



# Building our Future @ SSU Strategic Plan 2025

## Team Workbook

With a special thank you to everyone who participated in the Train the Trainer series and provided their feedback and suggestions.



Leap Solutions Group, Inc. is a business management consulting firm headquartered in Santa Rosa, CA. Our consulting services focus in the areas of human resources, organizational development and recruiting for public, private and nonprofit organizations. We are committed to supporting organizations that serve our community and align with our values. It has been our pleasure to support SSU in the development and now in the implementation phase of the Strategic Plan.

## Part 1: Introduction

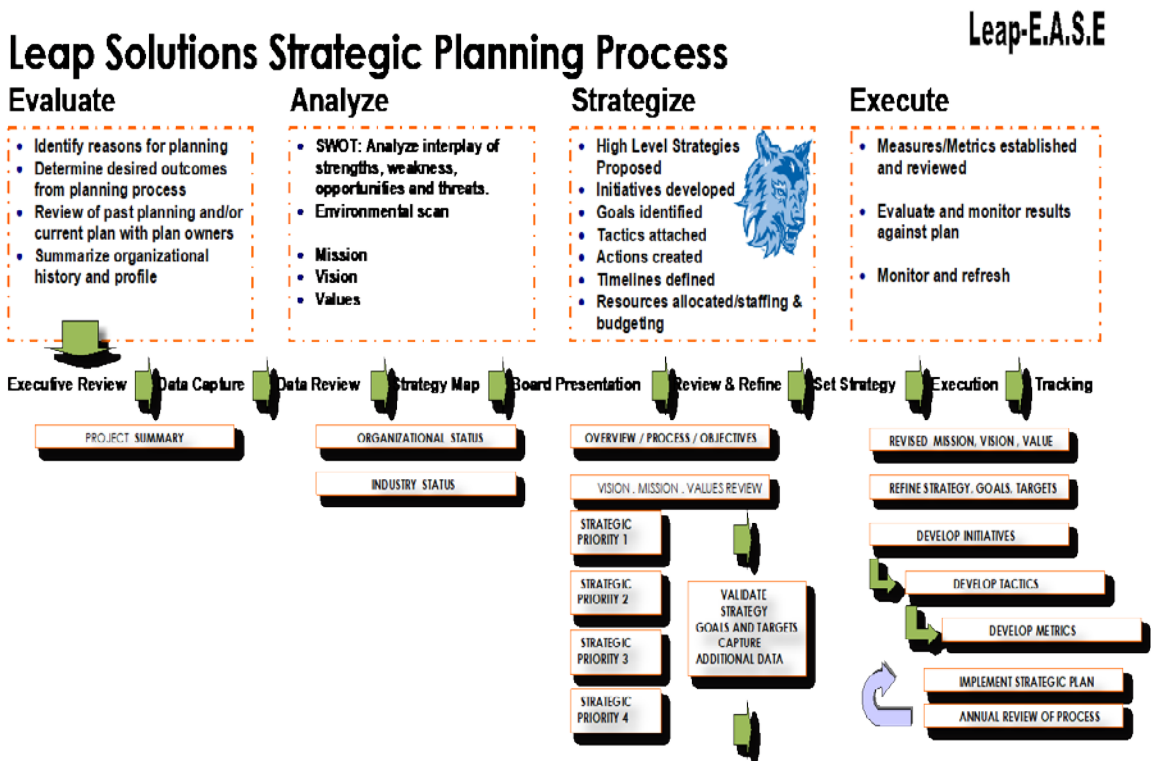
The purpose of this workbook is to be a collection of tools to guide your team in the development of your plans to support the implementation of the SSU Strategic Plan 2025. This first part will give you an introduction to the SSU Plan.

### What is a strategic plan?

A strategic plan is a document that guides an institution to focus on shared priorities, values, and aspirations. It doesn't have to be long or complicated – it simply has to be effective, smart, and inclusive. You need a plan to develop a good plan. Below, you can see our process.



Can you guess where SSU is on the planning process?



## Background

The development of the Strategic Plan for SSU was a transparent and inclusive process. Below, is a visual handed out during the launch event on May 9, 2018 detailing the process and the next steps.



**VISION**

Sonoma State University embraces innovation in our quest to be a national model for public higher education by 2025. Our students graduate prepared to meet the challenges of the 21st century and to make an impact in the community and the world.

**NEXT STEPS**

- Fall 2018 Launch
- Division and unit-based implementation and planning, with creation of goals, strategies, and metrics in support of strategic priorities
- Ongoing reporting and assessment, with a commitment to adaptability and refinement throughout the life of the plan

## Sonoma State Strategic Plan

The Sonoma State Strategic Plan embodies the spirit and diversity of the University. The full plan is below.

### Building our Future @ SSU Strategic Plan 2025

#### MISSION

Sonoma State is a regionally serving public university committed to educational access and excellence. Guided by our core values and driven by a commitment to the liberal arts and sciences, Sonoma State delivers high-quality education through innovative programs that leverage the economic, cultural, and natural resources of the North Bay.

*Supporting themes:* As a member of the 23-campus California State University system, Sonoma State is proud to serve a diverse student population on our beautiful campus, at our environmental preserves, and at satellite centers throughout the region. Located north of San Francisco in California's wine country, Sonoma State drives the economic, cultural, and educational engines of the North Bay. Sonoma State University prepares students for meaningful citizenship in a complex world.

#### VISION

Sonoma State University embraces innovation in our quest to be a national model for public higher education by 2025. Our students graduate prepared to meet the challenges of the 21st century and to make an impact in the community and the world.

#### CORE VALUES

Our core values are an expression of who we are at Sonoma State. We proudly embrace integrity, respect, excellence, and responsibility as part of our Seawolf Commitment.

Our core values include:

1. Diversity and social justice
2. Sustainability and environmental inquiry
3. Connectivity and community engagement
4. Adaptability and responsiveness

#### STRATEGIC PRIORITIES

Our strategic priorities provide a road map for Sonoma State's strategic plan implementation in 2018-2025.

## **1. Student Success**

Sonoma State aspires to be a national model for student success, which includes all aspects of the student experience, from academics to campus life to graduation. All members of our campus community have the responsibility to serve students with integrity and to provide the support services students need to succeed.

*Supporting themes:* Student success includes all aspects of the student experience, including: educational experience; timely progress to degree; graduation and retention rates; health and wellness services; and inclusive support services for a diverse student population. For students to be successful, we must support all aspects of faculty and staff success, including: hiring, retaining, and supporting diverse faculty and staff; building streamlined, up-to-date business processes; and maintaining a healthy campus environment. We prepare students to succeed in the workforce and to embrace lifelong learning.

## **2. Academic Excellence and Innovation**

Sonoma State has high-quality, innovative academic programs that prepare students to flourish in a changing workforce and world. By educating beyond classroom walls and across disciplines, Sonoma State promotes synergy and creativity in a dynamic educational environment that responds to regional workforce and community needs.

*Supporting themes:* Sonoma State expresses this commitment by delivering distinctive, responsive academic programs; hiring and developing diverse faculty and staff; embracing innovative teaching and learning; supporting research, scholarship, and creative activity; providing a solid foundation in the liberal arts and sciences that includes hands-on, real-world learning; and maximizing utilization of the Green Music Center, our environmental preserves, and other assets for the benefit of all.

## **3. Leadership Cultivation**

As the region's only public four-year university, Sonoma State embraces its leadership role in the North Bay and beyond. We prepare the next generation of leaders by providing students with opportunities to learn the knowledge and skills needed to build a better society both locally and globally.

*Supporting themes:* Sonoma State faculty and staff provide leadership in the broader community while also helping students gain the leadership skills needed to bring innovative solutions to the challenges of the 21st century. Sonoma State supports opportunities for leadership development, mentoring, and both personal and professional growth.

#### **4. Transformative Impact**

Sonoma State transforms the lives of students, families, and communities by providing educational access and opportunity to help all students succeed. Our faculty and staff work to transform our region, our communities, and our academic disciplines through service, research, programming, and outreach.

*Supporting themes:* Sonoma State provides students with a transformative educational experience within a framework of access and inclusive excellence. We empower our students to gain and practice 21st century skills, including: citizenship, civic engagement, collaboration, communication, critical thinking, cultural competence, empathy, and problem-solving. Our faculty and staff impact and transform the lives of our students as well as our local and global communities through leadership, volunteerism, community engagement, research, scholarship, and creative activity.

## Part 2: Your Plan

In this part of the workbook, you and your team can start the development of the plan for your division/unit/school. We will review strategic terms and the cycle of the SSU plan. All of the exercises linked to the material are at the end of the workbook

### Common Strategic Planning Terms

First, let's get on the same page and learn the same terms.

**Strategic Planning** – The systematic processes through which an organization agrees on—and builds commitment among key stakeholders to—priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities.

**Mission Statement** – A summary of the what, how and why of an organization's work—the essence of the organization. A statement of purpose and business.

**Vision Statement** – An image of the future we seek to create. What success looks like when the mission statement is being fulfilled.

**Values** – Guiding beliefs and principles that undergird the entire institution.

**Strategic Priorities** – The key strategic priorities translated into overarching organizational goals to be addressed by the organization as it implements its strategic plan.

**SMART Goals** – These goals are phrased as outcome statements that define what an organization is trying to accomplish both strategically and organizationally. Goals can relate both to strategic issues (those related to the organization's ability to deliver on the strategic plan priorities) as well as operational issues (those related to with improving the organization's ability to operate effectively over both the short and long term).

**Tactics** – Precise, measurable, time-phased results that support the achievement of a goal. [*Sometimes these are called tactical objectives or associated tasks.*]

**Milestones** – Milestones are useful for large, multi-year goals that have numerous components. A milestone for Graduation Initiative 2025 is that on an annual basis we would measure to ensure that SSU is on track to achieve the graduation, retention, and graduation gap goals for 2025 set by the Chancellor's Office.

**Critical Success Factors** – Key measurements with the organization's operations to determine the effectiveness of the strategic goal and implementation of the tactics.



## Strategic Plan Cycle

The Strategic Plan Cycle below demonstrates the cycle and the different stages in this process and you can find our current stage.

### Strategic Plan Life Cycle



Think about how you can leverage your strength in diversity and culture and how it can be used to create your division plan. After division plans are created, we will move on to the task of creating plans at the school/unit level. Think about different personality types, leadership styles, and the many ways you can gather input and feedback and incorporate them into your plan and help people find their place in the Division/School/Unit Plan. Encouraging people to be creative yet concrete in their participation.

Now, use Exercise 1, 2 and 3 to work in your teams.

- Answer some fundamental framing questions – Use **Exercise 1**
- Identify some key stakeholders so your plan can reach the right people and audiences – Use **Exercise 2**
- Review SSU’s Mission, Vision, and Values – Use **Exercise 3**

## Using Data

Using and collecting data will be very important in this process to demonstrate our successes and achievements and also identify our gaps. The SSU Strategic Plan website has a wealth of information, including all of the data collected through the process. Check it out and learn more.

<https://www.sonoma.edu/strategicplan>

The image shows two screenshots of the SSU Strategic Plan 2025 website. The top screenshot displays the main navigation menu on the left, including Mission, History, Facts, Diversity, and President. The main content area features the title "Strategic Plan 2025" and a "Participate!" button. The bottom screenshot shows a "Data from Strategic Planning Process" section with a survey result for the question: "How important is it for SSU to be a national model for Student Success and Academic Excellence?".

| Importance Level        | Percentage |
|-------------------------|------------|
| Absolutely essential    | 39%        |
| Very important          | 39%        |
| Of average importance   | 18%        |
| Of little importance    | 0%         |
| Of no importance at all | 0%         |

Now you and your team will do a data landscape analysis. A data landscape analysis is useful to:

- Identify what data resources you already have; and
- Identify what else you might need.

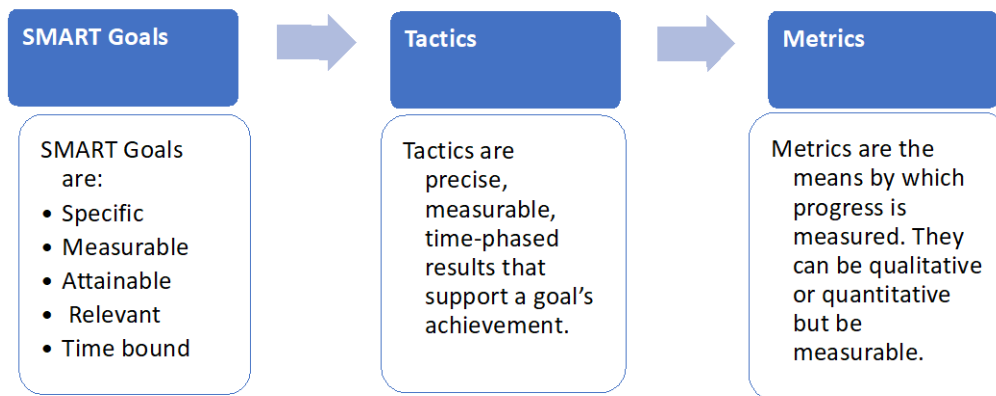
**Use Exercise 4** to do a data landscape analysis with your team.

## Identifying and Assessing Goals

Goals will be assessed annually. Goals that are accomplished will be moved to the accomplished category and new goals may arise or old goals tweaked or adjusted on an annual basis depending on what else is changing in the environment.

## SMART Goal Setting

Goals are outcome statements that define what an organization or individual is trying to accomplish both programmatically and organizationally. Your plan will include SMART goals, tactics, and metrics.



The SMART approach is to define goals that are:

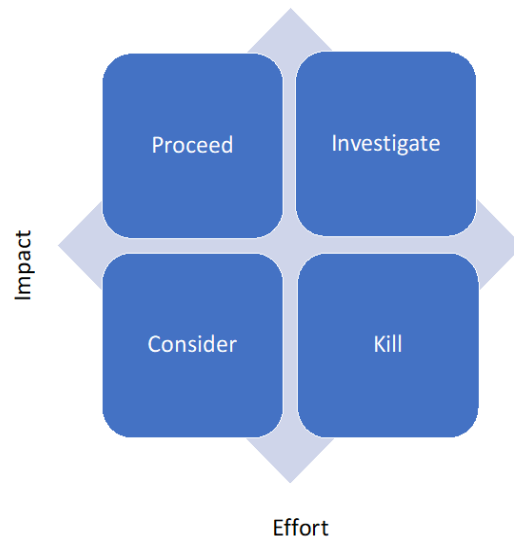
Specific  
Measurable  
Attainable  
Relevant  
Time bound

**An Example of a SMART Goal:** *Create an automated travel authorization process by the end of fall semester that can be routed to appropriate individuals and units to ensure approvals are in place before faculty and staff travel on university business.*

Each division plan will have **no more than FIVE** SMART Goals per priority area. SMART does not mean SMALL. Think big. As we achieve goals, we can add more goals. There will be space for growth and adaptation specially since this plan is through 2025. **Use Exercise 5A and 5B** to define potential SMART Goals.

## Assessing Goals

You also need to **PICK** goals that are doable and will have an impact.



Now, use **Exercise 5A and 5B** to work in your teams.

## Part 3

Now that you have the tools and have started the work, we would like to let you know about what will happen next.

### Evaluation and Metrics

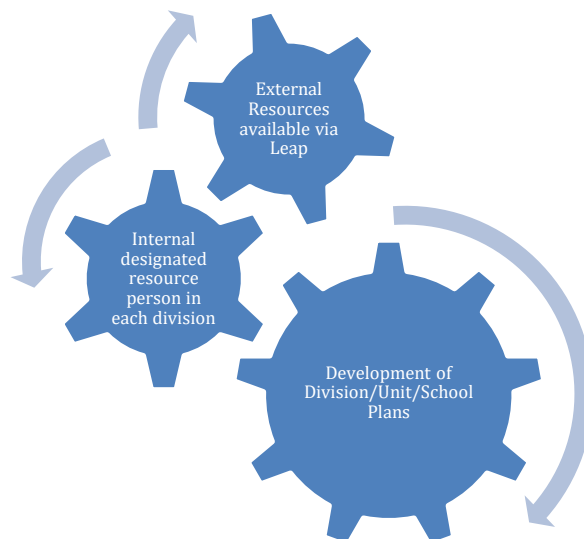
The implementation and successful execution of the SSU Strategic Plan will continue to develop with time. We know that there will be adjustments and learnings as the process moves forward and we also know the accomplishments will be many! Keep checking the Sonoma State Strategic Planning website for updates, notices, and victories.

The Annual Plans from each division and school/unit will be developed will be reevaluated regularly. The plans all need to include metrics for each goal. These metrics should demonstrate impact and document your successes. The Annual Plans will be available on the SSU strategic planning website.

In addition, there will be a commitment to stakeholder communication and general community public relations.

### Next Steps

The development of the Division and then School/Unit Plans will happen from now through the academic year with the goal of having all plans in place by early spring (ideally no later than February 15, 2019). There are several resources that will be available for the development and also the implementation of the plans.



## Division Resource People

The Division Resource people represent each major division. They have graciously volunteered to be the main contact person for each division through the strategic planning process.

| Division                   | Resource Person | Contact Information  |
|----------------------------|-----------------|--|
| Academic Affairs           | Mike Ogg        | <a href="mailto:Mike.Ogg@sonoma.edu">Mike.Ogg@sonoma.edu</a>           |
| Administration and Finance | David Crozier   | <a href="mailto:David.Crozier@sonoma.edu">David.Crozier@sonoma.edu</a> |
| Student Affairs            | Matt Benney     | <a href="mailto:Matt.Benney@sonoma.edu">Matt.Benney@sonoma.edu</a>     |
| University Advancement     | Ian Hannah      | <a href="mailto:ian.Hannah@sonoma.edu">ian.Hannah@sonoma.edu</a>       |
| Green Music Center         | Marge Limbert   | <a href="mailto:Limbertm@sonoma.edu">Limbertm@sonoma.edu</a>           |

## What Happens Next?

The next steps for SSU to implement the plan include: (1) creating division plans for each division; and (2) then creating plans within each school or unit in each division to support the division plans. This work will be done in the first few months of the academic year 2018-19. This will ensure that the entire university is working under a framework of shared priorities, with goals in place to advance the institution toward the overall vision and support the Strategic Plan 2025 priorities and values.

Annual assessment of our respective plans will occur as part of an overarching strategic plan assessment, refinement, and continuous improvement cycle. SSU is researching software possibilities to ensure that we can make this tracking of accomplishments and progress as seamless and public as possible over time.

| Milestone                               | Date  |
|---|---|
| SSU Strategic Plan Launched             | May 2018  |
| Strategic Plan Implementation Trainings | July 2018-September 2018                                    |
| Creating Division Plans                 | September-October 2018                                      |
| Creating School/Unit Plans              | Work begins early in fall and is completed by February 2019 |
| Assessment                              | Occurs annually every spring                                |
| Adjustment to plans                     | Occurs annually April-August                                |

## Strategic Budgeting

Strategic budgeting over a multi-year period will become an important component to supporting the plan across the institution and ensuring that we are advancing toward our shared vision, values, and priorities between 2018-2025. In addition, there will also be a phase for Strategic Budgeting.

# STRATEGIC BUDGETING



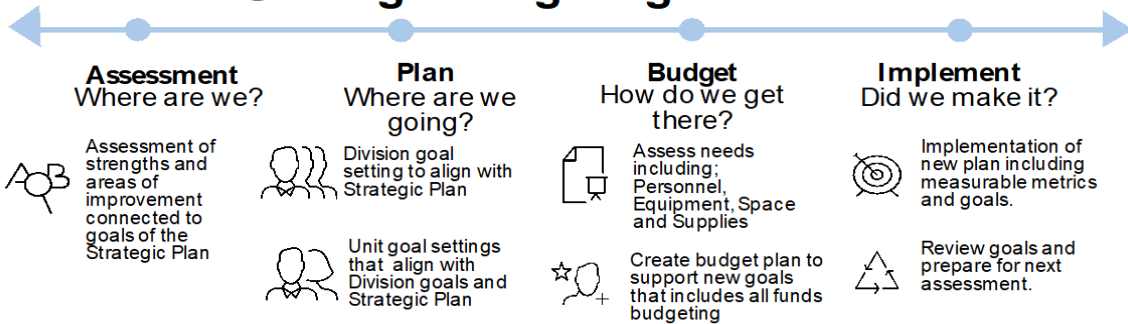
### What is Strategic Budgeting?

Strategic Budgeting is the process of creating a multi-year budget that incorporates assessment, planning and implementation in support of strategic priorities.

A strategic budget is not just a budget - it is the the **strategic plan** in action!

**Budget** ↔ **Planning**

## Strategic Budgeting Framework



### Why is Strategic Budgeting important?

Improves student learning and success.

Ensures we are using resources efficiently and effectively.

Strategically invests in our institutional assets.

Implements evidence-based budgeting linked to assessment.

Aligns our budget with our strategic priorities.

# Exercises



## Exercise 1: Framing Questions

Purpose of Exercise: These questions are designed to frame the plan and set the stage for the conversation. They are designed to help you structure the way your division/unit/department will support the implementation.

Frame the questions in terms of the level of plan you are developing.

**Division or School/Unit:** \_\_\_\_\_

**Use the strategic plan priorities and values as a touchpoint to answer these questions:**

| Questions   | Your Notes |
|---|------------|
| What do we do well in our division, school or unit? |            |
| What can we do better?                              |            |
| What do we need to do?                              |            |
| What should we stop doing?                          |            |

## Exercise 2: Key Stakeholders

Purpose of Exercise: Below are the major categories of stakeholders. To prepare for the planning process, you need to identify key stakeholders and some targeted representatives from the categories below.

Definition: A key stakeholder is a person, group, or organization that has a vested interest in SSU.

### Stakeholders List

Division or School/Unit: \_\_\_\_\_

| Stakeholder Category  | Types of Stakeholders within Categories | Target Number of Stakeholders from Each Category | Individuals Identified for Participation |
|---|---|--|--|
| Students  |   |  |  |
| Faculty and staff   |   |  |  |
| Alumni  |   |  |  |
| Parents   |   |  |  |
| Internal Community<br>(Internal to SSU)   |   |  |  |
| External Community<br>(CSU and higher education colleagues, community partners, supporters, donors, businesses, Community Groups) |   |  |  |
| Other   |   |  |  |

## Exercise 3: Mission, Vision, and Values

Purpose of Exercise: The SSU Mission serves the purpose to serve our university and to support the interrelations in our organization, in this exercise you want to understand how your division/unit/department will support the SSU Mission, Vision, and Values

Definition: If the mission statements talks about what business we are in and why we exist, the vision statement presents an image of **what success looks like** when our mission statement is being fulfilled. Through the vision statement we define our ultimate motivation, dreams, and image of a desired future. The values are the linkages that hold the mission and value together.

| Mission, Vision, and Values |   | How does my area of the university (division, school or unit) support this component of the Strategic Plan? |
|-----------------------------|---|---|
| <b>Mission</b>              | <i>Sonoma State is a regionally serving public university committed to educational access and excellence. Guided by our core values and driven by a commitment to the liberal arts and sciences, Sonoma State delivers high-quality education through innovative programs that leverage the economic, cultural, and natural resources of the North Bay.</i>   |   |
| <b>Vision</b>               | <i>Sonoma State University embraces innovation in our quest to be a national model for public higher education by 2025. Our students graduate prepared to meet the challenges of the 21<sup>st</sup> century and to make an impact in the community and the world.</i>  |   |
| <b>Values</b>               | <p><i>Our core values are an expression of who we are at Sonoma State. We proudly embrace integrity, respect, excellence, and responsibility as part of our Seawolf Commitment. Our core values include:</i></p> <ul style="list-style-type: none"> <li>● <i>Diversity and social justice</i></li> <li>● <i>Sustainability and environmental inquiry</i></li> <li>● <i>Connectivity and community engagement</i></li> <li>● <i>Adaptability and responsiveness</i></li> </ul> |   |

## Exercise 4: Data Landscape

Purpose of Exercise: Everyone has important data to share and strengthen the work. Think about these questions in relation to your division/school/unit.

Once the exercise is complete, you can use the information gathered to inform your potential SMART goals, develop timelines, identify milestones, and designate someone or a unit to be accountable to the goal.

1. What does my division or school/unit do well?
2. How do we do it?
3. What data do we currently collect to demonstrate our impact?
4. What current data exist for our analysis and how will we use the data?
5. What additional data needs to be compiled?

## Exercise 5A: SMART Goals

**Purpose of Exercise:** SMART goals support the overall strategic plan implementation and allow for annual assessment and measurement of progress. They also serve as the basis for tracking progress toward the plan's overarching vision and all of its priorities.

### **EXAMPLE**

#### **PRIORITY 1 = STUDENT SUCCESS**

*Sample goal: Achieve GI2025 4-year graduation rate of 54% by 2025.*

*Sample tactic: Eliminate bottlenecks.*

*Milestone: Reduce bottlenecks (waitlists) by 50% in 2018-19.*

*Metrics: Annual June 1, 2019 and all subsequent years of # of sections with waitlists, # of students on waitlists, and # of sections offered.*

*Sample tactic #2 to support the goal: Increase average unit load (AUL) to 15 units.*

*Milestone: Achieve and maintain 14.75 AUL for first-year students in 2018-19.*

*Metrics: Analyze and report on AUL year over year.*

*Lead person or unit: AVP of Academic Resources*

**Tactics:** Tactics are the tasks that we accomplish to further the achievement of a goal.

**Milestones and Timelines:** Milestones and timelines should be established for each smart goal. For large goals, milestones allow you to determine what % or what components of a large goal need to be accomplished by a certain date. This helps you break the larger, more ambitious goals into smaller, measurable tactics to keep you on track. Each goal also should have a lead person or unit for accountability.

**Metrics:** Metrics are the measure by which you determine whether you have progressed toward a goal and/or made progress toward a goal.

**PRIORITY #1: STUDENT SUCCESS**

**Tactics:** Tactics are the tasks that we accomplish to further the achievement of a goal.

**Milestones and Timelines:** Milestones and timelines should be established for each smart goal. For large goals, milestones allow you to determine what % or what components of a large goal need to be accomplished by a certain date. This helps you break the larger, more ambitious goals into smaller, measurable tactics to keep you on track. Each goal also should have a lead person or unit for accountability.

**Metrics:** Metrics are the measure by which you determine whether you have progressed toward a goal and/or made progress toward a goal.

**STUDENT SUCCESS GOAL 1:** \_\_\_\_\_

| Tactic (up to 5) | Milestone w/<br>Timeline | Metrics | Lead person or<br>unit |
|------------------|--------------------------|---------|------------------------|
|                  |                          |         |                        |
|                  |                          |         |                        |
|                  |                          |         |                        |
|                  |                          |         |                        |
|                  |                          |         |                        |

**STUDENT SUCCESS GOAL 2:** \_\_\_\_\_

| Tactics (up to 5) | Milestone w/<br>Timeline | Metrics | Lead person or<br>unit |
|-------------------|--------------------------|---------|------------------------|
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |

**PRIORITY #2: ACADEMIC EXCELLENCE AND INNOVATION**

**Tactics:** Tactics are the tasks that we accomplish to further the achievement of a goal.  
**Milestones and Timelines:** Milestones and timelines should be established for each smart goal. For large goals, milestones allow you to determine what % or what components of a large goal need to be accomplished by a certain date. This helps you break the larger, more ambitious goals into smaller, measurable tactics to keep you on track. Each goal also should have a lead person or unit for accountability.  
**Metrics:** Metrics are the measure by which you determine whether you have progressed toward a goal and/or made progress toward a goal.

**ACADEMIC EXCELLENCE AND INNOVATION GOAL 1:** \_\_\_\_\_

| Tactics (up to 5) | Milestone w/<br>Timeline | Metrics | Lead person or<br>unit |
|-------------------|--------------------------|---------|------------------------|
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |

**ACADEMIC EXCELLENCE AND INNOVATION GOAL 2:** \_\_\_\_\_

| Tactics (up to 5) | Milestone w/<br>Timeline | Metrics | Lead person or<br>unit |
|-------------------|--------------------------|---------|------------------------|
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |
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|                   |                          |         |                        |

**PRIORITY #3: LEADERSHIP CULTIVATION**

**Tactics:** Tactics are the tasks that we accomplish to further the achievement of a goal.  
**Milestones and Timelines:** Milestones and timelines should be established for each smart goal. For large goals, milestones allow you to determine what % or what components of a large goal need to be accomplished by a certain date. This helps you break the larger, more ambitious goals into smaller, measurable tactics to keep you on track. Each goal also should have a lead person or unit for accountability.  
**Metrics:** Metrics are the measure by which you determine whether you have progressed toward a goal and/or made progress toward a goal.

**LEADERSHIP CULTIVATION GOAL 1:** \_\_\_\_\_

| Tactics (up to 5) | Milestone w/<br>Timeline | Metrics | Lead person or<br>unit |
|-------------------|--------------------------|---------|------------------------|
|                   |                          |         |                        |
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|                   |                          |         |                        |
|                   |                          |         |                        |

**LEADERSHIP CULTIVATION GOAL 2:** \_\_\_\_\_

| Tactics (up to 5) | Milestone w/<br>Timeline | Metrics | Lead person or<br>unit |
|-------------------|--------------------------|---------|------------------------|
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |



**PRIORITY #4: TRANSFORMATIVE IMPACT**

**Tactics:** Tactics are the tasks that we accomplish to further the achievement of a goal.  
**Milestones and Timelines:** Milestones and timelines should be established for each smart goal. For large goals, milestones allow you to determine what % or what components of a large goal need to be accomplished by a certain date. This helps you break the larger, more ambitious goals into smaller, measurable tactics to keep you on track. Each goal also should have a lead person or unit for accountability.  
**Metrics:** Metrics are the measure by which you determine whether you have progressed toward a goal and/or made progress toward a goal.

**TRANSFORMATIVE IMPACT GOAL 1:** \_\_\_\_\_

| Tactics (up to 5) | Milestone w/<br>Timeline | Metrics | Lead person or<br>unit |
|-------------------|--------------------------|---------|------------------------|
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |
|                   |                          |         |                        |

**TRANSFORMATIVE IMPACT GOAL 2:** \_\_\_\_\_

| Tactics (up to 5) | Milestone w/<br>Timeline | Metrics | Lead person or<br>unit |
|-------------------|--------------------------|---------|------------------------|
|                   |                          |         |                        |
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