

## MISSION STATEMENT

*The division of Academic Affairs advances the mission of the University to serve Northern California, the state, the nation and the global community through excellence in [learning](#), [scholarship and creativity](#), and [public engagement](#).*

## SHARED VALUES

- [Student Success](#)
- [Excellence](#)
- [Diversity](#)
- [Community](#)
- [Service to Others](#)
- [Sense of Place](#)
- [Integrity](#)
- [One University](#)

## VISION STATEMENT

*The division of Academic Affairs is a vibrant learning community—of engaged students and well-respected, dedicated faculty, staff and administrators—that is purposeful, inclusive, collegial, respectful and celebrative.*

*We are known for excellence in learning, especially for our role of facilitating student learning and student success. We acknowledge our public purpose by developing, applying and exchanging knowledge and expertise for the mutual benefit of our community and our region.*

*We bring about personal, organizational, national and global sustainable development through efforts that are intellectually honest, environmentally friendly, economically sound, politically viable, and socially just. By compelling example and through effective dialogue, we improve the human condition in the twenty-first century.*

## STRATEGIC GOALS

Goal # 1: Enhance student learning—both inside and outside the classroom.

- Recruit, enroll, retain and graduate a diverse, high-quality student population
- Offer excellent and distinctive programs
- Deliver active, collaborative and transformative pedagogies
- Support student participation in regional, national and international learning opportunities
- Ensure access to the most effective information and learning resources
- Provide superior student support systems
- Demonstrate educational effectiveness

Goal # 2: Nurture excellence in faculty and staff.

- Recruit, develop, and retain a diverse, excellent faculty and staff
- Strengthen and integrate teaching, scholarship, student learning and public service
- Support professional growth and achievement
- Recognize, value and celebrate outstanding performance

Goal # 3: Educate for a sustainable global society.

- Deliver curricular and extra-curricular programs for sustainability
- Promote scholarly and creative activities in sustainability
- Provide regional leadership for sustainable development practices
- Assist the University to serve as a model sustainable campus

Goal # 4: Serve the North State and beyond.

- Address diverse educational needs
- Stimulate sustainable economic development
- Support a rich cultural and artistic environment
- Collaborate through mutually beneficial public engagement initiatives

Goal # 5: Strategically manage resources in support of mission, shared values and vision.

- Marshal resources to achieve mission, vision and goals
- Align all resources to achieve mission, vision and goals
- Foster a culture of evidence-based planning and decision making across all units
- Demonstrate organizational effectiveness

## ***Learning***

*The heart and essence of the division of Academic Affairs is the learning process: the active collaboration among a community of diverse students, faculty and staff that enables learning opportunities that connect classroom instruction, co-curricular experiences and public service. We purposefully integrate liberal and applied learning to provide all our students with the knowledge, skills, and habits that form the basis for life-long learning, civic engagement, and enlightened service in a diverse world society.*

*CSU, Chico, above all else, is a center for active and lifelong learning and structures what it does on the basis of the 'learning paradigm.' We exist to produce learning; we want our students to learn and succeed. We focus on the total education experience of our students and we recognize the learning environment as larger than the classroom.*

*See Robert B. Barr and John Tagg, *From Teaching to Learning: A New Paradigm for Undergraduate Education*, [Change](#), 27 (6), pp. 13-25 for details on the learning paradigm.*

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## ***Scholarship and Creativity***

*We affirm the importance of scholarship and creativity. We support the exploration of the frontiers of knowledge, the integration of ideas, the connection of thought to action, and the scholarship of teaching and learning. We make results of these efforts available for scrutiny by the public.*

*CSU, Chico recognizes that scholarship, research and creative activity are essential components of its mission. The term 'scholarship and creative activity' is used here as a descriptor of scholarly activities in the broadest sense and includes the four views of scholarship—discovery, integration, application and teaching and learning. See Ernest L. Boyer, *Scholarship Reconsidered: Priorities of the Professoriate*, Princeton, NJ: The Carnegie Foundation for the Advancement of Teaching, 1990.*

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## ***Public Engagement***

*We emphasize not only the obligation of public service, but also the value of service to others as a defining characteristic of our institution. We will maintain extensive continuing education, public service, performing and fine arts, multicultural, and information programs that serve the needs and enrich the lives of our neighbors and constituencies in the North State and beyond.*

*The AASCU's Task Force on Public Engagement offered the following definition of a publicly engaged institution: "The publicly engaged institution is fully committed to direct, two-way interaction with communities and other external constituencies through the development, exchange, and application of knowledge, information, and expertise for mutual benefits," in Stepping Forward as Stewards of Place, American Association of State Colleges and Universities, May 2002, p. 9. The nature of that two-way interaction between the university and its external constituents is elaborated upon in Renewing the Promise: The Public Universities in a Transforming World, American Association of State Colleges and Universities, November 2005.*

*The AASCU's Task Force proposes that Public Engagement is:*

*Place-Related. While the demands of the economy and society have forced institutions to be nationally and globally aware, the fact remains that state colleges and universities are inextricably linked with the communities and regions in which they are located. Exercising "stewardship of place" does not mean limiting the institution's worldview; rather, it means pursuing that worldview in a way that has meaning to the institution's neighbors, who can be its most consistent and reliable advocates.*

*Interactive. The etymology of the word "engage" speaks to the intertwining or meshing of entities. In this context, engagement refers to a spirit of give and take by the university and its partners. For institutions, this means occupying the role of learner as well as teacher. For community and regional partners, this means looking to the university as a resource, not necessarily as "the answer."*

*Mutually Beneficial. Engagement should inure to the benefit of both parties involved. These initiatives should expand the learning and discovery functions of the institutions while enhancing community capacity to address and resolve the issues they confront. The work of the engaged institution is to be responsive to public needs in ways that are appropriate to the institution's mission and academic strengths. Engagement initiatives should also build greater public understanding of and support for the role of the campus as a knowledge asset and resource.*

*Integrated. At a campus level, engagement must permeate all levels of the institution, and be integrated into its policies, incentive structures, and priorities. At a departmental level, engagement cuts across the imperatives of teaching and scholarship to bring unparalleled opportunities for the entire campus community—faculty, staff, and students.*

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### *Shared Values*

- We are committed to student success in terms of student access, student learning, student development, and student satisfaction.
- We share a commitment to excellence in individual and organizational learning and actively pursue continuous improvement and innovation in all our efforts.
- We embrace the values of multicultural respect, awareness, and understanding and pursue diversity not just as an idea to uphold, but as a community to form.
- We view ourselves as a collaborative learning community characterized by reason, respect, civility, and freedom of expression.
- We acknowledge not only the obligation of public service, but also the value of service to others in defining our character and measuring our performance.
- We share in a distinctive institutional culture embracing a keen sense of place and deep respect for our environment.
- We hold ourselves accountable for our actions consistent with the highest standards of personal integrity and intellectual honesty.
- We affirm that we are part of “One University” where collaboration, mutual support, trust, and common goals define our work together.

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