



SONOMA STATE UNIVERSITY STRATEGIC PLANNING 2017-18  
REPORTING TEMPLATE

ROUTING: EACH SCHOOL AND UNIT WILL HAVE ITS OWN PROCESS, AFTER WHICH ONE DIVISION-WIDE DOCUMENT WILL BE CREATED FOR EACH DIVISION. FINAL DOCUMENTS FROM EACH DIVISION TO BE SUBMITTED TO [strategic@sonoma.edu](mailto:strategic@sonoma.edu) BY MARCH 1, 2018.

Contact person:

Department/unit:

- Division:  Academic Affairs
- Administration and Finance
- Advancement
- Green Music Center
- Student Affairs

In each section, please list the most-supported or frequently mentioned ideas first, followed by a section on "other ideas."

**1. ASSESSMENT: What do we do well at SSU? What makes us proud?**

Frequently mentioned/supported ideas:

Our students make us proud. We are proud to employ students to get them involved and provide educational experiences outside the classroom.

Our student athletes make us proud. They compete well, win championships, have a high GPA and are #1 in CSU for graduation rate.

Managing the best we can with limited resources – staff and money

BPI assessment, including processes and systems; we are working well as a group

Good work/life balance

Employees are committed to the University and care about people, like family

Small campus advantage – know each other

Other ideas (either less frequently mentioned or less robustly supported):

Increasing research opportunities for undergraduates

Student Involvement – 50% of students involved in clubs and orgs

Many employees eat, breathe and live SSU

Proud of the quality of food in venues



Students and employees have a voice (one person felt this, the rest of the table didn't)  
Providing services to community – GMC  
Proud of employees – doing a great job despite constant distractions  
Proud of number of hired SSU students

**2. IMPROVEMENT: What can we do better at SSU?**

**\*Please note with an \* the ideas to which your group assigned an asterisk (indicating that the unit/department could help to make improvement in this area)**

Frequently mentioned/supported ideas:

Need a campus wide standard level of service to be provided \*  
First/new hires – Lots of OTJ training. No structure to get acclimated. Hire more external folks  
More professional development and training – on all levels and for sure leadership\*  
Succession planning, many retiring employees leaving with historical knowledge\*  
Need a better brand - Recognizable, centralized, scalable  
Email doesn't work, need to find a better way to communicate with our students\*  
Playing catch up with technology, more automation  
Silos have increased in last couple years, not decreased\*  
The campus has grown yet staffing remains at same levels from 10-12 years ago  
Communicate changes and why changes are made = Change Management\*  
Communication could be improved across the board  
We need stability, being less reactive and more proactive given all the changes at SSU. Improve morale, change has created much unease and unpredictability \*

Other ideas (either less frequently mentioned or less robustly supported):

Can do better with advancement and community  
Do a better job of sharing campus graduation rates  
Compost bins all over campus. Hand dryers in the bathroom, increase our recycling, use technology to lead the way on some of these areas: work flow, parking, food services, etc. \*  
Bring in the 'doers' 'worker bees' to the decision making process. It often times feels like there is an ivory tower and the decisions are made without any input from the employees.  
Lots of red tape – hiring process, A/P and P/O were mentioned. \*



**3. INNOVATION: What do we want to do at SSU that we don't do now to make the university better?**

Frequently mentioned/supported ideas:

- There is nothing here at SSU that really unifies people, the outside community doesn't know much about what SSU stands for
- Training and professional development
- All hands on deck orientation at the start of each semester
- Offer more online classes
- More data gathering, analysis and related decision making
- Community involvement
- Need more resources -pretty universally this is a problem
- Market compensation study
- Automated business processes, travel claims online
- Policies make understandable – hospitality – maybe have the “policy” and then a layman’s version
- Develop a robust and relevant student portal
- Need more management tools to lead and succeed. Everyone is spread too thin with the workloads; no more, do more with less”.
- There is a need to implement an “Innovation Awards” program campus wide.
- Customer satisfaction surveys need to be initiated regularly campus wide.

Other ideas (either less frequently mentioned or less robustly supported):

- Create a 360 degree feedback program
- We need to self assess own areas
- More flexible telecommute practices, particularly where it makes sense
- Strategic and comprehensive budgeting with dashboard reporting and ease of understanding
- Employee retention strategy improve roadway quality and markings
- Better pay to return employees
- Need to update old buildings
- More collaboration with advancement



**4. ADAPTING AND CHANGING: What might we stop doing or do differently to change, innovate and improve at SSU?**

**\*Please note with an \* the ideas to which your group assigned an asterisk (indicating that the unit/department could help to make improvement in this area)**

Frequently mentioned/supported ideas:

Address problem up front – management trainings on how to confront uncomfortable situations. Confronting doesn’t have to be bad.\*  
We are as a campus, “reactive” rather than “proactive”  
A review of people’s strengths is needed; place people in the right positions and assignments  
Better collaboration between departments and divisions. Reorganization helped in some areas and created issues in others.\*  
Reach out to RP and Cotati. Get the community to feel more pride about our campus  
Brown paper bags lunches, open up communications, etc. Get ideas flowing across the campus. Use faculty and staff Appreciation day to brainstorm other ideas. Find opportunities to come together. \*  
Bringing in new non-SSU employees= new ideas and evaluate current  
Something like "picnic days" at UC Davis  
A lot of information about changes has not been communicated to leaders or to anyone for that matter\*  
There should be some kind of ‘state of the campus’ annually or once a semester  
Communicate campus updates/town hall

Other ideas (either less frequently mentioned or less robustly supported):

GMC could connect us to community  
Stop saying "we've always done it that way"  
Break down barriers between units. \*  
Look at programs/classes/majors that are small – eliminate to free up resources for the impacted programs  
More open concept to student housing, to build community  
No does not always be mean someone is difficult or resistant to change\*  
Rethink division recognition events and campus-wide recognition events\*