

**SONOMA STATE UNIVERSITY**

**SCHOOL OF EXTENDED AND  
INTERNATIONAL EDUCATION**

**Strategic Plan**  
**2018-2021**

**July 2018**

# VISION, MISSION & CORE VALUES

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The School of Extended and International Education (SEIE) supports Sonoma State University (SSU) students, faculty, staff, and SSU's service-area communities. SEIE has core values that provide an environment that is experimental and entrepreneurial, the embodiment Sonoma State University's mission (see <http://www.sonoma.edu/about/mission.html>). SEIE recognizes that all its programs are in a dynamic environment; SEIE must remain responsive and competitive to our markets and student needs.

## Vision

The School of Extended and International Education serves diverse learners by providing regional and global access to Sonoma State University.

## Mission

SEIE's mission is to support Sonoma State University by encouraging lifelong learning for traditional and non-traditional student populations, building and promoting a diverse array of programs serving current and prospective students, North Bay residents, regional employers, global audiences, and academic partners.

## Core Values (SSU and SEIE)

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

The School of Extended and International Education plays two key roles at Sonoma State University (SSU): **access** and **partnership**. SEIE plays a crucial role on SSU's campus as a source of revenue for faculty and the campus overall. SEIE programs must maintain a regional, competitive advantage within SSU's service area as the first choice for current and prospective students. To support SEIE's mission and achieve its vision, SEIE makes annual investments in marketing and support structures to support faculty and curricular entrepreneurship.

Strategic priorities from [SSU's Strategic Plan 2025](#), where the strategic goals for SEIE are linked to each of these university-level priorities as appropriate below.

1. **Student Success**
2. **Academic Excellence and Innovation**
3. **Leadership Cultivation**
4. **Transformative Impact**

SEIE has five units, each a distinct area managed by a director. Goals and budgets are set by SEIE leadership as a team and allocated with an overarching goal of supporting the university's mission. The five units are as follows, with international programs inside each unit as applicable:

- Domestic and International Outreach and Recruitment;
- Academic Credit Programs;
- Lifelong Learning (OLLI and EXCEL as specific programs);
- Non-Degree (Professional Development) Programs, including SSALI; and
- Finance, Talent Management, Marketing, and Support (Central Operations).

**Goals for each unit through 2021 (in italics, objections to be achieved in non-italic):**

In year 1 (fiscal year 2018-19), the focus is on program consolidation and there would be no new programs on the degree program side concerning curriculum. Program expansion would be to new locations with current curriculum. The four program units are connected by the Central Operations units that supports all SEIE curricular and co-curricular programs. Goals are followed by tactics to achieve the goals.

**Domestic and International Outreach and Recruitment  
(Supporting SSU Strategic Priorities 1,2,4)**

**Main Goal(s): Enhance all SEIE programs by increasing number of applicants**

- 1. Develop agent and partner portfolios to assist in recruitment of non-degree (Sonoma State American Language Institute or SSALI) students and degree-seeking international students.*
  - a. Financial incentive model for use of agents;
  - b. Agent and University Partner Contract set-up; and
  - c. Monitor national and campus concerns of agent partner model.
- 2. Partner locally to recruit and support SEIE programs.*
  - a. Expand housing options;
  - b. Utilize alumni database to draw back past students for new programs; and
  - c. Utilize website, social media mobile solutions to support recruitment and outreach.
- 3. Use SSU Faculty in developing new programs and being stewards and recruiters of international students.*
- 4. Recruit and enhance partnerships*
  - a. International-agent and education partner management; and
  - b. Travel schedule developed annually with budget focused on program partnerships not individual student recruitment.

**Lifelong Learning: OLLI and EXCEL**  
***(Supporting SSU Strategic Priorities 1,4)***

**Main Goal(s): Diversify curriculum offerings to suit a wide variety of ages, interests and learning styles, expanding the reach of SSU Lifelong Learning in Sonoma County.**

1. EXCEL:
  - a. *Develop and strengthen new and existing community relationships with other educational institutions and programs, as well businesses and other organizations focused on offering and/or supporting student enrichment.*
  - b. *These relationships can feed into existing goals:*
    - i. Stronger marketing;
    - ii. A reimagined Community Advisory Board;
    - iii. Diversification of curriculum; and
    - iv. Fundraising efforts for scholarships.
2. OLLI:
  - a. *Position OLLI as a critical campus contributor in administration's eyes through planned giving, mentorships, community engagement, and opportunities for faculty.*
  - b. *Expand and broaden the OLLI membership to include more students in the 50-65 age group, better geographic representation from across the region, and a more diverse cross section of county's demographics.*
  - c. *Revision curriculum planning to secure a more balanced roster of courses/disciplines, a more active pool of recurring faculty, and alternative pedagogies and formats to allow for more interactive learning.*
  - d. *Strengthen the social benefits of OLLI membership by growing the number of student-led clubs, campus tours, and other small gatherings.*

**Academic Credit Programs**  
***(Supporting SSU Strategic Priorities 1,2,4)***

**Main Goal: Increase support, access for students, faculty and staff and quality outcomes in all academic programs for SSU's six-county service area and beyond.**

1. *Grow undergraduate enrollments and programs to meet the need for bachelor-degree holders throughout the North Bay Area.*
  - a. Partner with area community colleges and other regional institutions to maintain high-quality, financially-sound and stable degree programs.
2. *Expanding online-education opportunities in new and existing programs.*
  - a. Create campus partnerships to expand utilization of online learning.
3. *Develop new academic degree completion programs for regional community.*
  - a. Allow for curricular entrepreneurship, albeit with a financial plan that works.
  - b. Focus on degree completion programs in all service area counties.
4. *Augment access and pathways to graduation for all SSU matriculated students.*
  - a. Expand course and program offerings in Summer Sessions and Winter Intersessions strategically to meet student demand.
5. *Expand Summer Intensive programs*

**Non-Degree/Professional Development Programs**  
***(Supporting SSU Strategic Priorities 1,2,4)***

**Main Goal: Increase support and access for students, faculty and staff in all programs in SSU's service area**

1. *Offer non-credit, workforce-development programs that are regionally relevant and competitive.*
  - a. Non-Profit Management programs and certificates
    - i. Recognizing market need and connections to other programs on campus.
  - b. Leadership Development Program – applicable to all orgs and businesses
  - c. Tourism and Hospitality Industry programs: focus on wine country uniqueness
  - d. Entrepreneurship Program/Small Business Management program
2. Research Trends/programs: continue to look at programs relevant to SSU's region
  - a. Certifications, HR program expansion, intensive programs
3. *Expand Community College Partnerships*
  - a. Expand certificates and courses held in service area community colleges;
  - b. Explore partnerships for workforce development program expansion;
4. *Examine and expand Workforce Development Board (WDB) partnerships;*
  - a. Workforce Alliance of the North Bay (Marin, Napa, Mendocino and Lake counties);
  - b. Sonoma County Workforce Development Board; and
  - c. Solano County Workforce Development Board as examples.
5. *Continue with seminar and continuing education unit (CEU) programs where identified, examples include:*
  - a. Accounting and Legal, Professional designations;
  - b. Cannabis;
  - c. Arabic and Chinese language programs (Mandarin, Cantonese);
  - d. Healthcare Industry programs
  - e. Cybersecurity and technology focused programs

**Central Operations: Finance, Talent Management and Support**  
***(Supporting SSU Strategic Priorities 2,3,4)***

**Main Goal: Support students, faculty and staff to achieve their personal goals.**

1. *Mechanize and digitize all interactions.*
  - a. Use online and mobile admissions and forms as much as possible; and
  - b. Drive the main storefront to become a web-based portal.
2. *Be transparent financially such that SEIE overall knows where it stands in real time*
  - a. Budget estimates for how SEIE financially interacts with CSU, SSU, and Academic Affairs;
  - b. Provide financial support and information as needed for all programs; and
  - c. Quarterly financials as part of staff meeting for review.
3. *Enhance the student experience every day.*
  - a. Recognize and train for non-traditional students as part of SEIE student base;
  - b. Provide a professional level of customer service; and
  - c. Cross-train student assistants.
4. *Create and maintain the best working environment among SSU's units and staff*
  - a. Build faculty and program manuals and expectations for coordinators;
  - b. Maintain an appropriate level of staffing versus workload;
  - c. Support professional development and training opportunities for staff
    - i. Provide budget for such opportunities;
    - ii. Support cultural competence development in staff and administrators;
    - iii. Augment processes for staff communication; and
    - iv. Invest in technology to support staff to do their jobs more efficiently.

***Summary***

**SEIE's theme is to provide access and partnerships to all students. For faculty and staff, SEIE must be a welcoming, entrepreneurial environment and provide support. A business plan is in the next section and covers three fiscal years of operations.**