Architecting Success: One Campus' Story Aligning Strategic Planning with Accreditation Expectations

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Humboldt State University
Humboldt State University, Arcata CA One of 23 campuses within the California State University (CSU) system

Academic Resource Conference
April 19-21 San Diego, CA
A view through the Redwoods...
Who is HSU?
Recruit.
Retain.
Graduate.
MEANWHILE.....
At the wheel?...
Graduation Initiative 2025

HSU Strategic Plan

Local Planning & Assessment

CFRs
A sense of urgency...
BAM!
“The Architect Analogy”
GOAL
...the result or achievement toward which effort is directed.
The larger guiding principle or construct.
Why are we trying to accomplish?
OUTCOME/SUB-OUTCOME

...a RELATED statement of fact that is a result of actions or steps taken. “What does success look like?”

These statements are present or present-perfect tense (e.g. “We are...” or “X has been implemented”). Sub-outcomes assist in communicating complex outcomes that have multiple components. Can include measurement.
OBJECTIVE

...a RELATED statement of commands (to ourselves), directives or action statements. How will we accomplish?

Objective statements begin with a verb. Can include measurement.
TASK

...a RELATED steps taken to reach the objective. They are assigned at the unit level through the VPs. Who will be doing, and when?

Can, and often are sequence-dependent (A must follow B, and B must follow C). Resources are applied at this level and roll up to objectives.
Criteria for Review
Defining Institutional Purpose and Ensuring Educational Objectives

Achieving Educational Objectives through Core Functions

Creating an Organization Committed to Quality Assurance, Institutional Learning, and Improvement

Developing and Applying Resources and Organizational Structures to ensure Quality and Sustainability
RESPONSIBILITY BASED PLANNING

RESPONSIBLE
- Does the work, drives and coordinates the process (we sometimes don’t have enough of these).

CONSULTED
- Subject matter experts that are consulted regarding the process (these are NOT approvers & we have LOTS of these).

ACCOUNTABLE (APPROVER)
- Makes decisions, says “yes” or “no” (Some people think they are in this role or want to be).

INFORMED
- Notified of progress, updates, etc. (These are NOT approvers).

SUPPORTERS
- Provide logistical support for the work. (we sometimes don’t have enough of these).
ELSEWHERE!!!
Academic Tactical Plan
HSU’s academic environment will facilitate students’ learning, support students' successful progression through courses and programs to graduation, and prepare students to become educated, responsible people who contribute to California's future.

**Student Story**

I don't want to have to repeat tons of courses because I flunk them, even though I tried to pass, and it would be really great if I could actually get into the courses I need.

**Objective** 1.1.1 Based on student success data, reduce and eventually eliminate gateway and bottleneck courses.

<table>
<thead>
<tr>
<th>Continuous Improvement Task Loop</th>
<th>Timeline</th>
<th>Tasks / Timeline</th>
<th>R</th>
<th>A</th>
<th>C</th>
<th>I</th>
<th>EM</th>
<th>SA</th>
<th>Admin</th>
<th>Advance-ment</th>
<th>Pres. Office</th>
<th>CFRs</th>
<th>HSU BP</th>
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</thead>
<tbody>
<tr>
<td><strong>1.1.1.1 Identify high repeat courses for recommended changes in Fall 2017</strong></td>
<td>Fall 2016</td>
<td>VP Acad Pro Deans Dept Chairs/Registrar ICC/RISS</td>
<td>X</td>
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<td><strong>1.1.1.2 Analyze gaps / factors in success rates for identified courses.</strong></td>
<td>Spring 2017</td>
<td>Depts/IE Deans IE ICC/RISS</td>
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<td><strong>1.1.1.3 Recommend changes to high repeat courses for implementation in Fall 2017</strong></td>
<td>Spring 2017</td>
<td>Deans Provost Dept Chairs/CTL Provost/ICC</td>
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<tr>
<td><strong>1.1.1.4 Implement recommended changes to high repeat courses</strong></td>
<td>Fall 2017</td>
<td>Faculty Dept Chairs IE/CTL ICC/RISS</td>
<td>X</td>
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<td><strong>1.1.1.5 Assess effectiveness of recommended changes</strong></td>
<td>Spring 2018</td>
<td>IE AVP IE Dept Chairs Deans/Chairs/ICC</td>
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<td><strong>1.1.1.6 Implement improvements based on assessment to courses - identify new courses</strong></td>
<td>Fall 2018</td>
<td>Dept Chairs Deans CTL Provost</td>
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**Measurement**

Decrease in repeat rates; Decrease DFW rates; Decrease number of students on waitlists; no significant difference among/between student factors and success rates

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<td><strong>Implement recommended changes</strong></td>
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<td>Fall 2018</td>
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**Change Management**

(Responsible: Accountable: Approver: Consulted: Collaborator: Informed)

**Campus Connections**
THANK YOU!