



SCHOOL OF EXTENDED EDUCATION

SONOMA STATE UNIVERSITY

STRATEGIC PLAN

2009-2011

*Providing access to Sonoma State University's
intellectual, cultural, and educational resources.*

January 2009

VISION, MISSION & CORE VALUES

The School of Extended Education (SEE) has specified strategic initiatives to focus the unit's personnel, technological resources, services, and programs to assist Sonoma State University and the California State University System with achieving its overarching goals. These strategic initiatives are derived from the priorities and directions established by Sonoma State University and the complementary goals of Extended Education. While the core philosophies embodied in the Vision, Mission, and Goals statements included in this document will remain constant over the next three to five years, the context within which they reside is dynamic and fluid. The strategic initiatives, therefore, are considered tactical and are to be revisited and evaluated on a continuing basis to ensure that they reflect the realities of our operating environment and remain responsive and competitive in focus.

Vision

The School of Extended Education is a 21st century organization dedicated to serving diverse learners by providing access to Sonoma State University's intellectual, cultural, and educational resources.

Mission

The mission of the School of Extended Education is to support and complement the overarching institutional goals of Sonoma State University. The rapidly changing educational needs of lifelong learners has focused the mission of Extended Education on three critical elements: 1) develop sustainable infrastructure and relevant inventory of programs that will serve and support the needs of the diverse SSU student population; 2) enhance collaborative relationships with the local communities, the region, and internationally to foster educational, social, cultural, and economic development; and 3) provide essential services to extended education students and our academic partners.

Core Values

- Educational Excellence
- Student-Centered
- Service
- Lifelong Learning
- Respect
- Diversity
- Access
- Entrepreneurship
- Partnership
- Sustainability

GOALS, OBJECTIVES, AND METRICS

The goals of the School of Extended Education have been developed to support and complement the overarching institutional goals of Sonoma State University and the California State University System. The rapidly changing educational needs of a growing “non-traditional” population of primary grades through Lifelong learners and economic trends that forecast a continuing and permanent decline in state funding for higher education have focused the mission of the School of Extended Education on two critical elements of Sonoma State University’s changing future: the development of an infrastructure and relevant inventory of academic programs that will serve and support the needs of the growing non-traditional university student body; and the generation of revenue sources that will support the academic partners of Extended Education and help mitigate the impacts of the loss of state funding.

Change, innovation, and competitiveness in the global marketplace continue to redefine and reshape economies at the local, national, and international level. As a result, employers and the current workforce are continuously challenged to learn and keep up with new knowledge and skills that will determine their success or failure in the knowledge economy. The future of economic development in California is directly connected to the extent that businesses, current or future employees are able to access and integrate knowledge and information that will keep them viable and competitive in the global economy. Sonoma State University’s School of Extended Education provides a direct link to businesses and the current workforce through a variety of outreach and educational initiatives. This direct connection between Education, Workforce Development, and Economic Development is a strategic role of the School of Extended Education.

The Sonoma State University’s School of Extended Education has identified strategic objectives and metrics (i.e., measures to determine whether the unit is achieving its strategic goals). The degree to which the School’s goals are being successfully met will be determined through annual systematic review and analysis of the achievement of the eight goals presented below.

I. Programs

Goal:

Develop and sustain a wide range of challenging, innovative, creative programs that engage diverse populations of students and faculty in lifelong learning, professional development, and personal exploration.

Objectives:

- 1) Plan program and operations for maximizing the use of the Schroeder Recital Hall and two Activity Rooms managed by SEE in the Green Music Center (GMC) to ensure fiscal responsibility for the annual debt service.
- 2) Expand SEE related international programs and cultural exchange by 10% in 2010.
- 3) Deliver a high quality summer EXCEL for Youth Program serving +-700 students in 2009.
- 4) Deliver a high quality Osher Lifelong Learning Institute (OLLI) Program with planned growth of 10% per year to a maximum enrollment of 2,000 students both on the SSU campus and outreach programs such as Oakmont Village.

- 5) Expand the SSALI program with planned growth of 10% in 2010-2011. Work in partnership with the School of Education to determine the feasibility of delivering a hybrid Masters in Education program to Korea beginning in 2010-2011.
- 6) Increase Extension Credit programs by 10% in 2009-2010.
- 7) Collaborate with academic partners to increase undergraduate programs running through SEE by 10% by 2010.
- 8) Collaborate with academic partners to increase graduate programs running through SEE by 10% by 2010.
- 9) Collaborate with academic partners including Santa Rosa Junior College and/or the business community to develop and deliver one new fully online program by 2010 and examine viability of various degree completion programs.
- 10) Create and sustain, at a minimum, one innovative online program by 2010 to address the needs of the contemporary student and the professional working community.
- 11) Develop an international Teachers of English to Speakers of Other Languages (TESOL) program in association with Global Teaching English as a Foreign Language (TEFL). Explore viability of a Pre-MBA track for foreign students to start fall 2009.

Metrics:

- 1) Financial Reports, Marketing Reports, Term/Session Enrollment Reports, Program Reports, and Intake Team Reports.
- 2) Conduct annual program reviews to evaluate performance and identify areas for improvement and growth. Use data from program evaluations and budget reports to adjust program offerings.
- 3) Develop and implement a needs assessment for program and course planning for non-credit courses and programs. Advocate for expansion of Title V and other legislative mandates.
- 4) Establish MOUs with all schools to encourage self-support programs to be delivered by SEE.
- 5) Create a business plan for the Recital Hall and the two activity rooms in the Green Music Center (GMC) by April 2009. Meet with Arts and Humanities departments, Sonoma County Office of Education, the Sonoma Arts Council, the Santa Rosa symphony and other area arts organizations to explore partnerships, funding and grants for the Recital Hall and two activity rooms. Plan how existing SEE programs will use space at the GMC.

II. Finances

Goal:

Develop and sustain a transparent financial structure that will provide stable support for SEE, its programs, staff and the campus community.

Objectives:

- 1) Provide quarterly SEE financial reporting for all programs. Evaluate current business and administrative practices to achieve greater efficiencies of 10%-20%.

- 2) Increase gross revenue by 20% by fall 2010. Expand outside funding sources such as grants, donations, and endowments by 20% in 2010.
- 3) Develop successful communication and collaboration between SEE and campus schools and service units. Develop community partnerships to expand programming and scholarships by 10% in 2010.
- 4) Secure additional Osher endowment (\$1,000,000) by 2011.
- 5) Secure a \$1 million endowment from Osher for degree program re-entry students by fall 2010.

Metrics:

- 1) Semiannual financial reports for each program beginning spring 2009.

III. Customer Service

Goal:

Provide a network of essential and high quality services to support and enhance the experience of students and our academic and community partners.

Objectives:

- 1) Provide a professional level of customer service as defined by best practices of peer Extended Education units within the CSU system. Dispense timely, dependable & accurate information to potential and current students, staff and faculty. Meet the needs of the SEE faculty and students with a 90% approval rating.
- 2) Maintain and refine SEE online registration. Insure excellent service support for online registration.
- 3) Develop a professional training manual with input from all divisions of SEE, including feedback systems (e.g., quizzes), by summer 2009.
- 4) Develop a training plan for incoming student assistants including orientation and ongoing training by summer 2009.

Metrics:

- 1) Quantitative Survey of customer satisfaction of programs and services to be performed and reported every term and session.

IV. Staffing

Goal:

Create and sustain a working environment that will attract and retain talented & diverse staff.

Objectives:

- 1) Maintain an appropriate level of staffing and infrastructure to support existing programs and encourage program growth.
- 2) Support appropriate professional development and training opportunities for staff.
- 3) Support cultural competence development in staff and administrators.
- 4) Continuously make appropriate working environment adjustments to insure staff satisfaction.
- 5) Promote appropriate outside professional development activities related to staff roles and responsibilities.

Metrics:

- 1) Survey staff in the fall and summer to assess the working environment.
- 2) Conduct an annual needs assessment of staff development which aligns with evaluation cycle. Promote at least one training activity per year per staff person.

V. Student Experience

Goal:

Provide compelling and quality learning experiences that meet diverse student needs and program standards.

Objectives:

- 1) Recruit and retain diverse, qualified instructional faculty and content experts.
- 2) Provide a safe, comfortable, and compelling learning environment and curriculum.
- 3) Offer sufficient and appropriate programs and courses to promote student goals.
- 4) Ensure that program fees are competitive in the region and with peer CSU Extended Education institutions (Cal Poly San Luis Obispo, CSU Chico, CSU San Marcos, CSU Humboldt, CSU Monterey Bay, and CSU Stanislaus).

Metrics:

- 1) Review existing student experience evaluation process and adjust to insure appropriate survey questions are asked and appropriate quantitative student experience data are collected.
- 2) Develop and implement a contemporary quantitative survey tool to measure student experience for each program and for each session (e.g., individual courses are offered during intersession, etc).
- 3) Streamline the instructional review process. Review/analyze student evaluation of instruction.
- 4) Insure customer service training of SEE staff is aligned with student experience data.

VI. Marketing

Goal:

Enhance campus and community awareness of SEE's mission via email, web, and other media, and by supporting existing programs and identifying markets for new programs.

Objectives:

- 1) Maintain an excellent media, print, and electronic presence as measured against CSU Extended Education peer units.
- 2) Design and maintain a dynamic, accessible, interactive, navigable, and client-centric (i.e., including students, faculty, departments, schools, businesses, government, etc) website.
- 3) Develop appropriate materials and media to facilitate dissemination of program information.
- 4) Provide needs assessment and market research to support new program planning and current program improvement.
- 5) Provide email, web, and other marketing and technical support for SEE programs.
- 6) Analyze SSU SEE branding for competitiveness.

Metrics:

- 1) Create a system for program comparative and competitive analysis, and explore methods of internal marketing and partnership building between academic Schools and Extended Education.
- 2) Inform programs about needs assessment forms through email and web. Follow up to insure a form return rate of +80%.
- 3) Survey clients regarding the SEE website to measure client satisfaction, accessibility, navigability, dynamic character, etc. with a minimum of 60% return rate.

VII. Infrastructure

Goal:

Establish quality, functional space for staff, faculty, programs, and services to promote program growth and provide a positive work environment.

Insure a 21st century technological infrastructure.

Objectives:

- 1) Ensure adequate classroom space for programming needs.
- 2) Advocate for continued upgrading of campus spaces to create and maintain clean, "smart," well-furnished classrooms. Provide technical resources to support program delivery and development.

- 3) Develop and enforce safety practices and procedures to protect staff, faculty, students, and property.
- 4) Work with the university IT unit to insure that an appropriate technological infrastructure for a 21st century Extended Education unit are in place and maintained.
- 5) Develop a SEE emergency plan by January 2009.
- 6) Conduct SEE internal training and/or have staff participate in in-service training aligned with each staff member's yearly professional development plan.

Metrics:

- 1) Staff participation on university committees (i.e. space and renovation, Diversity, International Housing, emergency planning, etc.)
- 2) Create and distribute training schedules for student assistants.
- 3) Dissemination minutes from campus meetings to the Leadership Team and/or All-Staff.
- 4) Evaluate on a yearly basis the effectiveness and efficiency of IT tools used for SEE programs and business services. Report survey results to IT and Academic Affairs.

ADMINISTRATIVE TEAM COMMITMENT

We, the undersigned, serve as the Leadership Team for the School of Extended Education. We concur with the Strategic Plan outlined in this document and the objectives defined for accomplishing our goals. We commit ourselves to the responsibility of ensuring that the efforts of the Extended Education staff and the allocation of its resources are directed toward achieving these goals. We pledge our mutual support to one another, to the staff of the School of Extended Education, to the University community and the University's reputation, and to internal and external constituents we serve in the implementation of this Strategic Plan.



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