

California State University San Marcos
College of Education, Health, and Human Services

STRATEGIC PLAN

Vision

We strive to inspire students, faculty, administrators, and staff to advance innovative, evidence-based, socially just, reflective practices in the fields of education, health, and human services by fostering interdisciplinary collaboration. As a College dedicated to discovery, generation of new knowledge, diversity, and wellness, we are committed to the following actions:

- Promoting student success and professionalism;
- Creating supportive and collaborative learning environments;
- Educating students to serve as agents of change in their workplaces and communities;
- Engaging reciprocally with local, regional, and global communities;
- Preparing students for a technologically-dynamic future; and,
- Graduating students prepared for 21st century citizenship, leadership, and global engagement.

College Strategic Objectives and Measurable Goals

1. Secure resources to support capacity building, hiring, and accreditation. Steward the budget and lead through shared governance in alignment with faculty programming.

Measurable Goals:

- By 2015, the Dean's Office will analyze CSU student-faculty ratios and majors-to-faculty ratios for each discipline in the college.
- By 2015, add at least one assessment specialist
- By 2016, each unit develops guidelines for balancing the students-majors/faculty ratio
- By 2017, the College increases tenure-track faculty by at least 15%
- By 2020, the College increases tenure-track faculty by at least 30%
- By 2020, each unit achieves an appropriate students-majors/faculty ratio
- Each accredited program establishes baseline costs for undergoing accreditation within sixth months after conclusion of each accreditation process
- By 2020, each discipline in CEHHS that is below CSU ratios will be closer to state averages

2. Ensure student success by providing, maintaining, and expanding infrastructure, resources, and support for conducting research, developing and delivering innovative curriculum, and advising students. Promote and celebrate student achievement.

Measurable Goals:

- By 2015, identify a faculty liaison in each unit to lead student success assessment activities along with the CEHHS Student Services
- By 2016, develop a College Task Force to define student success college-wide in alignment with the College vision, university standards, and accreditation requirements
- By 2017, the College Task Force on Student Success develops a plan for assessing student success throughout the College
- Review the Task Force Plan annually with research on student success and feedback from accrediting bodies
- Improve student success and graduation rates annually by instituting practices resulting from the annual review

3. Institutionalize strategic approaches for development of and engagement with community partnerships. Endorse and advocate for these collaborations.

Measurable Goals:

- In 2015, develop college-wide policies and guidelines for establishing and stewarding collaborative community partnerships. Develop the role of the Dean, the roles of the Department Chair, Director or Program Coordinator, the roles of the involved faculty in establishing and sustaining the community partnerships
- By 2016, form advisory committees in each School/Division to assist in providing oversight and advocacy for community partnerships
- Beginning in 2017, host an annual college-wide community partnership symposium showcasing interdisciplinary collaborative projects

4. Develop and sustain long-term positive working relationships within the college, across the university, and among other education partners.

Measurable Goals:

- College will continue to encourage, support, and maintain relationships through regular communication and forums such as emails about opportunities and accomplishments, cookies with the Dean, brown bags or “Did you know?” speakers and other means including social media.

- By 2015, Student Services Division will develop survey on user satisfaction and will publish results through feedback forums.
 - By 2016 Student Services Division will begin to make improvements based on the satisfaction survey
 - By 2020, College will develop and maintain technology and data systems that are easy to access and share as measured by surveys of end users
5. Cultivate and support diversity of students, faculty, and staff. Ensure equality on behalf of all college personnel and foster strong morale among all colleagues. Promote leadership that reflects equitable access to our diverse communities.

Measurable Goals:

- By 2016, develop a policy that strategically seeks to increase the number of underrepresented students and personnel in leadership positions
 - In 2017, activate the strategies developed by the above policy
 - By 2017, develop a mentorship program that ensures support and sustainability for people of underrepresented minorities hired into/promoted into leadership positions
 - Assess annually, the diversity of hires (faculty and staff) in the College
 - Advocate for equitable pay and equitable working situations for all members of the College
 - Maintain and increase activities such as “lunch with the dean”, “cookies with the dean”, and “end of the year celebration”, to foster strong morale and community building
6. Encourage, create, and maintain innovative and high quality programs that respond to community needs and situate the college as a leader in research, teaching, and learning. Review and assess curriculum viability; make decisions strategically. Hire faculty and staff in accordance with curricular needs.

Measurable Goals:

- By 2015, establish a speaker series to highlight signature programs and invite at least an expert every year for the next 5 years
- By 2015, the College secures resources of at least \$20,000 for funding interdisciplinary program/course proposals
- By 2016, develop a fund that supports purchase and ongoing replacement of lab equipment and materials
- By 2018, the College increases student enrollment (including online programs/courses) by 2-3%

- By 2020, the College secures resources of at least \$50,000 for programs to adhere to accreditation standards to ensure program quality
 - By 2020, the College increases student enrollment (including online programs/courses) by 5-10%
7. Enhance support that increases research and creative activities capacity for faculty. Increase opportunities for students and faculty to engage in research and creative activities.

Measurable Goals:

- In 2015, establish a community of scholars that hold periodic meetings at which 2-3 faculty discuss their research
- In 2015, develop an Ad Hoc Committee charged with establishing a record of all research/creative activity being accomplished in the College
- By 2016, Ad Hoc Committee on Research and Creative Activity reports on all research being conducted in the College
- By 2017, expand research facilities by at least 2000 ft. Consider off campus as well as on-campus facilities
- By 2017, increase professional development funds for tenure-track faculty and Distinguished
- Teachers in Residence from \$1000.00 to \$1500.00
- By 2017, develop a funding policy/mechanism/resource base for adjunct faculty to travel to conferences to present research
- By 2017, develop a funding policy/mechanism/resource base for students to travel to conferences to present research
- By 2017, organize and support college-wide research fair for students
- By 2020, increase the number of external grants