California State University, Northridge

Objectives Toward President’s Priorities for *Student 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.

2005–2006

1. Contribute to the success of the FYE Committee, BEAMS and Greater Expectations Project through active participation in the planning, implementation and assessment of outcomes.

2. Review programs, services, and activities to identify areas in which greater emphasis on first year students can logically and appropriately occur; place particular emphasis on development of and/or support of cohorts and learning communities.

3. In collaboration with Academic Affairs, develop university student outcome expectations for graduating students.

4. Begin aligning student affairs department’s outcomes with the desired outcomes from General Education.

5. Continue aligning co-curricular programs, services, and activities to support student learning, persistence and success. Particular emphasis this year on:
   
   a. Developing in collaboration with the colleges and departments recruitment strategies for high achieving students.
   b. Initiate planning for greater coordination between new student academic advising and orientation to enhance student transition and enculturation process.
   c. Increase emphasis on non-clinical psychological and mental health services.
   e. Launch the Matador Mentors program.
   f. Planning and building support for a new student convocation experience.

6. Complete the development and implementation of a campus-wide communication plan for new students; revise all marketing and communications going to prospective and admitted students so that they are consistent with the campus-wide communication plan.

7. Appoint a coordinator for transfer year programs and begin developing a “Transfer Year Experience” program.

8. Launch an orientation experience for parents/family of new students.

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

10. Data:
   
   a. Make decisions regarding what data we need for systematic assessment of needs, outcomes, incoming class characteristics (05-06) (SA, AA-IR)
b. Gather baseline perceptual data for WASC (06-07) (SA, AA-IR)

c. Analyze and interpret data to guide decision making (SA, AA-IR)

2006-2007

1. Utilize the data from the spring 2006 administration of the NSSE to enhance efforts to promote student engagement in educationally purposeful activity.

2. Based upon assessment result, modify first year student emphasis.

3. In collaboration with Academic Affairs, develop assessment strategies for university outcomes.

4. Continue aligning co-curricular programs, services, activities, and employment to support student learning, persistence and success. Particular emphasis this year on:

   a. Transfer students
   b. Continuing students with priority attention to the sophomore level.

5. Begin initial exploration of the feasibility and the strategy for high school outreach focused on preparing students for transition to college.

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

2005-2006

1. Implement Student Affairs development proposal.

   a. Work with University Advance to select a DOD.
   b. Develop and initiate a fundraising plan.

2. Explore, develop and initiate strategies to increase revenue from the Center on Disabilities International Conference on Assistive Technology and Persons with Disabilities and Assistive Technology Training Programs, Campus Housing conference and summer programs, and University Student Union conference and summer programs.

3. Review all student affairs programs, services, and activities to identify opportunities for revenue generation, sponsorships, or cost sharing.
4. Identify potential grant and contract funding sources in support of learning centered university and other university priority projects; selectively pursue grant and contract opportunities and, as appropriate, establish intra- and interdivisional partnership in this regard.

2006-2007

1. Full implementation of the student affairs fundraising plan.

2. Increase COD conference and training revenue available to support Students with Disabilities Resources by $100,000 over 2004-2005 revenue.

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

**All Divisions**

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

**Student Affairs**

*Recommended change in goal language to:*

*Become a campus known for responsiveness to user needs and quality business practices.*

2005-2006

1. Limit the use of telephone answering “trees” with the ultimate goal of having all phone lines answered by a live person.

2. Populate Business Procedures and Forms “data base.”

3. Utilize professional standards to conduct an environmental scan/performance review of departmental processes, interactions/interfaces, organization/structure, and facilities/space; identify areas for improvement and initiate planning.

4. Add or substantially improve at least one web-based or self-service business or educational process in each department.

5. Implement strategies to reinforce the transition to e-mail communications and web based business practices as the standard for the University.

6. Increase options for students to live on-campus by finalizing plans to expand residence hall capacity.

2005-07 President’s Cabinet Goals (Student Affairs)
7. Increase opportunities for student engagement through the opening of the USU renovations and associated programs and services.

2006-2007

1. Make modifications to processes, interactions/interfaces, organization/structure, and facilities/space identified in the environmental scan/performance review.

2. Initiate planning for a 5 year review process using professional standards and outside experts.

3. Continue migration of programs and services to web-based delivery.

**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*

**Student Affairs**

Recommendation: Divide into two goals

A. **Strengthen the connection between the University and the Community**

2005-2006

1. Pursue opportunities to develop externally funded programs to promote college going targeted at the upper elementary and middle school years.

2. Increase communication concerning student clubs and organizations philanthropic and community service activities.

3. Intensify efforts to bring community members and alumni to campus and engage them in the delivery of programs, services and activities.

4. Continue to strengthen the relationship between fraternities/sororities and their community neighbors.

2006-2007

To Be Determined
B. Strengthen relationships within the campus community.

2005-2006

1. Continue to partner in efforts to promote the learning centered university concept.

2. Develop and implement strategies to open dialogue with academic student services centers/EOP satellites on issues of mutual concern.

3. Initiate and guide the development of a Student Services Building “users group” to address issues of coordination and mutual concern.

4. Develop and provide training on student affairs based policies and procedures, e.g., student records administration and student conduct administration.

5. Expand existing and create additional partnerships with academic departments to use student affairs departments as venues for academic research and practice.

2006-2007

1. Develop mechanism and procedures to invite campus comment on student affairs policies, procedures, responsiveness, etc.

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.
Student Affairs

2005-2006

1. Explore the feasibility of periodic joint meetings between the Student Affairs Management Council and the administrative teams of the other divisions to identify and address issues of mutual concern.

2. Promote activity that contribute to building an esprit de corps within the campus community

2006-2007

To Be Determined

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

**Student Affairs commitments on LCU:**

Also see Student Affairs’ objectives under Goal 1.