ACADEMIC AFFAIRS ACCOMPLISHMENTS

2019-20 LISTED BY UNIT

PROVOST LISA VOLLENDORF
SONOMA STATE UNIVERSITY
MAY 2020

Academic Affairs Accomplishments 2019-20
Listed by Unit

As provost, I am proud to present this list of accomplishments as a testament to who we are at SSU and to the culture of collaboration and impact that we have built together.

In Academic Affairs, we believe everything we do is best done through collaboration and clear, shared processes. The accomplishments listed here therefore reflect the hard work of everyone involved in these achievements, all of which are in service to SSU's strategic plan and to our students, faculty, staff, and the greater community. 2019-20 brought many challenges (the Kincade fire, numerous power shutdowns, and COVID-19), yet together we persevered in service to our academic mission and our priorities of student success, academic excellence, leadership cultivation, and transformative impact. In gratitude, *Lisa Vollendorf*

Table of Contents

(Click unit name for link)

Sonoma State University
Academic Affairs Accomplishments
2019-20

STUDENT SUCCESS

- **Strategic Enrollment Management:** Implemented high touch, personalized customer service practices across Recruitment and Admissions teams; Academic Programs and Strategic Enrollment contributed to the development of a Strategic Enrollment Management Plan, drafting goals, strategies, and tactics for the project.
- **Pre-enrollment Management:** Pre-enrolled first-year students into math, English, first-year learning communities, University Studies, EOP, and PUERTA courses; completed first Spring cycle of pre-enrollment; piloted pre-enrollment of full schedules in vertical/high-unit programs; pre-enrollment expanded to support Sonoma Mountain Connection.
- **General Education:** Provided administrative leadership for faculty-driven and faculty-led processes of GE revision and implementation; facilitated GE workshops, forums, and information sessions and supported the development of course content criteria for remaining GE areas; initiated the process for development of overlay areas in 2020-21.
- **Global Engagement Office**: Guided emergency return of 65 study abroad students; completed NAFSA training for Designated School Official status with SEVIS.
- **Graduate Studies:** Implemented first annual Graduate Student Orientation in Fall 2019 and first annual Fall Graduate Student Mixer in Fall 2019; developed graduate reporting tools with Reporting and Analytics; Graduate Degree Completion Forms published to all digital formats.
- **GI 2025:** Co-chaired Graduation Initiative Group and formalized campus priorities for action in 2019-20 to focus on inclusive pedagogies, student navigation, and inclusive campus environments.
- **Student Support:** Supported CARE team; secured second year of grant funding for AdmitHub; moved all support programs in LARC to remote platforms; added new high DFW SI courses and provided Supplemental Instruction (SI) program support to 1,945 SI participants through 4,306 hours; established online Writing Center tutoring; prepped online WEPT test.
- **California Promise Program:** Increased the number of programs available in the CA Promise to 23 programs for transfer students and 14 programs for FTF for academic year 2020-2021; full implementation of the 2-year CA Promise in effect as of Fall 2020.
- **HSI Eligibility:** Led effort to research and complete application and renew eligibility to apply for E.D. Title III and V grants as a Hispanic-Serving Institution.
- **Shared Governance**: CCE, Academic Programs, and the EPC Chair worked through governance to ensure approval of an Internship Policy for the campus.

ACADEMIC EXCELLENCE

- **Program Review and Disciplinary Accreditation:** Developed and led workshops for programs undertaking self-study; supported external review visits; drafted Memoranda of Understanding; investigated and catalogued disciplinary/ programmatic accreditation for programs across schools.
- **General Education Assessment:** Began to implement the new GE curriculum, working with faculty and advisors to ensure smooth transition for SSU students. Hosted faculty development workshops on high-quality signature assignments and design effective assessment rubrics.

- **Faculty-Led Curricular Design:** Participation in grant-funded cross-campus CSU initiative through the Teagle Foundation and College Futures Foundation to redesign majors to facilitate student access, success, and graduation.
- **Sophomore Year Experience:** Hosted with faculty coordinator a two-day workshop and on-going programming around the needs of students in the sophomore year.
- **Graduate Studies:** Established a new policy for cross-listing of undergraduate and graduate courses; developed and instituted Graduate Level Learning Goals in collaboration with the Graduate Studies Subcommittee incorporate the Strategic Priorities of SSU.
- **Catalog and Curriculum Management:** Managed all changes for the digital 2020/2021 catalog through Curriculog; trained faculty, through group and one-on-one sessions; created training materials on Canvas for Faculty and Staff.
- **New Program Development**: Facilitated conversations with deans, advancement staff, and faculty regarding new academic programs in all 5 academic schools; facilitated feasibility study for inter-school aviation program.
- **LARC Tutorial Program and Writing Center:** Provided student support to 974 students in over 50 courses through 1,201 one-on-one and drop-in math tutoring appointments and embedded computer science lab tutoring; supported 150 first-generation, EOP students enrolled in English 99T through 667 appointments.
- **Emergency Operations**: Provided leadership for Academic Resources during fall PSPS/Evacuations and spring COVID-19 pandemic; developed set of standardized resources for faculty and students.

LEADERSHIP CULTIVATION
- **Academic Programs Leadership:** Onboarded and mentored new administrators in Strategic Enrollment and Academic Programs, including an Assistant VP, an Associate Dean, a faculty Director of Graduate Studies, a Program Director for LIBS Ukiah, and two faculty fellows.
- **Learning and Academic Resource Center:** Provided faculty training in best practices of writing pedagogy to Writing Intensive Curriculum faculty; hired faculty Writing Center Director; developed collaborative diversity training curriculum for 100 student employees; strengthened training and curriculum for supplemental instruction leaders.

TRANSFORMATIVE IMPACT
- **Enrollment Management:** Admissions and Outreach teams integrated as Strategic Enrollment, and Senior Director of Strategic Enrollment Operations hired; implemented a comprehensive communications strategy using Liaison CRM. Admissions began training and testing for a paperless admissions process, through the integration of Hyland/Onbase.
- **HSI & AANAPISI Partnerships:** Initiated a first-time marketing and recruitment strategy to position SSU nationally as an HSI; initiated a partnership with the National headquarters of the Cristo Rey Network; collaborating with the College of Alameda (COA) in building an HSI STEM pathway to Sonoma State University.
- **New Program Development:** Finalized approval of three new site locations for self-support BS in Business Administration degree completion program and one new site location for self-support BA in Liberal Studies degree completion program; facilitated processes to approve

track in Business Administration focused on winemaking production in collaboration with SRJC.

- **Graduate Studies:** Initiated community partnerships to develop a Community-based Graduate Assistant Program; formalized redesign of the Tuition Waiver assignment procedure for Teaching Associates and Graduate Assistants.
- **Service-Learning and FWS Program:** CCE supported 148 service-learning sections with 2,783 students and 120 community partners.
- **Outreach to National and Regional Organizations:** Participation on COPLAC Executive Committee and led development of the COPLAC Leadership Circle; leadership in Association for Interdisciplinary Studies and planning related to hosting annual conference.

STUDENT SUCCESS

- Two years ago, the Provost set aside $3 million to renovate SSU classrooms. At the time, classrooms were a patchwork of different technologies and furniture. Below is a summary of the work over these past two years.
    - A Classroom Advisory Workgroup was set up to ensure that the $3 million investment has the necessary guidance and input from faculty Senate leaders, Associated Student leaders, and key administrators and staff.
    - The Associated Students passed a resolution to conduct a student classroom condition survey, modelled after the faculty classroom condition survey. SSU will be a nation-wide leader in asking students to rate their classrooms and develop priorities.
    - The Provost commissioned a senior project survey on what students need in the classrooms of the future. The results of this survey are being used to help guide the investments we make in classrooms.
    - ATISS Faculty Senate Committee, at the request of the Provost, developed Classroom Standards providing SSU a roadmap for renovating our classrooms.
    - APARC Senate Committee passed a motion in the Senate to reform our classroom meeting patterns or modules to guarantee students at least ten minutes between courses. Previously, there were at least 500 students each semester with 5 minutes between courses. Just as important, the new modules will allow for more courses to be taught during prime time.
    - APARC Senate Committee also conducted the first faculty classroom condition survey which asked instructional faculty to rate each classroom on academic technology, classroom cleanliness, and the physical conditions of the classrooms. The survey was launched in Spring 2019 (May 2019) with a response rate of 47.7%. In Fall 2019 and Spring 2020, APARC reviewed the results and began to work with administrators on setting priorities.
    - The Provost also commissioned a classroom focus group study to determine the type of furniture that would be most appropriate in our classrooms and can best accommodate the different teaching styles.
    - The Stevenson remodel gave us also another opportunity to redesign an academic building that once done will include 17 classrooms that will be among some of the best in the country. What will make these classrooms unique is the collaborative spaces for students to study before and after class.
    - Our AVP of Facilities is in the process of devising standards for custodial specific to classrooms.
    - Lastly, since this work began, our AV team has installed new technology in 41 classrooms. Important to note is that all of these 41 will now have computers so that faculty do not have to be carrying their laptops from classroom to classroom. Twenty-eight of these classrooms now have a document camera.

- Records, or the Registrar's office, is a unit critical to student success and over the last two years with careful planning and the necessary investments have made significant strides. Below is a summary of some of these accomplishments.
    - In Spring 2020, the Records office moved from the 2nd floor of Salazar to the first floor to better serve students. The new location is across from Seawolf Services, thus providing students with a central location for essential services.
    - Records now has Electronic transcripts and over 50% of SSU's official transcripts are now electronically delivered to anywhere in the world within minutes.
    - Onbase is now fully functional with all incoming student documents loaded into the system enabling staff to quickly evaluate important information like transfer credit.
    - Records is about to launch a Chat functionality where students, through the registrar.sonoma.edu website, will be able to ask and get immediate answers from staff. In addition to emails, phone calls, and faxes, the Chat tool will allow Records to help students at key moments, like when registering for courses.
    - Records staff have made significant strides to convert paper forms (paper forms need to be downloaded, printed, and then walked across campus for signatures) to online forms. Of the 25 forms on the Records website, 10, or 40%, now are fully electronic, where the signatures are routed to the different parties on campus electronically.

ACADEMIC EXCELLENCE AND INNOVATION
- Great advancements have been made with strategic budgeting in Academic Affairs in support of academic excellence and innovation. Two years ago, the Provost made a commitment of renovating classrooms, bringing faculty to the 15th percentile of their discipline in the CSU (tenure track and lecturers), increasing staff salaries to within 5% of market rate, and maintaining tenure density above 60%. Below is a status on each commitment.
    - As mentioned earlier, the Provost allocated $3 million for classroom renovations and see the section above for accomplishments in this area.
    - Bringing faculty to 15th percentile of their discipline is now complete.
    - First phase of increasing staff salaries is now complete. Waiting on phase 2.
    - According to the CSU Chancellor's data, SSU continues to be in the top tier in the CSU with respect to tenure density, currently at 63% as of Fall 2019.

LEADERSHIP CULTIVATION
- The Provost has also increased the investments in professional development. For faculty, she increased the allocation of RSCA funding for research and increased the allocation of professional development. She also set aside professional development for staff and for the first time sent the schools an additional allocation for staff professional development. In addition, Academic Affairs partnered with HR to train staff on the more advanced features of Excel (pivot tables, VLOOKUP, and dashboards, etc.). So far, over 20 persons have gone through this training.

TRANSFORMATIVE IMPACT

- Enrollment at SSU has been on the decline and we need a comprehensive Strategic Enrollment Management (SEM) plan that will clearly state our enrollment goals, strategies, tactics, as well as who will be the lead in each area. This plan also needs to include which majors we want to grow. Academic Affairs took the lead in contracting with AACRAO SEM consultants, coordinating the meetings for the campus, and developing the foundational reports. Over 50 campus leaders, including Vice Presidents, attended these sessions, one in December and another in February. Several foundational reports were developed. One has baseline trend data for SSU and another enrollment projections by majors with the guidance of the Deans. Several Tableau reports were developed to support this planning. One shows where students ended up who said no to SSU and another shows the conversion by major. Our Institutional Effectiveness team also developed predictive models for retention and admissions. With COVID19, the next step is to develop short term goals more relevant to the uniqueness of running a university while shelter in place is in effect.

- This year we have co-chaired several key committees, like the Student Fee Advisory Committee (SFAC), Campus Planning and University Space Advisory Committee (CPUSAC), and the Classroom Advisory Workgroup. In SFAC, a better process for course fees was developed through an online form that better captures student impact. In CPUSAC a lot of work and thinking went into developing an effective space policy on space utilization and space assignments. Lastly, the Classroom Advisory Workgroup, which includes student leaders, faculty senate leaders, and key Associate Vice Presidents and staff, developed a comprehensive report documenting the work over the last two years on classroom standards and the improvements to date.

FACULTY AFFAIRS

STUDENT SUCCESS

- Piloted and rolling out Blackboard Ally May 22, 2020. Ally represents a significant forward step for the university's ability to ensure equity for students who require alternate formats for instruction. A year-long investigation and pilot effort were undertaken to understand the unique challenges involving content remediation across disciplines. We trained a team of student assistants to lead remediation efforts into the future based on the CSU Chico model.
- Held 2-part student-success/equity workshop series with Student Affairs to highlight instructional strategies for emergency remote teaching this spring and promote engagement tools, distributed best practices for teaching during disruptions.
- 23% increase in timely adoption of course materials
- Passed ATI audit with Chancellors Office
- 100% of POA's had inclusive language for attracting diverse candidates
- Hiring and Support of 300+ Unit 11 employees
- All currently employed faculty and Unit 11 employees have access to an OnBase PAF.
- Continued efforts to move all processes electronic format prior to COVID and beyond
- New rotation schedule to ensure lecturer pool refresh every three years in each Department
- Successful refresh of 12 Department lecturer pools with 340 applications
- Successful support for moving all courses to remote with a 4 day turn around in March 2020
- Held 2-part student-success/equity workshop series with Student Affairs to highlight instructional strategies for emergency remote teaching this spring and promote engagement tools
- Scheduled GE workshop with new faculty in collaboration with entities across campus
- Worked with Academic Spaces and ATISS to modernize classroom spaces and prepare for new spaces to come online in Stevenson and Salazar

ACADEMIC EXCELLENCE

- Provided Faculty Learning Communities, Canvas and UDL/Ally workshops
- Successful onboarding of 17 New Tenure Track Faculty
- Inclusion and best hiring practices 1:1 with all search committees including tenure track and lecturer pools
- Review and processing of 749 applications for tenure track positions
- Successful hiring of 17 TT faculty, 1 visiting professor (13 URM)
- Structured and implemented a best practice new TT faculty orientation over two days
- Year-long new TT faculty program based on the three areas of teaching, scholarship, and service, WPAF resources and writing your Self-Assessment
- Salary Assessment and adjustment to the 15th percentile in the CSU per discipline for lecturer faculty
- Reappointment and contracts for 972 lecturers
- Hiring and onboarding of 106 new lecturers
- 1100+ Additional Employment transactions
- Sabbatical and DIP, 21 applications and 13 awards

- Support and train tenure track faculty and RTP committees: 92 tenure/ tenure track RTP candidates and 125 Committees of 3-5 members
- Moved the entire university's instruction online during an unprecedented national shift in educational delivery
- Significant praise and positive statements from campus faculty, chairs, and deans in the level of faculty support provided. Faculty Center data suggests a 300% increase in faculty interactions and consultations since mid-March, and a 1200% increase in usage of online teaching tools like Canvas and Zoom

LEADERSHIP CULTIVATION
- Leadership training for Chairs both on campus and in conjunction with CO
- Strategies with new and senior Deans on collective bargaining, faculty conflicts, and SSU policies on RTP, Cumulative Evaluations, Range Elevations, tenure track and lecturer hiring
- 1:1 consultations with deans on leadership strategies to support faculty engagement
- Led university's move to remote-work. The Faculty Center has served as a model in remote-work for many departments on campus, consulting with IT, LARC, and several departments in Student Affairs about building and maintaining an engaging virtual presence while working remotely
- Put on training for IT, DSS, Faculty Center, and Library staff for document accessibility remediation training to build-up expertise for the campus.

TRANSFORMATIVE IMPACT
- Led development of modern classroom technology standards for campus with campus shared governance input, and successfully installed hardware in nearly 50 campus classrooms. These standards will also be rolled out eventually in the new Stevenson
- Launched YuJa video recording and streaming service early (in mid-March) vs planned Summer campus-wide rollout in order to facilitate move to remote instruction; YuJa is also integrated into a large number of campus classrooms (as part of classroom technology modernization effort) to support in-room lecture capture.
- Provide resources for faculty to build a WPAF to support tenure and promotion
- Roll out of new Faculty Affairs, Academic Senate, and Faculty Center Drupal websites
- Professional Development and leadership support to increase team effectiveness
- Preparation for Chancellors Office roll out of CHRS with Team assignments
- Proactively collaborated with CFA
- Success collaborations with Prevention of Harassment and Discrimination
- Timely attention to collective bargaining issues and actions
- Built a soon-to-be-launched (on June 1) fully enrolled "Canvas Course Design Summer Institute" fundamentals of online course design for 150 faculty nominated for the program by their school's dean, supported by 7 faculty peer mentors and the full Faculty Center staff
- Support of athletic leadership changes in working with Coaches and other Unit 3 Athletic Members

STUDENT SUCCESS
- 3C's requests (Academic Affairs)
- GE Changes from EO1100 onto ARR
- Google Search (replace Searchblox)
- Implement Teaching Credentials for transcripts
- Liaison EMP CRM Implementation
- New LMS Implementation & Rollout
- PNC (PointNClick) Open Communicator Tile
- Summer Moves 2019
- SumTotal LMS for training (replace Skillport/Lawroom)
- Verdot remodel - WiFi had to be removed
- Athletics network and phone connectivity for field house
- Tapingo (Grubhub) installation

ACADEMIC EXCELLENCE & INNOVATION
- ATI Initiatives, tracking, and dashboards
- IT Disaster Recovery Plan (audit finding)
- PeopleTools Upgrade to 8.56

LEADERSHIP CULTIVATION
- 2018-19 MPP evaluation in OnBase
- Dispatch transition for University Police
- Northbay Alert System (Fire)
- Engage Migration

TRANSFORMATIVE IMPACT
- 2018 Level 1 Data Inventory Clean-up
- Adobe Sign SSO Integration
- Bondrequest from CO for IT projects
- Border Firewall upgrade
- CASHNet "split payment balances"
- Create Billing and Due Date calendars (Financial Services)
- Deferred Revenue set up (Financial Services)
- Implement block enrollment for mass waitlist drops (Academic Affairs)
- Implement graduation processing (Academic Affairs)
- IT Strategic Plan
- MetaBim
- MFA (multi factor authentication)
- Move Exchange to Gmail cloud(email, calendar, contacts, listserves, chat)
- New Catalog management software - DigArc (Academic Affairs)

- OnBase PeopleSoft Integration
- PhishMe training for faculty and staff
- Raiser's Edge 7 to Raiser's Edge NXT migration
- Replace network switches not on CNI project
- Secure file server for Macs
- SEIE Registration 3rd party system- Lumens by Augusoft
- Tableau (ICLM project) Yuja Pilot
- Cashnet Balance update file
- Integrate Employee Data Feed into Maxient Database
- Modify Credentials data extract for Raiser's Edge (Advancement)
- Online Giving to SSU Foundation
- Remote Phone
- Secure Connectivity via VPN (virtual private network)

STUDENT SUCCESS

- Created the Academic Calendar Group and redesigned the Academic Calendar to include a more robust collection of dates and deadlines important to student academic life at Sonoma State. The new calendar adds features which allow users to view dates related to a specific department or set of departments, a specific date range, or modify the view format (i.e. month, week, list).
- Created and documented a novel process to verify National Student Clearinghouse submissions are being received by the National Student Loan Data System, the result of which has meant that a significantly fewer students and alumni need to contact SSU to correct errors in enrollment reporting related to student loans or degree certification.
- Provided critical support for renewal of Sonoma State's HSI designation and the PUERTA grant by compiling data sets required for recertification, creating new visualizations as needed, and tracking data generated by programs created in support of said designation and grant.

ACADEMIC EXCELLENCE AND INNOVATION

- Developed a robust set of dashboards known as the Academic Resource Dashboard (ARD) that provides trends on key measures: FTE Employee, FTEF, FTES, FTES for FTE employee ratio, Major enrollment, Majors to FTE Employee Ratio, Majors to Tenure Track FTE Ratio, Student Faculty Ratio, Tenure Track Density, Tenure Track FTE
- Research and analysis to support strategic partnerships with the Napa Vintners Association and Santa Rosa Junior College.
- Developed the Induced Course Load Matrix, a statistical tool designed to help Schools and Departments get a sense of historical FTES distribution and project what FTES may look like under different types of enrollment models.
- Developed Tableau visualizations to provide actionable data to the Stevenson Remodel Team, helping members to see pre, surge and post Stevenson remodel classrooms and seat totals by building across campus.
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LEADERSHIP CULTIVATION

- Provided opportunities for staff development by demonstrating technical acumen and leadership. Opportunities taken advantage of by team members include:
- Tableau training and certification
- SQL training and certification up to and including Oracle certified SQL licensure.
- Python training and professional certification
- Provided opportunities for professional growth and leadership by bringing team members to the California Association of Institutional Research annual conference.
- Encouraged growth of team members through service on University Wide Committees such as the EO 1110 Implementation Committee and/or the Chancellor's Office IR/Records Team.

TRANSFORMATIVE IMPACT

- Tableau Server Enhancements (with support and assistance from IT)
- Implemented Tableau Server features that permit IE leaders to view meta-data about our content (e.g., traffic to view, viewer behavior, load times, and other site performance metrics). This provides the office with actionable insight into which content is most useful or most frequently accessed.
- Tableau is now available via VPN to ensure secure access for viewers while they are working remotely.
- Strategic Enrollment Management
- Initialized the formal SEM process with AACRAO by providing an in-depth analysis on enrollment trends at the University over the past decade. Included an overview of higher education enrollment projections for the upcoming decade at the local, state and national level.
- SEM Plan - revised preliminary goals and drafted a working SEM Plan document that places strategic enrollment management within a broader integrated planning framework. Identified potential high-level metrics that will help us measure progress towards overall enrollment target. Collaborating and coordinating with SSU leaders and external consultant.
- Developed a preliminary statistical model to predict the likelihood of enrollment for student applicant pools.
- Developed, implemented and delivered survey to all 2019 applicants who were admitted but did not enroll or deposit with Sonoma State. Provided actionable data and insight from said survey to Admissions and Provost leadership team for the purposes of refining conversion strategies.
- Developed new Tableau dashboards:
- Admitted Went Elsewhere - to provide insight based upon confirmed enrollment (per Student Clearinghouse matched data) on SSU admits who enrolled at other institutions.
- Applicants to Enrolled - to visualize the admissions funnel with unprecedented detail. Users can see where applications are coming from and whether they are being converted to admitted, deposited, and enrolled students. They can see this at the University, School and Department level as well as being able to look at historical data from prior years and terms.
- Leveraged a detailed Enrollment Decay Model from the CSU Chancellor's Office to develop a more refined and nuanced enrollment forecast for 2020-21, 2021-22 and beyond. Conferred with Admin & Finance to share forecast assumptions and implications.
- EOC Admissions/Conversion – co-chair with Barbara Godoy
- Developed robust and efficient approach to identify students who would most benefit from a new scholarship designed to improve admit to enroll conversion rates by identifying those who had highest financial need, strong academic performance, and were potentially most likely to attend SSU in Fall 2020.

STUDENT SUCCESS
- Student Research
    - McNair – open up weekly seminars to non-McNair students – Weekly seminars have been extended to MESA students as well as others
    - Koret - work with Advancement on business case for additional funding – Worked with Advancement to write a business case for Koret Funding which was received for the new Sonoma Mountain Connection program and likely additional money for the Koret Scholars program.
    - Encourage faculty to include SSU student participation in all research proposals – All proposals are reviewed for inclusion of SSU students and discussed with any PI's that does not include students to encourage them to do so.
    - Work with Deans on format of Week of Research – Research week was successfully converted to an online "Virtual Research Gallery" with the tremendous assistance of SSU IT.

ACADEMIC EXCELLENCE
- Successfully hired Rheannon Torres as the first fully dedicated Pre-award person.
- Further outreach to attract faculty researchers –
    - Tracking all faculty eligible to be a research principal investigator (tenor/tenor track). Categorized them as either; Active grants, working on a proposal or inactive.
    - Currently there are 30 active faculty and an additional 30 faculty that we are working with on finding funding and doing proposals. This leaves almost 200 faculty that we want to reach out to and offer our services. We have systematically been inviting these faculty to 1:1 meetings to discuss their research interests, detail the service that ORSP provides and find funding opportunities. To date these meetings have been successful and appreciated.
- Formalize customer service model to assist faculty in proposal development – Developed an internal process for meeting with faculty, a methodology for proposal development, a matrix to reduce the key points of a 60 page funder request for proposal down to a 1 page matrix of requirements creating a milestone document for ORSP/PI to follow for successful proposal submission
- Drone Policy was approved by Cabinet
- Gift vs Grant policy was approved by Cabinet

LEADERSHIP CULTIVATION
- Provide training opportunities to staff – Leadership Cultivation
- Each ORSP staff member has attended either one or more online trainings, offsite training and/or mentorship training from a senior ORSP staff. These trainings include NCURA/SRA/Chancellor's Office/IRB/RAC opportunities that allow them to become more knowledgeable in the field of Research Administration.

- Increase Chancellor Office faculty mentorship – Coordinated with Leslie Ponciano with Chancellor Office of Research to provide review of SSU faculty proposal prior to submission

TRANSFORMATIVE IMPACT
- Increase government funder connections; federal and state –
  - Subscribed to Grants Resource Center (GRC) a non-profit Washington DC based organization that represents undergraduate universities nationwide
  - Coordinated with SSU faculty to connect with funding project officers to discuss their proposal in advance of writing the grant.
- Work with Advancement on non-profit & Corporate connections – Assisted Advancement with meetings with Koret and Graton Rancheria. Koret ultimately donated $1 million for Sonoma Mountain Connection and is considering an additional $1 million to continue the Koret Scholars Program. Graton Rancheria donated $2.9 million for improvements to the preserve.
- Adopt Adobe Sign for PEF routing of proposals – The new Adobe Sign PEF was launched in Feb 2020 which allowed online signatures and eliminated all paper copies. Additionally, the form was simplified to make it easier to read while highlighted the pertinent pieces to the approvers.
- Launch faculty incentive program to write proposals – The monetary incentive program is on pause while waiting for budget revisions
- GOAL Increase staff training on grant management & federal Uniform Guidance – Each ORSP staff member has attended either one or more online trainings, offsite training and/or mentorship training from a senior ORSP staff. These trainings include NCURA/SRA/Chancellor's Office/IRB/RAC opportunities that allow them to become more knowledgeable in the field of Research Administration.
- GOAL Increase efficiency of staff by reducing "triple checking" and work flows – Work flows have been analyzed on an ongoing basis starting with the ones that take the most time to accomplish. Successes to date include creating online journal entry forms, reducing the Anthropological Studies Center time to do cost verification and payroll transfers, switching to online time cards for student employees, reducing the time for financial grant reporting.
- Work with Administration & Finance on adoption of Onbase; digital file storage, processing – Working with Accounts Payable and Payroll on being able to review all invoices, expense reports, Pro-card support and timecards electronically and move away from paper file. Progress is paced by Admin & Finance moving on Onbase project.
- Work with IT and Chancellor's office on improving self-serve reporting for PI's – Have had discussion with the chancellor's office and other campuses to select best reporting practices to PI's about their financial expenditures on grants. Any improvement from the current manual process will require SSU IT assistance. This project is not high priority in IT at the moment.
- Work with Administration & Finance to renew IDC F&A rate - Have worked with David Crozier and offsite consultant to provide the financials needed to calculate the indirect Facility & Administration rate that will be applied to grant proposals. I anticipate this project to be finished prior to June 30th 2020 and submitted to the federal Health & Human Services agency for approval.

- Analyze the feasibility of using an auxiliary structure to hire grant employees - Have worked with outside consultant to look at other CSU's practices and analyze the best options. This project is ongoing and will depend on the approval of management and the acceptance of the campus faculty, staff and unions to fully implement any conversion to an auxiliary.

- Assessment against 2019-20 metrics below:

		2019/20 Goal	2019/20 Actuals at March 2019
PROPOSALS			
Proposal Count		120	81
Average Proposal Amount		$ 166,667	$ 278,404
TOTAL PROPOSAL AMOUNT		**$ 20,000,000**	**$ 22,550,712**
REVENUES			
Direct Revenue		$ 9,326,034	$ 6,853,928
Indirect Revenue		$ 1,159,299	$ 828,496
Investment Income		$ 14,079	$ -
TOTAL REVENUES		**$ 10,499,412**	**$ 7,682,424**
EFFECTIVE INDIRECT RATE		**12%**	**12%**

STUDENT SUCCESS
- Launched E+ program preparing students for administrative support positions
- Began posting a regular Student Spotlight feature on A&H website
- Successfully collaborated with Santa Rosa Junior College's theatre program to co-produce "The Sound of Music" in Person Theatre, offering student production experience and building bridges with SRJC's program
- Successfully pivoted our internship program to virtual modality http://www.sonomastatestar.com/features/2020/4/28/finding-internships-during-the-covid-19-crisis

ACADEMIC EXCELLENCE
- Successfully welcomed five new faculty members in key areas with specific expertise to support program expansion and student success: two in English (in the teacher training track), one in COMS (broadcast and media expertise), one in Hutchins (citizen science), and one in AMCS (broadcast and media studies)
- Successfully recruited five new faculty members: two in CALS (one with training in Native American Studies), two in Art (one with engineering collaboration experience), and one in Theatre Arts & Dance
- Strengthened department roles, revising and clarifying RTP requirements and lecturer evaluation requirements

LEADERSHIP CULTIVATION
- Provided chair training to all chairs, who developed or have begun implementing 5-year plans designed to increase enrollment and better serve students
- Successfully integrated the Faculty Associate Dean role into A&H leadership
- Began posting a weekly Faculty Spotlight feature on A&H website and expanded A&H Social Media output and collaboration with SSU and department social media to highlight faculty accomplishments

TRANSFORMATIVE IMPACT
- To increase enrollment numbers and meet local area student demand, began expanding Film Studies under Communication & Media Studies, with a new director, and began petitioning for a Cinematic Arts & Design major
- To better serve our region and increase enrollment, began strengthening our Native American Studies Program, eyeing expansion to a major; appointed a new director and created a new website, established new student groups, began outreach to local tribal community
- Successfully applied for IRA A&H Maker Space funds to build A&H Maker Space, key to recruiting and hiring faculty in Art and Design and to supporting Film
- Established the Hutchins Advisory Board and the Jewish Studies Advisory Board

STUDENT SUCCESS
- Launched the SBE Gateway to Professional Success (GPS) program which is focused on facilitating the skills and behaviors that prospective employers are looking for in recent college graduates that go beyond the knowledge, skills and abilities that are acquired in the academic component of their education. Graduates receive certificates at completion of the required workshops.
- The SBE ambassador program was started this year. This program is a formal mentoring arrangement between more advanced and first year students who are first generation and traditionally underserved students. The objective is to provide a point of contact with a peer who can provide guidance for first year students who may have limited networks of college experienced mentors.

ACADEMIC EXCELLENCE
- Launched the Global Wine Executive Masters in Business Administration. Positioned to be our pinnacle academic program this EMBA is designed to meet global demand for senior level managers in the wine business who are being developed for executive level responsibilities. This is our first program designed and delivered using a hybrid learning model.
- Our faculty, particularly in wine business and international business, published several peer referred articles in top tier journals
- Several of our graduate students coauthored with faculty members peer referred research and case studies in scholarly and practitioner journals.
- We welcomed a new tenure eligible faculty member who brings expertise in the important developing field of social entrepreneurship.

LEADERSHIP CULTIVATION
- The entire academic leadership team of the SBE is in the midst of transition. We are preparing to welcome a new dean, new faculty associate dean and two new department chairs with the coming fiscal and academic years. We have been engaged in inventorying the current portfolio of each of the incumbents, considering whether realignment and reassignment is warranted and preparing the incoming leaders who are already part of the SBE for their new leadership opportunities.

TRANSFORMATIVE IMPACT
- Wine Industry Scholars Program (WISP) brings together individuals, foundations and organizations with some tie to the wine industry or to higher education with first generation, economically disadvantaged, traditionally underserved students with some connection to the wine industry in the form of renewable scholarships of $2500 per year. This year the focus has

been on increasing participation by students and sponsors in Napa County, substantially facilitated by a multi-year challenge grant from the Johnson Family Foundation.

- Established three new advisory boards in the SBE—a dean's advisory board, an accounting program advisory board and an entrepreneurship program advisory board. Each of these board brings external stakeholders together with the school, faculty and students to provide advice on strategic priorities, curriculum, placement and internship opportunities for students and research and scholarship opportunities for faculty and students.

STUDENT SUCCESS

- The PUERTA (Preparing Underrepresented Educators to Realize their Teaching Ambitions) Project seeks to increase the number of Latinx teachers serving in K-12 public schools. Funded by the U.S. Department of Education, PUERTA seeks to improve the practices and remove the barriers that prevent undergraduate Latinx students from earning a teaching credential at our institution. This year, PUERTA:
    - provided access to General Education (GE) courses required for graduation for First Year program students who attended Summer Bridge 2019 (n=75);
    - funded the School of Education faculty's participation in a Professional Learning Community (PLC) focused on developing an Education Minor at Sonoma State University;
    - increased the provision of EOP-like academic services (advising, tutoring, career counseling) to a total of 260+ low-income and minority (Latinx) students who would not otherwise be served, and
    - implemented a day long university-wide Careers in Teaching event, attended by 700+ high school
- Sonoma State's STEM Teacher Education Pathways (STEP) goal is to *expand* and *diversify* the pool of highly prepared TK - 12 educators to teach and integrate science, technology, engineering, and mathematics (STEM) in classrooms across the North Bay and the surrounding region. Collaborative initiatives include recruiting STEM teacher candidates into the *Trellis Teacher Scholars Program* and the *North Bay Teacher Residency Program, Ssummer institutes* where teachers can take courses, fully funded, to fulfill single subject math or science methods course requirements and prepare for the CSET, and fully fund teachers to take courses to add a *Computer Science Authorization* (in development) or complete the nationally recognized *Maker Certificate Program* to lead maker activities in schools and communities.

ACADEMIC EXCELLENCE AND INNOVATION

- The SOE has developed three new programs this year: the integrated Spec Ed program that integrates special education and early childhood programs begins this fall;
- In fall 2020, the School of Education will begin to enroll undergraduates to prepare for the MAP (Masters in Applied Pedagogy);
- Education's first totally online program, the MS in Early Childhood Studies, will launch in Summer '21

SCHOOL OF EXTENDED AND INTERNATIONAL EDUCATION

STUDENT SUCCESS

- 305 professional and workforce development enrollments for the spring 2020 semester during the Shelter in Place. Enrollments saw an increase with very few cancellations.
    - 107 enrollments between fall 2019 and spring 2020 for the Human Resource Management Certificate program, which continues to be successful program, with an Advanced HR Management program coming fall 2020.
    - 41 professionals completed the Project Management Certificate program during the 2019-2020 year. There has been a gradual increase in students each year. From 25 students during 2016-17, to 34 students during 2018-19, to 41 students during 2019-20.
- Brought four new degree completion programs through the Academic Senate and gained approval from the Chancellor's Office to run those programs beginning in Fall 2020.
    - These liberal studies and business programs extend SSU's programs to additional off-site locations, including the SRJC Petaluma Campus, the College of Marin Indian Valley Campus, and the Lake County Campus of the Yuba Community College District.
- Maintained constant communication through wildfires and Covid-19 with our membership of over 1,200 students, reinforcing the sense of belonging to an OLLI community through the most challenging of times.
- Provided over $225,000 in scholarships to students with financial need to utilize summer and winter programs in AY 2019-20 and potentially graduate faster.

ACADEMIC EXCELLENCE

- Received approval from the SEIE Curriculum Committee for two new professional development programs. Advanced Human Resource Management – Online, and Process Improvement Management (Lean Six Sigma Green Belt) will have their first classes during the fall 2020 semester.
- SEIE contracted with MindEdge, an online education partner, to provide affordable courses and certificate programs ranging from Emergency Management to Non-Profit Management further enhancing the delivery of online programs to the local community.
- Successfully converted *all* SEIE Spring and Summer offerings to 100% online

LEADERSHIP CULTIVATION

- Increased outreach to promote Sonoma State University and SEIE programs at local events including Graton Casino and Resort Health and Career Fairs; Rohnert Park, Santa Rosa, and Novato chamber events; PASCO; Santa Rosa Chamber Young Professionals; Star Staffing Talent Summit;
- Successfully launched cohort 1 of Global Wine Executive MBA program.
- Had our largest class of Saturday Degree Completion Program students at 31 in two combined cohorts, most of whom go on to be K-12 teachers.

TRANSFORMATIVE IMPACT

- We are meeting the needs of area working professionals with 670 enrollments in Professional Development programs, fall 2019 and spring 2020, with 262 of the enrollments from the Wine Business Certificate courses and workshops.
- SEIE secured a partnership with online education provider, MindEdge, to provide affordable courses and certificate programs, from Emergency Management to Non-Profit Management, enhancing online workforce development programs.
- SEIE offered 8 weeks of FREE Mindfulness Training classes to benefit the SSU staff and faculty featuring Dr. Andrew Wallace, Professor and Chair of the SSU Philosophy Department. Over 65 individuals registered for the live trainings and recorded classes. The program was offered to assist the SSU community during the COVID-19 crisis with a healthy way to relieve stress.
- OLLI- launched an online lecture series via Zoom to adapt to Covid-19 driven remote protocols and expand our outreach to homebound seniors across the county.
- Added a new member to Legacy Circle (planned giving society), giving us one for every year of OLLI.
- Sonoma State American Language Institute (SSALI) hosted the largest class of University Partners with over 36 students attending from Japan and Korea for Fall 2019 semester along with 10 other students from other countries
- Continued strong SEIE representation in North Bay region participating in over 60 meetings/sessions at Community Colleges, Chamber of Commerce, Economic Development, County Fairs, Job Fairs and other events

STUDENT SUCCESS

- With leadership in the School of Science and Technology, Sonoma State University is participating in the Sit With Me (http://scitech.sonoma.edu/wit/sit-with-me) campaign as a National Center for Women & Information Technology (NCWIT) Academic Alliance member. Sit With Me is a national advocacy campaign designed to encourage women in computer careers, created by the NCWIT.

- Engineering students mentored by Dr. Nansong Wu, Assistant Professor of Engineering Science, were awarded first place honors at both the 2020 IEEE SusTech Conference Student Poster Contest and the 2020 CSU Student Research Competition.

- Brieanne Forbes, a biology graduate student in Dr. Lisa Bentley's research lab, received a $25,000 Graduate Research Innovation Award (GRIN) administered by the national Joint Fire Science Program (JFSP), a partnership of six federal wildland fire management and research agencies that work to address problems associated with managing wildland fuels, fires, and fire-impacted ecosystems.

ACADEMIC EXCELLENCE AND INNOVATION

- Sonoma Mountain Connection (SMC) funded by a $1 million gift from the Koret Foundation. SMC is a two-year cohort program for first-time, first-year students in Science, Technology, Engineering, and Math (STEM) majors. SMC provides students a summer research immersion and enriched academic year experience. SMC integrates three of the highest-impact educational practices documented to improve academic success: cohorting, research experiences, and outdoor learning.

- Drs. Carmen Works and Jennifer Lillig, both of the Chemistry Department, were awarded $1.3 million by the California Education Learning Lab. Works and Lillig are collaborating with colleagues at UC Berkeley, College of Marin and Diablo Valley College to create online transferrable modules for gateway STEM courses that will be available to college faculty statewide. The project's aim is to create more equitable and inclusive classrooms to retain underrepresented students in the sciences.

- The National Science Foundation awarded $2.2 million to Drs. Brigitte Lahme, Ben Ford and Omayra Ortega of the Mathematics and Statistics Department for their proposal *Transformative Inclusion in Postsecondary STEM: Towards Justice (TIPS Towards Justice)*. *TIPS Towards Justice* aims to increase the participation and success of Latinx students in STEM by transforming STEM department cultures to become truly "Hispanic-Serving." Starting in the Mathematics and Statistics Department followed by other STEM departments, the project team will develop, test, and publish a two-year departmental pathway that will address persistent marginalization and underrepresentation of Latinx students in STEM—a necessary step if the talents of a growing Latinx population are to benefit the country.

- Science and Technology students and faculty showcased their research projects in the Science Symposium 2020 Virtual Research in May. Program available with abstracts at http://scitech.sonoma.edu/news-events/science-symposium.

- The Commission on Collegiate Nursing Education (CCNE) conducted a successful accreditation visit in Fall 2019. Further, the Nursing Department is listed among the best undergraduate programs in California and the nation as a whole. In its list of the "25 Best Undergraduate Nursing Schools in 2019," GradReports.com ranked Sonoma State as No. 1 in the nation based on median salary of graduates one year after graduation. RegisteredNursing.org also recently ranked the SSU nursing program No. 4 out of 127 different nursing programs evaluated in California. The list is based on exam pass rates for all RN programs over the past five years as well as other factors.

LEADERSHIP CULTIVATION

- Dr. Omayra Ortega of the Mathematics and Statistics Department was awarded the 2020 Association for Women in Mathematics Service Award. The AWM Service award recognizes individual for helping to promote and support women in mathematics through exceptional voluntary service to AWM in outreach, new initiatives, and inclusion.

TRANSFORMATIVE IMPACT

- **2019 Summer High School Internship Program** (https://scitech.sonoma.edu/ship)

  SST and SCOE partnership supported seventeen interns, selected from over seventy-four applicants from Sonoma County public high schools, and nine faculty mentors. Interns worked on research in the Departments of Biology, Chemistry, Computer Science, Engineering Science, Nursing, Physics and Astronomy, and SSU E/PO. Interns presented their research at the SHIP Symposium in September. This year, they were joined by undergraduate SSU students presenting their MESA-funded summer research.

- **2019 Tinker Academy for Middle School Students**
  For the second year, the School of Science and Technology hosted the Tinker Academy in the SSU Makerspace. Funded by the Sonoma County Career Technical Education Foundation, this two-week summer program engaged 24 middle school students in Maker activities that inspired them to explore their interests in making and develop technical, mathematical, and design abilities.

- **SSU Engineering Summer Camp**

  This summer, the Engineering Department at Sonoma State University launched its first Summer Engineering Camp. A total of 28 students, ranging from sophomores to seniors, from local schools in Sonoma County participated in the camp. The purpose of this hands-on program was to introduce the students to engineering design, innovation, analysis, planning, teamwork and communication skills in a fun and creative environment. The funding for this program was provided by Keysight Technologies, Inc., a long-time supporter of the engineering program at Sonoma State University.

STUDENT SUCCESS

- Social Sciences "Meet the Majors" event
- Launch of the Comadres class
- Conversion of School websites to Drupal
- Bolstered faculty training on advising best practices and LoboConnect
- Implemented Pre-Human Development program to address impaction issues
- Three first year Counseling MA students received the "Spirit of Dr. Mac" scholarships for demonstrating "great promise as future school counselors". These awards were bestowed by the California Association of School Counselors (CASC) and funded by the H.B. McDaniel Foundation,
- The Model UN delegation won three Position Paper Awards at NMUN, despite the conference being cancelled
- Raymundo Lopez was the first SSU student ever to be selected as a Minority Fellow in a doctoral program (2020-2021) by the American Political Science Association (APSA).
- Political Science major Symphoni Barbee successfully completed the Panetta Institute fellowship in Washington, DC
- Two Anthropology majors and one minor represented SSU at the CSU Research Competition. Only six projects were chosen to represent the whole University, so it's incredible that our department constituted 1/3 of them. Chris Everett (major) presented with Rowan Graening (Hist major, Anth minor) [mentor: Richard Senghas] on "The Orthographies of Coast Miwok" and Madison Tinsley (major) [mentor: Alexis Boutin] presented on "Aesthetic Resistance: The Paintings of the Native American Occupation of Alcatraz Island." Chris and Rowan won one of two 1st place prizes in the Behavioral and Social Science category for undergraduate research.
- McNair Scholar Nidhi Patel worked with faculty Advisor Ben Smith (Human Development) on her project "Discrimination Against Asian-American Health Care Workers."

ACADEMIC EXCELLENCE

- Successful onboarding of three new TT faculty members
- Successful recruitment and hiring of six new TT faculty members
- Revised Travel and Professional Development criteria and processes
- Launch of Stage 1 of Social Sciences Research Initiative
- Anthropology Department participation in Online Proven Course Redesign Program
- Support of faculty in transition to remote instruction due to COVID 19
- Collaboration with Faculty Center regarding Faculty Writing groups

Faculty Honors
- Laura Watt (GEP) won a Fulbright to do research in Iceland during the 2020-21 academic year
- David McCuan (Political Sciences) was one of eight Faculty in the CSU selected for the CSU International Faculty Partnership Seminar, to be held in Tubingen, Germany.
- Alexis Boutin (Anthropology) was one of 40 participants invited from around the world to participate in the workshop " "21st Century Bioarchaeology: Taking Stock and Moving Forward," sponsored by the National Science Foundation and Arizona State University.
- Kevin Fang (GEP) received the International Conference of Transport and Health (Melbourne, F2019) Abstract Award

LEADERSHIP CULTIVATION
- Promoted the identity of the school by developing mechanisms for effectively communicating our accomplishments to the campus and external community
- Renewed the School of Social Sciences Newsletter
- Launched School of Social Sciences Research and Partnership Map
- Set foundation for future Crowdfunding to support research
- Continued with new faculty mentoring program
- MPA graduate student Nour Salameh (Political Science) completed a four-month California Campus Compact Community Engagement Student Fellowship (CESF), an initiative designed to support student leaders through service-learning and community engagement. They worked under the mentorship of Political Science Chair David McCuan.

TRANSFORMATIVE IMPACT
- Development and Implementation of School Strategic Plan.
- Development of Strategic Enrollment Management Plan
- Collaboration on Mi Futuro Conference
- Neves/Evans Social Justice Lecture Series: An Evening with Angela Davis
- Innovations to Social Justice Week
- Ongoing Involvement in the Stevenson move/remodel process
- NWIC and ASC leadership role in organizing and hosting the California Indian Conference
- Implementation of new School Large Enrollment Guidelines
- The Department of Criminology and Criminal Justices has partnered with the Independent Office of Law Enforcement Review & Outreach (IOLERO). The partnership will include projects involving faculty and students through an internship program.

STUDENT SUCCESS

- In late March 2020, rapidly pivoted to online instruction, research help, interlibrary loans, and digitized resources needed by faculty and students.
- In December 2019, expanded the fleet of student lending laptops. During Shelter in Place in the spring semester, students borrowed 151 lending laptops to attend remote instruction and complete coursework.
- Worked closely with architects, vendors, and Facilities personnel on a renovation project for the first floor, completed October 2019, that increased first-floor seating capacity over 50% and updated furniture and carpet for the first time in twenty years.
- Reached over 6,000 students with information literacy instruction—including dozens of classes taught remotely.
- Provided over 1,200 hours of online and face-to-face research help services to students and faculty.
- Library study rooms logged thousands of hours of usage, and the Makerspace was open over 1,500 hours for all-campus use and over 300 hours for labs such as SCI220, Tinker Academy, and the Maker Faculty Learning Community. In Spring 2020 the Makerspace was averaging 75 visitors on weekdays.
- Provided 16 days of round-the-clock study hall for students during Winter Finals, and encouraged study habits with programs such as Long Night Against Procrastination, therapy dogs, tea services, and treat baskets.

ACADEMIC EXCELLENCE

- The dean participated in a successful advocacy effort within the CSU Council of Library Deans to receive price concessions for two years of licensing for Elsevier.
- Sponsored research: a Chevron grant (Dean Schneider, PI) focused on Maker and XR activities, particularly the creation of a CSU-wide "maker manual" through a faculty learning community led by the Faculty Center.
- Sponsored research (Hilary Smith, PI): The Association of College and Research Libraries grant, Enhancing Library Resources (in process).

LEADERSHIP CULTIVATION

- All library faculty, and over two-thirds of all staff and managers, participated in RSCA travel, professional conferences, in-person or online training, or other professional development activities.
- The dean attended two advancement conferences and participated in planning for a third (canceled due to COVID-19).

TRANSFORMATIVE IMPACT

- Two art exhibits and accompanying receptions brought hundreds of people from SSU and the wider community into the library to celebrate lifelong learning and artistic achievement.
- Library faculty presented a series of workshops for campus faculty on decolonizing higher education.
- In the summer of 2019, the entire Library worked together on a full suite of orientation activities for incoming students, including its signature event, Love Your Library, and in April 2020 began planning for a "Virtual LYL."