skills requirements on admission through tightening admission standards and working to improve preparation in the</b></p>	<ul style="list-style-type: none"> <li>• Increase the proportion of entering students meeting mathematics and English proficiency requirements.</li> </ul>

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<b>K-12 education system.</b>	
<b>4.4 Develop systematic and comprehensive assessment methods to measure both student learning outcomes and student engagement/satisfaction.</b>	<ul style="list-style-type: none"> <li>• Define academic competencies for each program by fall 2007 and continually increase the rate of demonstrated acquisition of these competencies among students.</li> <li>• Develop and support systems for regular assessment of student satisfaction.</li> </ul>
<b>Overall Objectives for Goal 4</b>	<ul style="list-style-type: none"> <li>• Increase the total annual number of degree recipients by 5% per year though fall 2006.</li> <li>• Increase number of graduating seniors accepted into graduate and professional schools by 5% per year and develop method for tracking applications and admissions by past graduates.</li> <li>• Exceed CSU and national rates of licensure or certification for those fields requiring it.</li> <li>• Increased attractiveness of students to both employers and graduate schools as measured by an graduate school admissions and an employer survey</li> </ul>
<b>5. Attract and retain a highly qualified, economically and culturally diverse student population.</b>	
<b>5.1 Increase undergraduate and graduate admissions standards gradually over the next 5 years.</b>	<ul style="list-style-type: none"> <li>• Increase the average SAT scores and GPA of matriculating students.</li> <li>• Increase the first year retention rate for first time undergraduate students to 85% by fall 2009</li> <li>• Raise the minimum grade point average requirement for admission to graduate programs to 3.0 for all graduate programs by 2008</li> </ul>
<b>5.2 Increase public awareness regarding existing student, faculty, and program achievements.</b>	<ul style="list-style-type: none"> <li>• Increased number of positive press stories in daily and weekly newspapers and on TV and radio.</li> </ul>
<b>5.3 Attract more honors students through promotion of specific program strengths and provision of additional merit-based scholarships</b>	<ul style="list-style-type: none"> <li>• Increased number of merit-based scholarships.</li> <li>• Increase the number of students in the top 10% of leading feeder high schools that choose Southern by 10% per year.</li> </ul>
<b>5.4 Increase recruitment of academically qualified students (i.e., reduce percent taking remedial classes).</b>	<ul style="list-style-type: none"> <li>• Increase the proportion of applicants who have taken pre-placement exams in mathematics before application by 10% per year.</li> <li>• Increase the percentage of entering students who place into college level composition and mathematics courses to 98% and 75% respectively by fall 2009.</li> </ul>
<b>Overall Retention Objectives</b>	<ul style="list-style-type: none"> <li>• Track the rate of student progress toward graduation, with each program defining progress benchmarks (gates) and methods of calculation of progress.</li> <li>• Increase the six year graduation rate to exceed the average of the four CSU campuses by 2009.</li> </ul>

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<b>5.5 Provide competitive graduate assistantships and fellowship support for graduate students.</b>	<ul style="list-style-type: none"> <li>• Institutionalize the Graduate School Graduate Assistantship program institutionalized.</li> <li>• Double the number of Graduate School Graduate Assistantships by 2006</li> <li>• Double the number of Graduate Research Fellows by 2006</li> <li>• Triple current amount of funding allocated to the academic school deans for graduate assistantships.</li> <li>• Tuition waiver for graduate assistants enacted.</li> <li>• Increase the amount of money allocated on an individual basis for fellowships.</li> </ul>
<b>5.6 Implement the University Affirmative Action Plan and other strategies to promote diversity (racial/ethnic, socioeconomic, religious, sexual preference).</b>	<ul style="list-style-type: none"> <li>• Ensure a diverse student body across multiple dimensions including race, ethnicity, religious affiliation, socio-economic status, disability status, and sexual preference.</li> </ul>
<b>5.7 Seek new funding sources to more adequately meet the financial aid needs of students.</b>	<ul style="list-style-type: none"> <li>• Increased financial aid.</li> </ul>
<b>6. Seek limited growth in enrollment to meet public needs and support continuous improvement of academic quality.</b>	
<b>6.1 Each Dean will develop enrollment goals for 2004-2009 working with the Academic Vice President and Department and Program Chairs to ensure public needs are met and enrollments are consistent with program quality and viability criteria.</b>	<ul style="list-style-type: none"> <li>• Enrollment goals set by fall 2005.</li> <li>• Meet goals by fall 2009.</li> </ul>
<b>7. Expand and enhance library and information technology resources.</b>	
<b>7.1 Enhance and support library facilities, services and collections serving all populations of the university.</b>	<ul style="list-style-type: none"> <li>• Meet or exceed national standards for university libraries regarding collections, space and staffing set forth by the American Library Association, NEASC and other academic accrediting agencies.</li> <li>• Library expansion and improvement project completed by 2006.</li> </ul>
<b>7.2 Encourage the innovative and flexible use of technology to enhance teaching, learning, and research.</b>	<ul style="list-style-type: none"> <li>• See Information Technology Plan</li> </ul>
<b>Goals in Support of Academic Goals</b>	
<b>8. Improve all support services to enhance the academic mission and functions of the University.</b>	
<b>8.1 Develop specific plans to improve the enrollment/registration process based on results of recent analyses.</b>	<ul style="list-style-type: none"> <li>• Plan developed by fall 2005.</li> <li>• Implementation of specific improvement measures.</li> </ul>

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<p><b>8.2 Develop a formal methodology to convey faculty and student needs and feedback to support service offices, linked to action planning and accountability process for tracking improvement.</b></p>	<ul style="list-style-type: none"> <li>• Increase student, faculty and administrator satisfaction with support services as determined by annual survey.</li> <li>• Increase effectiveness of support services (registration, financial aid, bursar) as determined by objective performance measures.</li> </ul>
<p><b>8.3 Enhance the capability of the Office of Management and Institutional Research (OMIR) to support the ongoing assessment and planning processes at the School and department levels.</b></p>	<ul style="list-style-type: none"> <li>• Data available to support planning</li> </ul>
<p><b>8.4 Provide adequate administrative support to facilitate increased requirements emerging from the plan in the areas of assessment, data collection, and coordination across departments and schools.</b></p>	<ul style="list-style-type: none"> <li>• Adequate administrative support as measured by objective workload measure.</li> </ul>
<p><b>9. Develop and maintain an attractive, environmentally appropriate campus that enhances the educational experience and encourages social interaction.</b></p>	
<p><b>9.1 Continue ongoing refinement and implement of the comprehensive Facility Development Plan.</b></p>	<ul style="list-style-type: none"> <li>• Phase I capital projects are completed by 2006.</li> <li>• Phase II capital projects are completed by 2010.</li> </ul>
<p><b>9.2 Ensure adequate maintenance of all facilities.</b></p>	<ul style="list-style-type: none"> <li>• Maintenance standards achieved.</li> </ul>
<p><b>9.3 Expand external resources to meet needs for major equipment to support academic disciplines.</b></p>	<ul style="list-style-type: none"> <li>• External resources secured to meet major equipment needs.</li> </ul>