



STRATEGIC PLAN

2019 - 2023

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Dr. Magdy Hussein <i>Core Business Faculty</i>	

INTRODUCTION

This strategic plan provides Sofia University with a five-year roadmap for academic excellence, academic infrastructure and technology, student services, enrollment management, financial health, and the fulfillment of the goal of “**One university: Two Campuses.**”



The plan shows the strategic direction in all areas for the next five years and fully populates the detailed work of an annual plan through 2019. The plan will be reviewed, updated, and fully populated with detail regularly for all subsequent years.



VISION

Sofia University aspires to be a globally conscious leader in transformative education that will empower students with intellectual growth, ethics, and the development of emotional intelligence.

Sofia University is a passionate, dynamic learning community that fosters multiple ways of knowing. We are dedicated to academic excellence with a shared commitment to authenticity, inclusivity, cultural humility, ecological stewardship and service to others. Our curricula focus in six areas of inquiry: the **intellectual, emotional, spiritual, physical, social, and creative aspects of life.**

MISSION



CORE VALUES

- Service
- Stewardship
- Transformation
- Academic Excellence
- Cultural Humility
- Innovation
- Inspiration
- Emotional Awareness
- Commitment



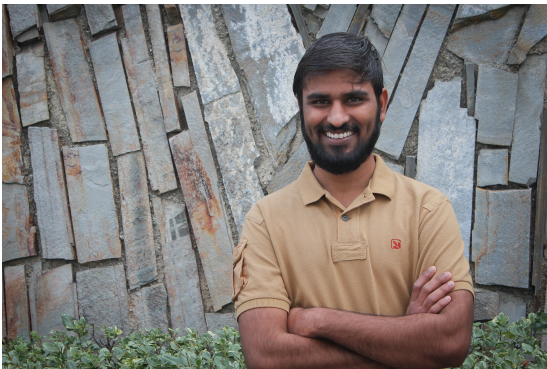
Mission-Driven Underpinning for the Strategic Plan

Following extensive discussions, the committee was ultimately drawn to Abraham Maslow's Theory of Human Motivation, known widely inside and outside psychology as the “hierarchy of needs.” This model appears appropriate for this strategic plan on many levels:

- ❖ It honors Sofia's history dating back to its origins in psychology and counseling;
- ❖ It clarifies a prioritization sequence from the most basic and immediate to the most highly developed
- ❖ Its process is clear, concise, and easy to measure



With this model in mind, the committee slightly modified the meaning of each level of the hierarchy to more clearly align with the planning needs of Sofia:



MASLOW'S HIERARCHY	SOFIA'S INTERPRETATION
Self -Transcendence	Development of what could serve as model for other higher education institutions; Significant positive impact on culture beyond higher education; service to a variety of communities
Self-Actualization	Global presence and expansion of campuses; thriving current programs, relevant new programs, continuous improvement in all aspects of the university, career support centers, excellent Student and Academic Support Services; faculty research support; cutting edge facilities conducive to learning
Esteem	Recognition of the university's achievements, specialty accreditations, highly rated programs, recognition of faculty and alumni
Belongingness	Membership, connections, recognized place in broader community, alumni support and connection, enthusiastic partners and sponsors
Safety, Security, Order	Sufficient enrollment, sustainable staffing ratios, effective organizational structure and processes; fully functional facilities and infrastructure
Physiological (Survival) Needs	Regulatory and accreditation compliance, consistency with the university's mission/vision/values, necessary enrollment to achieve positive cashflow

Strategic Roadmap Toward Organizational Transcendence

(From President Ryan's Notes/Gap Analysis)

Moving from this highest-level road map, the Statagic Planning Committee was able to identify five strategic directions designed to align with the university's academic mission, support of students, and assurance of ongoing financial stability. Below is a summary of the key performance measures of the strategic plan.



Strategic Roadmap Toward Organizational Transcendence
(From President Ryan's Notes/Gap Analysis)

Organizational Needs Hierarchy	Sofia's Focus				
	2019	2020	2021	2022	2023
Organizational Transcendence					Development of what could serve as model for other higher education institutions; Significant positive impact on culture beyond higher education; service to a variety of communities, alumni engaged in those activities as a life-long endeavor.

Strategic Roadmap Toward Organizational Transcendence (cont.)

Organizational Actualization	Influential faculty publications		Global Impact; Active. Effective Career Counseling; International Student Support	New Programs (DBA, Digital Arts & Media) Counselling and Career Centers; Housing support Enrollment 800	More , new influential faculty publications on emerging issues. Enrollment 1000
Organizational Esteem			Global Reputation; Specialty Accreditation	Highly Rated Programs;	Growing influence of faculty and Alum
Organizational Belongingness		Costa Mesa Campus; Partners and Sponsors	Partners and Sponsors Alumni Support		
Security and Order		IT upgrades, Facilities, Proper Staffing Ratios	Smart Classrooms refined recruitment process & onboarding;	Operational	Faculty Research Support



Moving from this highest-level road map the Strategic Planning Committee was able to identify five strategic directions designed to align with the university's academic mission, support of students, and assurance of ongoing financial stability.

Below is a summary of the key performance measures of the strategic plan.

Goal 1: Academic Excellence	Operationalized	Responsibility	Data Source	KPI
Course load baselined and optimized for all faculty	Project teachings load for future quarters for all core faculty	Provost	Registrar's Office	Teaching loads for FT faculty determined and approved
Adjunct teaching costs within budget range	Compare actual cost with projected cost	Provost	Budget Office	Adjunct teaching cost contained within budget
Admitted students have minimum 3.0 GPA	Implement student admissions standards	Vice President for Enrollment Management	Registrar's Office	Admissions standards published and adhered to; exceptions managed by faculty committee
Target student retention level met/exceeded	Establish student retention target levels	Provost	Registrar's Office	Approved retention rates achieved
Curriculum congruent with policies, procedures, regulatory standards	Curriculum reviewed by curriculum committee and Provost for compliance	Provost	Catalog	Curriculum Committee review process in place, linked to policies and procedures
Faculty evaluations for improved efficiency	Program chairs to review faculty to course quality; make necessary adjustments	Provost	HR Files	Faculty evaluations standard in all programs and routinely administered

Strategic Plan Key Performance Measures

Strategic Plan Key Performance Measures

Goal 2: Academic Infrastructure and Technology	Operationalized	Responsibility	Data Source	KPI
Classroom and equipment sufficient for teaching	Review and upgrade Palo Alto onsite facilities	IT and Facilities Manager	Facilities Inventory	Inventory for necessary educational equipment established; prioritized for funding in stage 2 of SP

Goal 3: Enrollment Management	Operationalized	Responsibility	Data Source	KPI
Improve Student Flow	Map all processes in student recruitment, enrollment, retention, graduation	Vice President for Enrollment Management	Registrar's Office	Life cycle of all students from recruitment to graduation mapped
Monitor Enrollments and FTE	Deploy decision support system	Vice President for Enrollment Management, Provost	Registrar's Office	Retention initiatives launched and tracked

Goal 4: Financial Stability	Operationalized	Responsibility	Data Source	KPI
Restore balanced budget	Work with all budget managers for cost containment and for building enrollment capacity	Chief Financial Officer Vice President for Human Resources	Quarterly Financial Reports	Sofia maintains balanced budget, or better

Strategic Plan Key Performance Measures

Goal 5: One University: Two Campuses	Operationalized	Responsibility	Data Source	KPI
Procedures, policies, processes in place for all departments	Assess current policies and procedures; review to assure compliance	Vice President for Human Resources	Electronic faculty; staff organization manuals	"Best" practices, policies, and procedures in all departments; training in place for all new employees
Main Campus functioning well	Workflow taskforce established to assess current workflow and improve functions	Provost	Electronic Faculty, staff, organization manuals	Palo Alto campus optimized and periodically evaluated
Costa Mesa campus approved	Application submitted to WASC, SEVIS, DOE, BPPE	Provost	Approval documents	WASC notice of concern lifted; sub-change requests for ownership change and branch campus approved
Collaboration on both campuses	Weekly meetings to improve and establish seamless communication	Vice President for Enrollment Provost	Meeting minutes	One University: Two Campuses alignment steady

CONCLUSION

Sofia University's Strategic Plan 2019-2023 represents a community-wide effort to forge an expanded and successful future for the University while honoring its psychology history. The plan prioritizes the sequence of work from the most basic and immediate to the most highly developed that can be deferred. The plan challenges the University to complete manageable objectives that can be measured.

Sofia intends to maintain its planning capacity as a permanent entity of the University. The Strategic Planning Committee will be retained as a permanent standing committee of the University. In conjunction with the members of the President's Cabinet who oversee and monitor progress, the Strategic Planning Committee will review the progress of implementation tactics and timelines of the Strategic Plan and make any necessary updates. In this model, there will be both horizontal and vertical accountability for the strategic plan.

STRATEGIC **PLAN**

20**19**



20**23**



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