College of Letters, Arts, and Social Sciences (CLASS)

Strategic Plan 2005-2006

Introduction

On 11 November 2005, the CLASS College Council met for a retreat to develop this strategic plan. Through consultation and discussion with faculty and staff, a draft was developed, which provided us with a focus for the retreat. During the retreat, we worked to refine the plan by discussing issues and concerns that were deemed impediments or catalysts to progress in meeting goals. This strategic plan is dynamic and will be revised as necessary and discussed fully at future CLASS annual retreats.

The following pages represent the collective thinking on how CLASS is working to define itself through our concerted efforts to fulfill the CSUEB mission of educating our students. At a time when resources remain a critical challenge, CLASS affirms its commitment to providing the best possible education for Californians.

Description of CLASS

CLASS comprises 22 academic disciplines: Anthropology, Art, Communication, Communicative Sciences and Disorders, Criminal Justice Administration, English, Ethnic Studies, Geography and Environmental Studies, History, Human Development, International Studies, Latin American Studies, Liberal Studies, Modern Language and Literatures, Music, Philosophy, Political Science, Public Affairs and Administration, Social Work, Sociology and Social Services, Theatre and Dance, and Women’s Studies. In 2004-05, CLASS enrolled 4,601 full-time-equivalent undergraduate and graduate students. The largest of the University’s colleges, CLASS enrolls 40% of the University’s students. All CSUEB students take courses in CLASS to meet their degree requirements.

To meet this student demand, CLASS has 147 tenure-track faculty and approximately 160 lecturers. These 307 full-time and part-time faculty equate to an instructional workforce of 252 full-time equivalent faculty. Our faculty members include well-known experts, acclaimed authors and researchers, and recipients of scholarships, grants, and teaching awards. The University, over the years, has given the Outstanding Professor Award to 33 deserving faculty, 17 of whom have come from CLASS. We also employ 45 staff who serve as administrative assistants, student services professionals, informational technology specialists, music and theatre technicians, and museum curators.

CLASS responds to the community and region it serves by addressing the career needs of today’s students; it immerses them in its academic disciplines and helps them develop the skills of critical thinking, analysis, research, and expression that have always been part of University study and that remain as essential in today’s workplace as they are in academia. CLASS alumni pursue the widest possible range of careers; some professions are directly related to the course work; others are not. Our alumni become attorneys, writers, school counselors, social service providers, historians, researchers, educators, actors, and professional and teaching musicians.

Under the guidance of Dean Alden Reimonenq, CLASS has instituted a new Master’s of Social Work program, created technologically advanced labs in Communication and Communicative Sciences and Disorders, and built a state-of-the-art Music Media Center. In addition, CLASS has inaugurated a number of instructional support programs through generous donations from the Bay Area community.
Especially noteworthy are: The Amy and Morton Friedkin Jewish History and Culture Series; the English Department’s Creative Writing Reading Series; the Jackie DeClerq Poetry Prize, an endowment; and a host of student scholarship awards in various disciplines.

CLASS is also home to the C. E. Smith Anthropology Museum, the University Art Gallery, and the University Theatre. We sponsor regional, national, and international exhibits that involve our faculty, staff, and students.

One of our principal academic goals is to teach students to reason well as they take their places as productive Californians. We invite them to Come to CLASS to become well-rounded and informed citizens.

Academic Divisions

CLASS is organized into two divisions: Professional and Interdisciplinary Studies, which houses the following departments: Communication, Communicative Sciences and Disorders, Criminal Justice Administration, Ethnic Studies, Geography and Environmental Studies, International Studies, Latin American studies, Human Development, Liberal Studies, Public Affairs and Administration, Social Work, and Women’s Studies; and, Liberal Arts, which houses the following departments: Art, Anthropology, English, History, Modern Languages and Literature, Music, Philosophy, Political Science, Sociology, and Theatre and Dance. Two Associate Deans assist the Dean in the management of the two divisions.

2005-06 Operating Budget: $15.5 million

Website Address: http://class.csueastbay.edu/

Departments

Anthropology
- 24 undergraduate majors, 32 graduate students
- B.A. and M.A. degrees General Anthropology
- Specialization: Biological Anthropology, Prehistory and Archeology, Anthropological Linguistics, Socio-cultural Anthropology
- Community Outreach: C.E. Smith Anthropology Museum

Art
- 344 undergraduate majors
- B.A. and B.F.A. degrees
- Major Options: Graphic Design, Multimedia, Photography, Pictorial Arts (Painting, Drawing, and Printmaking), Spatial Arts (Ceramics, Sculpture), Art Studio, and Art History
- Minors: Art Studio, Art History, Multimedia, Photography
- Community Outreach: Guest artists program, lectures; and, workshops by prominent artists, authors, and gallery directors.

Communication
- 358 undergraduate majors, 15 graduate students
- B.A. and M.A. degrees
Communicative Sciences and Disorders
- 90 undergraduate majors, 60 graduate students
- B.S. and M.S. degrees in Clinical Supervisor, College or University Instructor, Speech-language Pathologist
- Minor: Speech Pathology and Audiology
- Credential: Clinical Rehabilitative Services Credential in Speech-language Pathology from the California Commission on Teacher Credentialing
- Community Outreach: Partnership with the Early Childhood Education Center to provide screening and treatment services to enrolled children, contacts with numerous regional and national school districts and medical facilities to place graduate students for internships

Criminal Justice Administration
- 367 undergraduate majors
- B.S. Degree
- Options: Law Enforcement and Administration, Corrections
- Community Outreach: Community college advisory boards, community college outreach, career fairs, majors and minors fairs, high school outreach, professional organizations, professional relationship with police departments and parole departments

English
- 209 undergraduate majors, 114 graduate students
- B.A. and M.A. degrees, plus Master of Arts/Teaching English to Speakers of Other Languages
- Specialization: British and American Literature, Ethnic and Cultural Minority Literature Language and Discourse, Creative Writing, Children’s Literature, Composition Studies
- Community Outreach: Periodic poetry readings and SLAMS, Occam’s Razor, annual literary magazine; Tattoo Highway, an international journal of prose, poetry, new media, and art (electronic format); Poetry Break, an on-campus posting.

Ethnic Studies
- 15 undergraduate majors
- B.A. in Ethnic Studies; Minors in Ethnic Studies, African American Studies, Asian American Studies, Mexican American/Latino Studies, and Native American Studies
- Options: African American Studies, Asian American Studies, Mexican American/Latino Studies, and Native American Studies
- Community Outreach: Consultations and presentations at museums and community agencies (Oakland Museum and Black Filmmakers Hall of Fame); board members: Oakland Museum and San Francisco Chinese Historical Society.

Geography and Environmental Studies
- 134 undergraduate majors, 35 graduate students
- Degrees Offered: B.A. in Geography, B.S. in Geography, M.A. in Geography, B.A. in Environmental Studies
- Options: Environmental Studies, Land Use Planning and Management, Physical Environmental Ecology and Life Sciences
History
- 150 undergraduate majors, 35 graduate students
- Degrees Offered: B.A., M.A.
- Undergraduate Programs: B.A. Major, History Minor, History Option in Liberal Studies, Social Science Single Subject Preparation Program
- Graduate Options: Thesis, Examination, Teaching, Public History
- Community Outreach: Scholar-OLLI lectures, a privately funded program of lifelong learning; collaboration with Hayward Area Historical Society

Human Development
- 290 undergraduate majors
- Degree Offered: B.A.
- Options: Adult, Childhood, Adolescence, Gerontology, Specialized Sequence

Modern Languages and Literatures
- 24 undergraduate majors
- Degrees Offered: B.A. in Spanish, B.A. in French; Minors: French, German, Italian, American Sign Language, Spanish
- Options: Liberal Studies

Music
- 126 undergraduate majors, 29 graduate students
- Degrees Offered: B.A., M.A.
- Undergraduate Concentrations: Music Performance, Single Subject Waiver Program, leading to the Teacher Credential in Music
- Graduate Concentrations: Music Performance, Music History, Music Education
- Community Outreach: On-campus clinics to visiting school bands, orchestras, jazz bands, and choirs; several annual school and community festivals and events

Philosophy
- 19 undergraduate majors
- Degree Offered: B.A.
- Specialization: Critical Theory, Epistemology, Ethics, Hermeneutics, Metaphysics, Philosophy of Science, Philosophy of Law, Political Philosophy, Social Theory, Philosophy of Education
- Community Outreach: “First Friday” Lectures, Reflections: CSUEB Philosophy Journal

Political Science
- 192 undergraduate majors
- Degree Offered: B.A.
- Options: Pre-Law, Public Affairs and Administration
- Specialization: American Politics, American Public Law, American Public Policy and Administration, Comparative Government and Politics, International Relations, Political Theory
Public Affairs and Administration
- 201 graduate students
- Degrees Offered: Masters of Public Administration (MPA), Master of Science in Health Care Administration (HCA)
- Options: Public Policy Development, Public Management, Public Financial Administration, Public Human Resources Management, Administration of the Metropolitan Region, Health Care Administration, Organizational Change

Sociology and Social Services
- 304 undergraduate majors, 23 graduate students
- Degrees Offered: B.A., M.A.
- Options: Sociology, Social Services
- Community Outreach: Lectures, community service internships.

Social Work
- 120 graduate students
- Degree offered: MSW
- Concentrations: Children, Youth and Families, Community Mental Health
- Community Outreach: Workshops, training sessions for community and social-based social welfare agencies; participation on community advisory boards, active with field work placements throughout the Bay Area.

Theatre and Dance
- 47 undergraduate majors
- Degree Offered: B.A.
- Options: Acting, Dance, Musical Theatre, Technology and Design, Directing, Theatre and Dance for Children and Community, Theatre History and Literature
- Specialization: Acting, Choreography, Technology and Design, Musical Theatre, Children’s Theatre, Directing, History and Literature, Dance Techniques in Jazz, Modern, Hip Hop, Ballet, and Ballroom, Arts Education
- Community Outreach: Two musicals and two Children’s Theatre productions annually, Highlands Summer Theatre, High School Shakespeare Festival, dance touring and theatre, community and school events.

Programs

International Studies
- 47 undergraduate majors
- Degree Offered: Bachelor of Arts
- Interdisciplinary Program with specializations in Anthropology, Business and Economics, Geography, History, Political Science
- Community Outreach: International Studies Student Organization, International Student Network
Liberal Studies
- 1,000 undergraduate majors
- Degree Offered: Bachelor of Arts in Liberal Studies
- Specialization: Anthropology, Art, Dance, English, Environmental Studies, Ethnic Studies, Global Studies (Geography), History, Life Science, Modern Languages and Literature, Music,
  - Philosophy, Physical Education, Psychology, Recreation, Special Education, Theatre, or, any minor offered by the University
- Community Outreach: Community college fairs, presentations to future teachers groups

Women’s Studies
- 35 students working on minors
- Degree offered: Minor
- Interdisciplinary
- Community Outreach: Major’s Fair, internships

**Gallery, Museum, and Center**

C.E. Smith Anthropology Museum
- Periodic exhibits on the fourth floor of Meiklejohn Hall
- [http://class.csueastbay.edu/cesmith/acesmith.html](http://class.csueastbay.edu/cesmith/acesmith.html)

Institute for Governmental Research in Department of Public Affairs
- A 30-year-old institute supports teaching and training public administrators through workshops and consulting and research services.
- [http://class.csueastbay.edu/publicadmin/institute_for_Govt_Research.php](http://class.csueastbay.edu/publicadmin/institute_for_Govt_Research.php)

University Art Gallery
- Annual Faculty Art Exhibition
- Annual Major Exhibition
- Annual Student Show
- [http://www.csueastbay.edu/artgallery](http://www.csueastbay.edu/artgallery)

*Enrollment figures as of Fall Quarter 2004: Institutional Research and Assessment*
CLASS Office Staff

Dean: Alden Reimonenq, Ph.D.
Associate Dean: Marilyn Silva, Ph.D.
Associate Dean: Vacant
Director of Academic Resources: Madeleine Apple (Interim)
Communication Specialist: Diane Daniel
Budget Analyst: Gordon Poy
Bookkeeper: Vivian Monticello
Dean’s Assistant: Julie Everhart
Administrative Support: Sue Montgomery

College of Letters, Arts, and Social Sciences (CLASS)
Music and Business Building, Room 1501
25800 Carlos Bee Boulevard, Hayward, California 94542-3000
510.885.3161
http://class.csueastbay.edu
California State University, East Bay

COLLEGE OF LETTERS, ARTS, AND SOCIAL SCIENCES
Strategic Plan 2005-2010

Name of Academic Affairs Unit: College of Letters, Arts, and Social Sciences (CLASS)

CLASS Mission Statement: Our College is committed to educational engagement through theory and practice, which enables our students to enhance their understanding and appreciation of the human condition, diverse cultures and values, the natural world, and their own communities. CLASS students graduate with the foundation to be ethical and productive individuals, effective citizens, and informed participants in a global society.

CLASS Goal 1: Rebuild the ranks of our tenure-track faculty to meet the academic needs of our students

Related to Academic Affairs Goal 1.0 Implement and integrate WASC reaffirmation recommendations for academic quality, student success, campus climate, and planning.

<table>
<thead>
<tr>
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<th>MEASURES OF PROGRESS (STRATEGIC INDICATORS)</th>
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<th>TIME FRAME</th>
<th>BUDGET/RESOURCES</th>
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<td>1.1. Increase the number and diversity of full-time faculty in Anthropology.</td>
<td>- Currently seeking a biological anthropologist, consider linguistic specialist in 06-07; an archaeologist in 07-08; socio-cultural specialist in 09-10. - Completed searches - Five-year plan for departments and college - 75%-25% full-time/part-time ratio</td>
<td>Anthropology/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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<td>1.2. Increase the number and diversity of full-time faculty in Art.</td>
<td>- Currently seeking graphic designer - Completed searches - Five-year plan - 75%-25% full-time/part-time ratio</td>
<td>Art/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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<td>1.3. Increase the number and diversity of full-time faculty in Communication.</td>
<td>- Completed searches - Five-year plan - 75%-25% full-time/part-time ratio</td>
<td>Communication/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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<td>1.4. Increase the number and diversity of full-time faculty in Communicative Sciences and Disorders.</td>
<td>- Consider hiring: specialist in child language disorders, phonological development and disorders, and fluency disorders in 06-07, specialist in augmentative and alternative communication systems in 07-08, specialist in articulation development and disorders and phonological development and disorders in 08-09; and, specialist in child language disorders – early intervention and autism – in 09-10. - Completed searches - Five-year plan - 75%-25% full-time/part-time ratio</td>
<td>Communicative Sciences and Disorders/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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<td>1.5. Increase the number and diversity of full-time faculty in Criminal Justice/Administration.</td>
<td>- Currently seeking specialists in law enforcement/administration. Consider another law enforcement/administration specialist and forensic science specialist in 06-07; law enforcement/probation/parole specialists in 08-09 and 09-10. - Completed searches - Five-year plan - 75%-25% full-time/part-time ratio</td>
<td>Criminal Justice/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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<td>1.6. Increase the number and diversity of full-time faculty in Ethnic Studies.</td>
<td>- Consider hiring: specialists in Native American Studies and African American Studies. - Completed searches - Five-year plan - 75%-25% full-time/part-time ratio</td>
<td>Ethnic Studies/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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<tr>
<td>1.7. Increase the number and diversity of full-time faculty in Geography.</td>
<td>- Consider an urban/cultural geographer position in 06-07. - Completed searches - Five-year plan - 75%-25% full-time/part-time ratio</td>
<td>Geography/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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<tr>
<td>1.8. Increase the number and diversity of full-time faculty in History.</td>
<td>- Consider an ancient Mediterranean world specialist in 06-07, modern European history specialist in 07-08, and African history specialist in '08-09. - Completed searches - Five-year plan - 75%-25% full-time/part-time ratio</td>
<td>History/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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<tr>
<td>1.9. Increase the number and diversity of full-time faculty in Human Development.</td>
<td>- Currently seeking specialist in adult development with a service learning focus. Consider specialist in biological/health focusing on women studies involving gay/lesbian issues in 06-07; women’s studies specialist in 07-08; social gerontology specialist focused on cross cultural/immigration issues in '08-09; and infancy specialist in 09-10. - Completed searches - Five-year plan - 75%-25% full-time/part-time ratio</td>
<td>Human Development/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
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<td>1.10. Increase the number and diversity of full-time faculty in Modern Languages.</td>
<td>- Consider hiring: Spanish linguist/Peninsular literature and culture, or pedagogy; and a French and Vietnamese specialist. Consider Spanish American Literature specialist in 07-08; and Spanish cultural studies specialist in 09-10.</td>
<td>Modern Languages/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
</tr>
<tr>
<td>1.11. Increase the number and diversity of full-time faculty in Music.</td>
<td>- Currently seeking a choral director. Consider specialist in music history and ethnomusicology in 06-07, an orchestra conductor and applied strings specialist in 07-08; specialist in composition, and theory and technology in 08-09; and, a voice, opera workshop and musical theater specialist in 09-10.</td>
<td>Music/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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<tr>
<td>1.12. Increase the number and diversity of full-time faculty in Philosophy.</td>
<td>- Currently seeking American philosophy specialist; later, consider position in world religions</td>
<td>Philosophy/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
</tr>
<tr>
<td>1.13. Increase the number and diversity of full-time faculty in Political Science.</td>
<td>- Consider a position in American politics in 06-07.</td>
<td>Political Science/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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<tr>
<td>1.14. Increase the number and diversity of full-time faculty in Social Work.</td>
<td>- Currently seeking assistant professor and an open range professor in the areas of research and social policy. Consider three positions: race and race relations; mental health systems and aging; and child welfare and aging.</td>
<td>Social Work/CLASS</td>
<td>Academic year hiring cycle: 05-10</td>
<td>$59,000</td>
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CLASS Goal 1: Rebuild the ranks of our tenure-track faculty to meet the institutional needs of our students

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| 1.15. Increase the number and diversity of full-time faculty in Sociology. | - Consider social services specialist in 06-07; applied sociologist and social service specialist in 07-08.  
- Completed searches  
- Five-year plan  
- 75%-25% full-time/part-time ratio                                                                                                      | Sociology/CLASS    | Academic year hiring cycle: 05-10 | $59,000            |
| 1.16. Increase the number and diversity of full-time faculty in Theatre and Dance.                                                   | - Consider dance generalist and/or music theatre position in 06-07; production manager/set and lights designer thereafter, and in 3-5 years, a costume designer, sets, lighting and sound designer; and a literature and history position.  
- Completed searches  
- Five-year plan  
- 75%-25% full-time/part-time ratio                                                                                                    | Theatre and Dance/CLASS | Academic year hiring cycle: 05-10 | $59,000            |
| 1.17. Allocate resources for faculty hiring based on FTES, program development, retirements, and institutional needs.              | Completion of annual CLASS faculty hiring proposal.                                                                                                                                                                                      | All CLASS departments | Spring Quarter (annually) | Dean              |
CLASS Goal 2: Offer curriculum and academic support to ensure student success

Related to Academic Affairs Goal 1.2 Academic Affairs will facilitate the success of its students throughout their academic careers.
2.0 Maximize enrollment in educational programs as a means of serving the needs of our region.

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<td>2.1. Pay more attention to the recruitment and retention of undergraduate and graduate English majors through improved advisement, adjustments to the requirements for the various programs, curricular reform and development, and improvement of promotional materials, including the department website.</td>
<td>Increase number of undergraduate and graduate majors</td>
<td>English/Publicist</td>
<td>Ongoing</td>
<td>$1,500 Promotional Materials</td>
</tr>
<tr>
<td>2.2. Improve Human Development student retention and advisement by decreasing the high student-to-faculty ratio.</td>
<td>- Decreased class size. - Assessment of retention rate</td>
<td>Human Development</td>
<td>Ongoing</td>
<td>$1,500 Promotional Materials</td>
</tr>
<tr>
<td>2.3. Increase Human Development enrollment by exploring new growth areas such as Service Learning, Womens Studies, and Early Childhood.</td>
<td>Increased enrollments</td>
<td>Human Development</td>
<td>Ongoing</td>
<td>N/A</td>
</tr>
<tr>
<td>2.4. Implement new Philosophy major.</td>
<td>Increase in majors</td>
<td>Philosophy</td>
<td>Ongoing</td>
<td>N/A</td>
</tr>
<tr>
<td>2.5. Meet the needs of our growing number of Political Science majors through attention to advising (including improved materials) and careful scheduling of courses.</td>
<td>- Increased enrollments - Increase in majors</td>
<td>Political Science/ Publicist</td>
<td>Ongoing</td>
<td>$1,500 Promotional Materials</td>
</tr>
<tr>
<td>2.6. Continue to explore the possibility of offering at least two Public Affairs and Administration classes each quarter at the Concord campus.</td>
<td>Increase in graduates</td>
<td>Public Administration</td>
<td>Fall ’06</td>
<td>N/A</td>
</tr>
<tr>
<td>2.7. Pay more attention to the recruitment of and retention of graduate students in our MPA and HCA programs through systematic advisement, adjustments to the needs of individual students, ongoing curricular revisions, and development of improved promotional materials.</td>
<td>Significant gains in program offerings and enrollments</td>
<td>Public Administration/ Publicist</td>
<td>Ongoing</td>
<td>$1,500 Promotional Materials</td>
</tr>
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</table>
CLASS Goal 2: Offer curriculum and academic support to ensure student success (continued)

Related to Academic Affairs Goal 1.2 Academic Affairs will facilitate the success of its students throughout their academic careers.

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<tr>
<td>2.8. Double the size of both the Social Work faculty and student populations.</td>
<td>Increased enrollments</td>
<td>Social Work</td>
<td>Ongoing</td>
<td>$59,000</td>
</tr>
<tr>
<td>2.9. Improve Theatre and Dance course scheduling to avoid conflicts between emphasis courses and to improve access to courses both for entering first-year students and for students in service courses (GE, PACE, Liberal Studies, etc.).</td>
<td>Decrease in scheduling conflicts</td>
<td>Theatre and Dance</td>
<td>Ongoing</td>
<td>N/A</td>
</tr>
<tr>
<td>2.10. Increase the number and diversity of Geography majors in each of our undergraduate programs; expand our M.A. program by adding “Environmental Management” to the title.</td>
<td>Increased majors and enrollments</td>
<td>Geography</td>
<td>Ongoing</td>
<td>N/A</td>
</tr>
<tr>
<td>2.11. Build the Anthropology undergraduate major.</td>
<td>Increased majors and enrollments</td>
<td>Anthropology</td>
<td>Ongoing</td>
<td>N/A</td>
</tr>
<tr>
<td>2.12. Provide evening and weekend clerical support for select programs in Human Development, Public Administration, and Health Care Administration.</td>
<td>Better service to our students</td>
<td>CLASS/select departments</td>
<td>Winter and Spring 06</td>
<td>$15,000 Clerical</td>
</tr>
<tr>
<td>2.13. Create a plan for coordinating college general education offerings.</td>
<td>- Draft plan for College Council review - Final plan for implementation</td>
<td>- CLASS Departments - Associate Dean</td>
<td>Ongoing</td>
<td>$4,000 Course Reassignment</td>
</tr>
<tr>
<td>2.14. Provide International Studies majors with diagnostic, assessment-based, and student goal oriented advising with a focus on retention and early identification of academic problems.</td>
<td>Improved advising measurement tool</td>
<td>International Studies</td>
<td>Ongoing</td>
<td>N/A</td>
</tr>
<tr>
<td>2.15. Consider creating a CLASS student learning and advising center or reinstate writing across curriculum.</td>
<td>Plan for advising center</td>
<td>Dean/Departments</td>
<td>06-07 academic year</td>
<td>$23,000 Clerical $42,000 Advisor $65,000 office space needed</td>
</tr>
</tbody>
</table>
CLASS Goal 3: Build on fundraising momentum of 2005-2005

Related to Academic Affairs Goal 3.0 Promote the university’s identity through the East Bay by connecting it with the civic, cultural, and economic activities of its constituent communities.

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</table>
| 3.1. Expand the resources that support Art facilities, instruction, and student scholarship | - Plan for fundraising  
- Implementation schedule                                                                                     | CLASS/Art                   | Fall 06    | Dean/Chairs                     |
| 3.2. Implement the Musical Theatre Ensemble program, including recruitment and fundraising plans          | - Plan for fundraising  
- Implementation schedule                                                                                     | Theatre and Dance/CLASS     | Fall 06    | Dean/Chairs                     |
| 3.3. Expand the resources that support CSD facilities, instruction and scholarship | - Plan for fundraising  
- Implementation schedule                                                                                     | CLASS/CSD                   | Fall 06    | Dean/Chairs                     |
| 3.4. Expand and improve CSD development activities. | - Plan for fundraising  
- Implementation schedule                                                                                     | CLASS/CSD                   | Fall 06    | Dean/Chairs                     |
| 3.5. Create a funding source for a Graduate Coordinator for the HCA program, who will strengthen the program’s outreach to area organizations, especially hospitals, in order to not only recruit more students, but also to help the HCA program work toward accreditation. | - Internal CLASS fundraising event  
- Implementation plan                                                                                     | Public Affairs and Administration/CLASS | Fall 06 | $12,000 Course Reassignments |
| 3.6. Establish a means of funding gifts to faculty and staff, such as in the event of retirements, commemorations, or memorials. | - Plan for fundraising  
- Implementation schedule                                                                                     | CLASS                       | Fall 06    | Dean/Chairs                     |
CLASS Goal 4: Develop, rebuild, and revitalize academic programs

Related to Academic Affairs Goal 1.1. Academic Affairs will develop and sustain rich academic programs that are recognized for their excellence in teaching, learning, and research.

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>MEASURES OF PROGRESS (STRATEGIC INDICATORS)</th>
<th>OFFICE RESPONSIBLE</th>
<th>TIME FRAME</th>
<th>BUDGET/ RESOURCES</th>
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| 4.1. Increase the visibility and educational utility of the anthropological museum. | - Increased community outreach  
- Advertising commitment                                                                                     | Anthropology/Publicist      | 2006-2007       | $1,500 Promotional Materials |
| 4.2. Build the technology and communication program.                        | - Development and implementation plan for department                                                        | Communication               | 2006-2007       | $150,000                  |
| 4.3. Expand the graduate program in Public and Professional communication.  |                                                                                                              | Communication               | N/A             | N/A                       |
| 4.4. Press on with the state-mandated reformulation of the Single-Subject-Matter Preparation Program for English students wishing to pursue the secondary credential. | Completion of formal proposal                                                                                  | English                     | 2007             | N/A                       |
| 4.5. Ethnic Studies will play a more pivotal role in the education of future teachers. | - Curriculum plan  
- Five year program review                                                                                   | Ethnic Studies              | 2006-2007       | N/A                       |
| 4.6. Increase the Ethnic Studies participation in the general education program. | - Curriculum revision  
- Five year program review                                                                                   | Ethnic Studies              | 2006-2007       | N/A                       |
| 4.7. Reach underserved populations through the use of new and emerging technologies in Human Development. | - Increase in online and hybrid courses  
- Outreach efforts                                                                                                | Human Development           | N/A             | N/A                       |
| 4.8. Establish a Foreign-Language Requirement for selected majors at the university. | Buy-in from College Council                                                                                   | Modern Languages            | N/A             | N/A                       |
| 4.9. Increase Philosophy Departmental scholarly activities on campus.       | Report on activities                                                                                            | Philosophy                  | Ongoing         | N/A                       |
| 4.10 Maintain high standards of Political Science teaching, with support for innovation and constant improvement; to improve our assessment program in support of this goal. | Assessment report                                                                                            | Political Science           | Ongoing         | N/A                       |
**CLASS Goal 4: Develop, rebuild, and revitalize academic programs (continued)**

**Related to Academic Affairs Goal 1.1.** Academic Affairs will develop and sustain rich academic programs that are recognized for their excellence in teaching

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| 4.11. Rebuild the HCA program, including preparing it toward accreditation. | - Increased enrollment  
- Program expansion | Public Administration | Ongoing | N/A |
| 4.12. Establish the Department of Social Work MSW program as the preeminent urban social work program in the state of California. | - Increased advertisement  
- Increased enrollments | Social Work |           | N/A |
| 4.13. Establish a social work institute to provide training and education for community based agencies, public welfare agencies and community groups | Charter proposal | Social Work | Ongoing | $1,500 Promotional Materials |
| 4.14. Develop Theatre and Dance portfolio guidelines both for assessment and to ensure that students can present themselves well by the beginning of third year and professionally by graduation. | Assessment report | Theatre and Dance | 2006-2007 | N/A |
| 4.15. Develop and diversify curriculum with the Music and Media Center | Development report | Music | 2006-2007 | N/A |
| 4.16. Complete Music Media Center | - Increased enrollments  
- 25 workstation lab | CLASS/Music | 2006-2007 | $300,000 |
| 4.17. Develop and implement plan to restore orchestra to the Music Department | Development and curriculum proposal | Music | 2006-2007 | N/A |
| 4.18. Rebuild the social service option with new Sociology faculty. | Plan for rebuilding option | Sociology | 2006-2007 | N/A |
| 4.19. Integrate Sociology faculty teaching with research and professional development. | Plan for faculty development | Sociology | 2006-2007 | N/A |
| 4.20. Integrate Sociology teaching with community learning. | Plan for outreach | Sociology | 2006-2007 | N/A |
CLASS Goal 4: Develop, rebuild, and revitalize academic programs (continued)

Related to Academic Affairs Goal 1.1. Academic Affairs will develop and sustain rich academic programs that are recognized for their excellence in teaching

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<tr>
<td>4.21. Pursue the proposal for a graduate degree in Criminal Justice Administration in order to strengthen the department and keep the program at CSUEB competitive.</td>
<td>Curriculum proposal to College committee</td>
<td>Criminal Justice</td>
<td>2006-2007</td>
<td>$8,000 Course Reassignment</td>
</tr>
<tr>
<td>4.22. Expand programs at satellite locations.</td>
<td>Plan for implementation</td>
<td>Public Administration</td>
<td>2006-2007</td>
<td>N/A</td>
</tr>
<tr>
<td>4.23. Strengthen the international course offerings at CSUEB and, in particular, the linguistic diversity and language acquisition opportunities available to International Studies majors.</td>
<td>Curriculum committee proposal and plan</td>
<td>International Studies</td>
<td>2006-2007</td>
<td>N/A</td>
</tr>
<tr>
<td>4.24. Create more interdisciplinary offerings among departments.</td>
<td>Proposal to Curriculum Committee</td>
<td>CLASS</td>
<td>2006-2007</td>
<td>N/A</td>
</tr>
<tr>
<td>4.25. Restructure all programs into departments within five years.</td>
<td>Plan for implementation</td>
<td>College Council/Departments</td>
<td>2006-2008</td>
<td>N/A</td>
</tr>
<tr>
<td>4.26. Continue to work on innovations in the undergraduate major to keep program on the cutting edge of trends in the discipline.</td>
<td>Develop new course and offer electives that are already on the books but have not been offered.</td>
<td>Criminal Justice</td>
<td>2006-2007</td>
<td>N/A</td>
</tr>
<tr>
<td>4.27. Expand academic programs to satellite locations and via online courses over five years.</td>
<td>Plan for implementation</td>
<td>2006-2007</td>
<td>N/A</td>
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**CLASS Goal 5:** Improve outreach efforts to community colleges, high schools, and other constituencies in order to better understand student and community needs and to promote a better learning experience.

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| 5.1. Recruit students to the International Studies program through multi-pronged outreach activities including community college campus visits, co-sponsored events, and the mailing of International Studies brochures. | - Documented contents  
- Plan for implementation | International Studies | Ongoing | N/A |
| 5.2 Improve the English Department’s relationships with feeder community colleges, especially in the area of creative writing. | Documented contacts | English | Ongoing | N/A |
| 5.3 Increase Ethnic Studies outreach efforts, particularly at the community college level, and in the recruitment and retention of students of color. | - Documented contents  
- Plan for implementation | Ethnic Studies | Ongoing | N/A |
| 5.4 Strengthen Geography faculty-to-faculty relationships and student recruiting practices with the region's community colleges. | Increased majors and enrollments | Geography | Ongoing | N/A |
| 5.5 Maintain and further strengthen Art student recruiting practices and relationships with local community colleges. | - Documented contents  
- Plan for implementation | Art | | N/A |