

APARC PRIORITY RECOMMENDATIONS 2019-2020

Part of APARC's charge is "To develop budget priorities that emerge from planning processes and assessment of academic programs and present upcoming academic year budget priorities to the Senate..." This year our budget priorities are based on SSU's Strategic Plan Implementation Goals, Priorities, and Tactics. Acknowledging that the University's budget is finite, APARC has taken into account recommendations from the University Program Review Subcommittee (UPRS) and consultation with schools and faculty to prioritize some of these tactics.

In general, department chairs expressed a desire to provide input to the administration in a timely manner with respect to the academic budget cycle. Chairs also desired a visible and explicit mechanism for monitoring progress and improvements and that communication regarding decisions and adjustments to our planning progress happen on an ongoing basis.

Recommendation 1: The University Program Review Subcommittee (UPRS) identified multi-year planning as a request that was common to program reviews last year. APARC recommends prioritizing multi-year planning, including predicting incoming first-year students and tracking majors throughout the years to ensure that scheduling will meet demand. Predictions and analysis should be easily available to advisors. APARC also recommends prioritizing a multi-year class schedule so that students can plan for their classes long-term. This recommendation is mapped to strategic plan priority #1 (Student Success), implementation goal #1, tactic #3.

Recommendation 2: UPRS and schools identified a desire to address faculty salaries, salary equity, affordable housing, and conversion of lecturers to tenure-track faculty. Therefore APARC recommends prioritizing these issues. We are unaware of a process for lecturer conversion and so we recommend investigating that issue. SSU should be commended for trying to make progress in faculty and staff salary equity and in housing via the new Petaluma apartments. This recommendation maps to strategic plan priority #2 (Academic Excellence and Innovation).

Recommendation 3: UPRS and schools highlighted the importance of diversity in hiring as well as the importance of efforts to reduce unconscious bias, to promote a sense of belonging, and to promote and inclusive excellence. Therefore APARC recommends prioritizing these issues. In the short term, we recommend finding ways to identify and highlight work already being done in this area. This recommendation maps to strategic plan priority #2 (Academic Excellence and Innovation), implementation goal #1, tactics #1 and 2.

Recommendation 4: UPRS identified a lack of resources and equipment in various departments. It was felt that there is a need to “keep programs modern”. Improving program resources and fixing / replacing teaching and research equipment will provide students with a modern, high-quality education. Further, programs expressed a need for time to use and innovate with the equipment. This “need for time” was echoed in conversations with schools who desired increased support and opportunity for faculty sabbaticals. Thus, APARC recommends prioritizing the following: strategic plan priority #2 (Academic Excellence and Innovation), implementation goal #2, tactic #1, strategic plan priority #2, goal #3, tactic #2, and strategic plan priority #3 (Leadership Cultivation), Goal #2.

Recommendation 5: Schools were concerned with the efficiency, comfort, and appearance of our learning spaces. Therefore APARC recommends prioritizing the following tactics: increase the use efficiency of existing space to make SSU more student-centric. Provide a more comfortable environment for teaching and learning. Make learning spaces more attractive to graduate programs, executive programs, and external constituents. Increase IT support response outside of business hours to support faculty teaching during evenings. This maps to strategic plan priority #1 (Student Success), goal #3

Recommendation 6: Respond to students’ need for both academic and career support by prioritizing strategic plan priority #1 (Student Success), goal #2, tactic #2 and priority #2 (Academic Excellence and Innovation), goal #2, tactic #5. Ensure that support for post-baccalaureate and graduate students is included. Consider going further by hiring trained professionals to support students with writing/critical thinking skills. Provide resources for supporting and overseeing clinical experiences in practitioner-based programs (nursing, teacher education, and counseling) and partnerships with schools and community organizations.