Objectives Toward President’s Priorities for Academic Affairs \(^1\)
2005-07

(Note: clicking on each of the goals below brings you directly to their objectives.)

Goal 1: Increase graduation rates and reduce time to graduation. ................................ 2

Goal 2: Raise 10 to 15% of our state budget in private funds (or) consistently
improve the amount of contributed funds the campus raises........................................ 3

Goal 3: Become a user-friendly campus. ........................................................................ 4

Goal 4: Continue to strengthen the connection between the University and the
community, as well as relationships within the campus community.............................. 5

Goal 5: Be an effective organization known for team collaboration.............................. 6

Learning Centered University .......................................................................................... 7

---

\(^1\) Objectives were prepared by each division for discussion at the June 2005 President’s
Cabinet Retreat. Objectives in italics were added as a result of discussion at the Retreat.
**Goal 1: Increase graduation rates and reduce time to graduation.**

1.1. curriculum
   1.1.1. implement GE reform for ‘06
   1.1.2. implement LDPT reform for ‘06
   1.1.3. continue work on 120+ cr. majors
   1.1.4. model new approaches (LCU grants) that condense seat-time in Engl, LS, Math, and PT

1.2 scheduling
   1.2.1 with ITR, roll out DARS enhanced
   1.2.2 build CY SoC
   1.2.3 experiment with large-lecture classes up to 225.
   1.2.4 Model alternative scheduling formats that meet DoF and CSU mandates

1.3 retention, with special focus on FYE
   1.3.1 further develop an FYE philosophy through BEAMS and Greater Expectations, with SA
   1.3.2 implement cohort program/pilot linking Engl. Comp, large lectures, and Freshman Seminar
   1.3.3 expand freshmen seminar
   1.3.4 expand EOP bridge for transfers
   1.3.5 use peer tutoring thru community service/credit courses, if feasible
   1.3.6 expand TEWS
   1.3.7 roll out college summer/fall, fall/spr retention plans
   1.3.8 make student success workshops available to all ftf
   1.3.9 roll out stop-out reach-out plans with SA outreach
   1.3.10 mandatory FY advising in satellites for all ftf.
   1.3.11 put in place LCU advising/outreach cohort plans in HHD, AMC, AND CoSaM
   1.3.12 Advising:
      o AA focus in 2005-06 on advising first time freshmen

1.4 Implement degree-planning module. (ITR,AA)

1.5 FYE: Plan development of a cohort experience for all freshmen. Refine the definition of a cohort. (AA, SA)

1.6 NCAA Graduation Rates: analyze data with assistance of Institutional Research, A&R, and advisors in Academic Support Services for Student Athletes. (A&F, AA)

1.7 Data:
   1.7.1 Make decisions regarding what data we need for systematic assessment of needs, outcomes, incoming class characteristics (05-06) (SA, AA-IR)
   1.7.2 Gather baseline perceptual data for WASC (06-07) (SA, AA-IR)
   1.7.3 Analyze and interpret data to guide decision making (SA, AA-IR)
Goal 2: Raise 10 to 15% of our state budget in private funds (or) consistently improve the amount of contributed funds the campus raises.

2.1. examine with TUC, GRIP, et al. grant policies
   2.1.1. revisit ICR splits: 70% to admin, @15% to released time, 15% to colleges: rationale for splits—best way to stimulate research?
   2.1.1.1.pre-award: investigate—and re-align pre-award—to catch matches, sub-contracts, partners, etc.
   2.1.2. post-award: management training for PIs; improve fiscal controls
   2.1.2.1.work with deans to differentiate grants from contracts

2.2. with GRIP and Adv, manage Minimed grant disbursements
   2.2.1. clarify grant vs. gift

2.3. initiate with Adv TNE plan for $400k-1,000,000 by ’07

2.4. with Adv, put in place dean/DOD training module: case studies of best and worst practices: how to focus on large donor cultivation

2.5. with Adv, improve communication loop between the divisions at the level of the colleges

2.6. begin a plan—not feasible to implement though in ’05-06—to set aside large-grant match dollars.

2.7. with Adv, coordinate DoD hires in MDCoE, CoSaM, and HHD

2.8. align building plans for CoSaM with development
   2.8.1. with Adv and A/F, plan for PAC:
      2.8.1.1. do org chart
      2.8.1.1.1.make plan for subordinating current PAC to new PAC
      2.8.1.1.2.allow for sponsor and/or community role in governance
      2.8.1.1.2.1.do pro forma
      2.8.1.1.1.2.project central subsidy needed
      2.8.1.1.3. project/scope programming
      2.8.1.1.3.1.plan scaling of season, from ’07 on

2.9. AA and UA develop a plan for appropriate training at other levels of AA. Also involve SA.

2.10. Stewardship of gifts in-kind (HH ask Deans)
Goal 3: Become a user-friendly campus.

All Divisions

Within divisions in 05-06, ongoing informal assessment of user-friendliness among faculty, staff, students.

Academic Affairs

3.1. work cross-divisionally to ease student access to classes/schedule
   3.1.1. through installment pay plans
   3.1.2. work with ExL and A/R to make YRO seamless for students
   3.1.3. remove SOLAR glitches and record in FAQs
   3.1.4. with Outreach, link to ccc’s and hs’s as early as possible
   3.1.5. target focus through EAP to “partner” hs’s
   3.1.6. with SA, roll out implications from the advising task force
       3.1.6.1. use Sundial editorial of 4/26 to begin dialogue
3.2. re-organize UGS to focus on LCU
   3.2.1. focus division’s grants on LCU objectives that abet degree progress, advising, learning improvement
3.3. improve communication to users/clients
   3.3.1. with SA, develop communication plan to new students
   3.3.2. within AA, coordinate communication among A/R, EOP directors, assoc. deans, and provost’s council
       3.3.2.1. systematize a way to reconcile conflicting information by “elevating” discord to highest level required for clarification
       3.3.2.2. issue FAQs on recurrent issues, as in SOLAR
3.4. continue to rationalize parking policy
3.5. with FA and PPR streamline RPT
   3.5.1. streamline PIFs to capitalize on index of attachments in PAF
   3.5.2. introduce MOUs for new hires
   3.5.3. with FA and PPR, sweep though college committees to systematize file practices
   3.5.4. begin discussion to reform language on early promotion
3.6. Add (in addition to AA Goal 3, objectives 1.1.6 and 1.3): Evaluate and implement as appropriate the recommendations of the Advising Task Force
**Goal 4: Continue to strengthen the connection between the University and the community, as well as relationships within the campus community.**

**All Divisions**

Make consistent the use of the word mark and eliminate presence of previous logo

**Academic Affairs**

4.1. through UGS, complete an audit of CSL; document best practices
4.2. rev up disciplinary links to Northridge Academy HS
4.3. link to CA academic decathlon
4.4. coordinate K14 improvement projects like TNE and SCALE in order to scale efforts and avoid duplication
4.5. diversify non-matriculated offerings through EXL, to replace winter and summer terms
   4.5.1. work SA and A+F to jump-start international student recruitment for ’07-08, after housing is on-line; grow Summer Institute
   4.5.2. *Add to AA Goal 4, objective 1.5: Identify ways EXL can help departments and colleges to generate additional revenue.*
4.6. identify, with Adv, key community/sponsor members for PAC
4.7. implement risk-management information so that program managers can reach out appropriately; identify FAQs, policies, best practices
4.8. *EXL share with Cabinet a plan to help the University reach its goals (AA)*
4.9. *In consultation with deans and other managers, develop priorities for housing.* *(TUC, AA)*
Goal 5: Be an effective organization known for team collaboration.

All Divisions

1. V.P.s host town hall meetings, 1-1/2 hours each, two colleges at a time, to provide opportunity for discussion of issues.
2. Pairing of VPS to make visible teaming at the highest level
3. Before making decisions, recognize the consequences for other parts of the university
4. With managers, emphasize the importance of consultation and collaboration, not blaming
5. Remind staff to question and elevate decisions that seem to present unnecessary roadblocks.

Academic Affairs

5.1. work cross divisionally to identify and monitor EPs at the VP level
   5.1.1. identify goals and constituents, clients, users
   5.1.2. clarify issues for implementation
   5.1.3. roll-out timelines
   5.1.4. analyze cost/benefits for economics, politics, users, and org chart
       5.1.4.1. weigh coherence vs. fragmentation; our way vs. the CSU highway
   5.1.5. CMS management: enhance VPs collaborative role; clarify reporting lines under/to them
5.2. with SA and A+F, identify—and solve—remaining structural impediments to enroll/pay
   5.2.1. use Enrollment Strategy group.
5.3. work with VPs to realign budget process with University priorities
   5.3.1. do training session on budget with A+F for Senate Exec and UPBC
   5.3.2. with VPs, standardize budget reporting/request format, under A+F’s auspices
5.4. participate with ITR in technology sweep of colleges to learn pressing needs
5.5. with ITR, implement INFORMATICA for MDCoE for NCATE and TNE
5.6. with ITR, pilot the virtualization on student evaluation of teaching
5.7. with ITR and ONLINE under UGS, pilot conferencing software
Learning Centered University

1. Culture change
   1.1. Junior faculty buy-in
   1.2. Part-time faculty need to be brought in
   1.3. Raise consciousness and help non-AA staff understand their role
   1.4. An engagement process at the Division level
2. External and internal message/branding:
   2.1. AA Perspective:
      2.1.1. Active and collaborative learning
      2.1.2. Intentional learners/user perspective
      2.1.3. Assessment
   2.2. Need to translate AA perspective for each division and frame the public message
   2.3. Tie to capital campaign, grow naturally from key messages (JCK will draft and bring back in a few weeks)
   2.4. Student success as the focus; “deep and abiding focus on student success” (What does this mean? We need to break it down)
   2.5. Use concrete examples in messages – e.g., “stories” in Convocation speech (need stories from each division)
   2.6. Key message needs to be congruent, palatable
   2.7. HH will summarize LCU grants
3. Budget discussion: how do we become more learning centered in an environment of shrinking resources?
4. Respond to faculty concern regarding lack of student preparedness
5. Re-engineer advisement
6. Design and build student housing with LCU needs in mind
7. Continuous improvement and assessment as a focus

Reminder:

Academic Affairs commitments on LCU:

1. develop, through governance, an LCU statement for WASC in anticipation of the three essays due in ’07.
2. with SA, develop a unified approach to learning outcomes and assessment.
   2.1. strategize with SA the use of NSSE and CLA assessment tools for University objectives
3. institutionalize A A assessment results in hiring and curricular—and therefore budget—decisions this year.
4. use the year to determine which “seat-time” vs. credit experiments work; ditto pre-college advising cohorts and other cohort experiences. (See Student Affairs commitments on LCU.)