



ACADEMIC AFFAIRS

ANNUAL

REPORT

2016-17



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EXECUTIVE SUMMARY



Shari McMahan, Ph.D.
*Provost and Vice President
for Academic Affairs*

The Division of Academic Affairs made significant strides in its efforts to support our diverse student body and the staff and faculty who enrich and inspire them. Major activities this academic year focused on the Graduation Initiative 2025, the university's Strategic Plan and the quarter-to-semester conversion, scheduled to begin in fall 2020. Significant attention also centered on the campus climate, workload and senate relations.

While much hard work remains, we have much to celebrate. More than 3,100 students from the university's five colleges participated in our 50th Commencement exercises at Citizen's Business Bank Arena in Ontario; the Palm Desert Campus, which serves 1,400 students, celebrated its 30th anniversary; and the schematic design for our future Center for Global Innovation was approved unanimously by the CSU Board of Trustees.

These accomplishments and the many others highlighted in this report would not have been possible without the support of faculty and staff, the cross-divisional and cross-unit collaborations and our external partnerships. I thank each of you for your contributions and your commitment to our outstanding students and university and look forward to partnering with you during the next academic year.

A handwritten signature in blue ink, appearing to read "Shari McMahan".

CSUSB's STRATEGIC PLAN 2015-2020

Cal State San Bernardino's Strategic Plan, developed over the 2014-15 academic year, serves as a roadmap to advance the university over the next five years. The plan represents the aspirations and commitments of the campus community and members of the surrounding services areas. Efforts center on five goals: (1) Student Success, (2) Faculty and Staff Success, (3) Resource Sustainability and Expansion, (4) Community Engagement and Partnerships, and (5) Identity. Highlights of some of the outstanding achievements this academic year are noted here and throughout the report.

Goal #1 – Student Success

- More than 3,100 students were awarded degrees during CSUSB's 50th Commencement ceremonies.
- More than 235 students participated in study abroad programs that spanned 19 countries.
- Ninety-nine bottleneck courses were offered during summer 2016; enrollment topped 5,300.
- A total of 1,993 students enrolled in service learning course sections; 229 course sections were offered.
- The hybrid academic advising model utilized at CSUSB evolved into a cross-divisional Student Success Team (SST). Each college-based SST includes faculty academic advisers, peer advisers, professional advisers, career services counselors as well as graduation and retention specialists, a newly conceived and funded professional adviser position.
- DFWI courses with rates of 25 percent or higher and enrollment of 50 or more students decreased by 8 percent this academic year compared to AY 2015-16. There was also a 2 percent decrease in high DFWI general education and gateway courses.
- A strategic analysis and evaluation of graduate programs was completed.



Goal #2 – Faculty and Staff Success

- In 2016, the tenure-track density increased for the first time since 2011 by 1.8 percent, from 55.4 percent in AY 2015-16 to 57.2 percent this academic year.
- The diversity of faculty has also increased. From fall 2012 to fall 2016, faculty of color increased from 28.5 percent to 33.8 percent.
- The Faculty Center for Excellence was created and will open in fall 2017.



Goal #3 – Resource Sustainability and Expansion

- Sixty-eight new grant awards, totaling more than \$14 million, and 46 multi-year grant awards, totaling approximately \$19 million, were awarded.
- The CSUSB Innovation Challenge took place May 25, following two Open Pitch sessions in April. Six finalists gave formal presentations for \$15,000 in prize money.



Goal #4 – Community Engagement and Partnerships

- The Office of Community Engagement facilitated several community engagement programs, including Coyote Cares Day, TRACKS Alternative Spring/Summer Break, Volunteer Fair, Make a Difference Day, Fight Blight San Bernardino, National Voter Registration Day, and the Panetta Congressional Internship Program.
- Community members took part in several campus events, ranging from the John M. Pfau Library's Latino Book and Family Festival to the Center for Global Management's first International Market Night, which drew more than 500 faculty, staff and community



Goal #5 – Identity

- The accomplishments of the division, students and faculty were highlighted by the Strategic Communication team.
- Faculty presented at conferences, gave talks and interviews. Brian Levin, director of the Center for the Study of Hate and Extremism, had a particularly busy year. His expertise was sought numerous times by both regional and national media outlets.



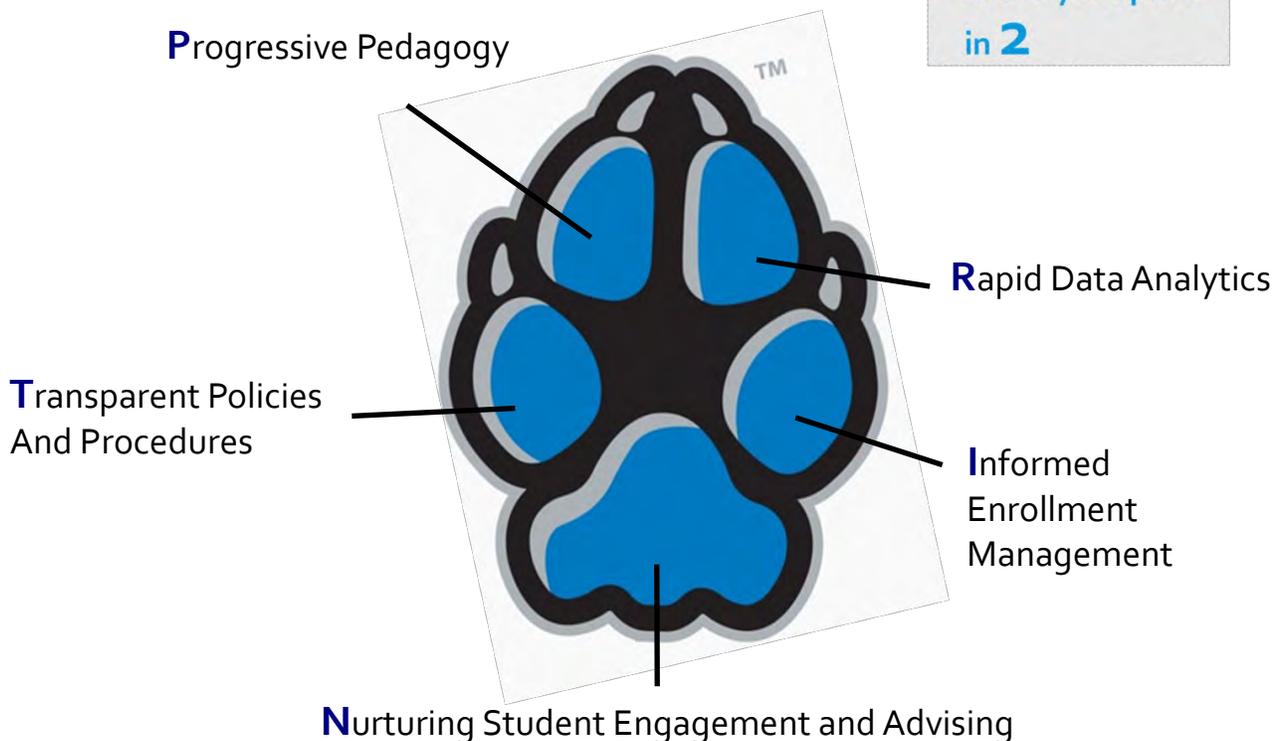
GRADUATION INITIATIVE 2025

A comprehensive framework was developed for CSUSB's Graduation Initiative plan to inform and engage stakeholder groups. The framework incorporates an image of a paw print of our campus' Cody the Coyote mascot and the acronym "PRINT" to illustrate the five areas of focus. Each of these core areas are led by a subcommittee, the majority of which were already established, thus maximizing the efforts and time of members. A steering committee, which oversees the progress, outcomes and evaluation of each core, was also established.

This framework has been presented and approved by the president's cabinet members. It was also shared with several members of the provost's cabinet, and presented at a chair's meeting on March 9, 2017.

Student Campaign:

- Leave your print in 4
- Leave your print in 2



Graduation Initiative Grant

The College of Extended Learning developed a Graduation Initiative Grant for seniors who are close to graduation. Eligibility criteria was determined collaboratively with the academic colleges and financial Aid office. One million dollars in financial aid was allocated to assist seniors in achieving graduation status.



Student Enrollment

The number of students served at Cal State San Bernardino increased from academic years 2015-16 to 2016-17. An additional 26 students enrolled in the summer quarter; 743 in fall; 777 in winter; and 598 in spring.

Quarter	2015-16	2016-17
Summer	128	154
Fall	20,024	20,767
Winter	18,588	19,365
Spring	17,712	18,310

Graduation Rate

Progress was made toward increasing graduation rates as part of California State University's ambitious initiative. CSUSB's 4-year graduation rate increased from 10 percent prior to GI 2025 to 12 percent this academic year. The 6-year graduation rate increased during the same period to 55 percent, surpassing the 51% baseline.



Informed Decision-Making

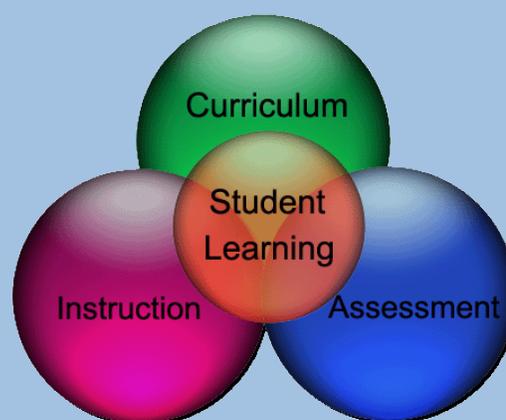
CSUSB hosted the Graduation Initiative 2025 Informed Decision-Making conference on May 5. Approximately 100 faculty members and institutional researchers, representing 17 CSU campuses, participated in the interactive event. The daylong event featured several sessions on tools that lead to the improvement of graduation rates.

QUARTER-TO-SEMESTER CONVERSION

The Quarter-to-Semester (Q2S) team made a tremendous amount of progress this year in transitioning our campus from quarters to semesters. Efforts focused on general education transformation, program transformation, semester course development, policies and processes for the Q2S conversion, advising, the semester time-blocks and calendar, and the conversion of the university's various technical systems and structures.

Curriculum Development

The Curriculum Development Subcommittee received and read 110 proposals: 25 for conversion (23 percent) and 85 for transformation (77 percent). In support of the curriculum transformation, the Q2S team offered three Principles of Program Design (PPD) Institutes, which met for four consecutive days in the summer and monthly throughout the year, and served over 60 faculty members and cross-college "track meetings." Trainings focused on backward design from student learning outcomes, equity-minded program design, analysis of and strategies for avoiding "bottlenecks" from a program design perspective, assessment of student learning and integration of HIPs



Advising Forum

Q2S and the Office of the Provost jointly sponsored a campus conversation on advising on May 12, 2017. The goal of the forum was to develop a shared understanding of the purpose of and outcomes for advising, to clarify the roles of faculty and professional advisers, and to develop mechanisms and structures for faculty and professional advisers to communicate and work with each other in more intentional ways. The conversation will continue in AY 2017-18, and departments and programs will submit advising plans for their "quarter completers."

Professional Development

Funding was provided for curriculum design that builds in attention to learning. Full and part-time faculty who want to participate in professional development in pedagogy for their semester-based courses are eligible to receive \$1,500 . The money can be earned as a stipend for participating in “in-house” professional development or to fund attendance at outside professional development activities regarding teaching and learning. Q2S funds were also provided to support instructional designers in academic technologies and innovation that will support faculty who want to develop online semester courses using the Quality Matters rubric.



General Education

The G.E. Transformation groups developed and shepherded a 48-unit G.E. program structure



with a normative number of three course units through the curriculum approval process that creates space for thematic pathways that may allow students to learn in an interdisciplinary minor.

Steering Committee Recommendations

The Q2S steering committee made recommendations for the unit structure for programs, for a course numbering system for semesters, for the number of units required for the definitions of full and half-time status for the purposes of financial aid, for a more streamlined Category III Miscellaneous Course Fee approval process, and for the normative number of units for courses in semester programs and the process for exceptions. All of these recommendations were approved by both the Faculty Senate and administration.

Technical Conversion

The technical and business units began Phase I of the technical conversion with Fit/Gap Analysis, led by ERP Analysts. The quarter to semester conversion requires updating systems and processes to support students, faculty and staff entering the new curriculum and developing the necessary infrastructure to convert student records, degree audits, degree planners, process student applications, admissions, matriculation, registration, advising, curriculum management, graduation, financial aid, and student financials, (et.al) during and after the conversion. Numerous units campus-wide participated in this effort.



College of Arts and Letters

The College of Arts and Letters cultivates students who think both creatively and critically, innovating new forms of thought and expression that build on the world's richest traditions in art, literature and philosophy.

Theatre Performance

Acto Latino, the student theatre group under the mentorship of Dr. Bibiana Díaz (world languages and literatures) presented Luis Valdez's play adaptation "Soldado Razo" and an original piece "El Cruce de los Sueños" to a sold-out audience of students, faculty and community members on March 10 at the SMSU Theatre. "El Cruce de los Suenos (Crossing of the Dreams)" is an original piece created from the real immigrant experiences of Acto Latino students and their relatives. The group held a repeat performance on April 13.



Advertising Accolades

Cal State San Bernardino's Coyote Advertising and design students took home 41 awards from the American Advertising Federation Inland Empire Chapter's March 17 gala at Mission Inn Hotel and Spa in Riverside. The event honors professional and student work in San Bernardino and Riverside counties. Coyote Advertising's first foray in the professional category earned it 10 silver and bronze awards, while CSUSB earned 31 gold, silver and bronze awards, second only to the Art Institute of California's 34, in the student category.



Spring Into Your Career

Approximately 250 students, alumni, faculty and staff took part in the annual Communication Studies Symposium. The event, held April 25, featured an awards luncheon, a keynote panel and alumni panels. The theme for this year's panels was "Spring Into Your Career." The program also included the inaugural Alumni Council Meeting. Council members also met with faculty as part of the program.



Scholarship and Discovery

Dr. Julie Taylor (communication studies) received the Top Paper Award from the Organizational Communication Division for the 2017 Western States Communication Association convention. Among the other scholarly efforts that occurred:

- Dr. Mihaela Popescu (communication studies) published “Consumer surveillance and distributive privacy harms in the age of big data” in Messaris, P. & Humphreys, L. *Digital media 2: Transformations in human communication*.
- Dr. Julie Taylor published an article, “Organizing Prostitution through Silence Discourse” in the *Western Journal of Communication*.
- Dr. Mariam Betlemidze had two papers accepted to the 2017 Western States Communication Association convention.
- Dr. Ahlam Muhtaseb’s (communication studies) documentary “1948 Creation and Catastrophe” debuted at the Arizona International Film Festival.

Speech Tournament

Instructor Amy Wassing (communication studies) and the Coyote Debate Team led its first Coyote Annual Speech Tournament (CAST). The event, held March 9, included students campus-wide. More than 70 people attended the competition, which was sponsored by McGraw-Hill Publications and the communication studies department.

Fundraising Efforts

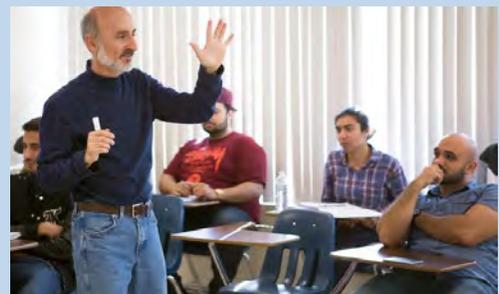
CAL Development more than doubled their fundraising goal of \$200,000. The team raised more than \$500,000 this academic year.



Pictured, Director of Development, Julie Nichols

Transformational Power

The CSU Office of the Chancellor spotlighted Dr. Dany Doueiri (world languages and literatures) for exemplifying the transformational power of the California State University system. Doueiri was recognized for developing the only B.A. program in the California State University System. Conceived the year before the Sept. 11 attacks, the program is one of only two such degrees offered in California (the other is at UCLA) and is the largest program among the state's universities.



Jack H. Brown College of Business and Public Administration

The Jack H. Brown College of Business and Public Administration prepares students to become productive members in business, government and global society through quality undergraduate and graduate programs that positively affect students' development as professionals.

Traffic Innovation Center

The William and Barbara Leonard Transportation Center at the Jack H. Brown College of Business and Public Administration has been selected to take part in a U.S. Department of Transportation program to study transportation issues facing the nation. The project, announced by former U.S. Secretary of Transportation Anthony Foxx, stems from a just-released study by the department, "Beyond Traffic 2045," which analyzes expected traffic trends in the next three decades. We are one of 18 Beyond Traffic Innovation Centers designated for the project. The only other center in California is at UC Berkeley.



International Market Night

The Center for Global Management launched its new student club, Global Culture and Leadership Club (Go-C), and organized the second International Market Night on the Pfau Library grounds in April. The event, which attracted approximately 600 students, faculty and community members, promotes a global cultural mindset and multicultural understanding, while encouraging interest in study abroad programs on campus.

Innovation Challenge

IECE presented two “open pitch” events in April where students, faculty, staff and alumni could attend and pitch their innovative business or social enterprise ideas and network to form teams. As a result of these events, 27 entries were received, and the judging panel narrowed the field down to six finalists that made a formal presentation at the final CSUSB Innovation Challenge event on May 25 for \$15,000 in prize money.



Quality Matters

Dr. Montgomery Van Wart (public administration) developed the first online course at CSUSB to receive Quality Matters certification, the national standard of quality in online and blended courses.



Best Business School

CSUSB's MBA program, directed by Dr. Craig Seal (management), was listed among the best business schools in the world by CEO Magazine.

Anthony Foxx Visit

The then U.S. Secretary of Transportation Anthony Foxx visited CSUSB, following an invitation from Dr. Kimberly Collins (public administration), director of CSUSB's William and Barbara Leonard Transportation Center. Foxx gave a presentation in October to students, faculty and staff as well as local governments, civic associations and communities about transportation opportunities.



College of Education

The College of Education prepares education and human service professionals for lives of leadership, service and continual growth through the development of curriculum and programs that transform individuals and the community.

Counselor of the Year

Yuridia Nava (top left), a CSUSB counseling and guidance alumna and current school counselor at Riverside Polytechnic High School, was named one of the top five school counselors in the country by the American School Counselor Association. The awards ceremony, presented by Michelle Obama, was held Jan. 6 at the White House. The School Counselor of the Year finalists were judged on creative school counseling innovations, effective school counseling programs, leadership skills and contributions to student advancement.



CalPROMISE

Connie McReynolds (special education, rehabilitation, and counseling) was awarded \$336,451 from the California Department of Rehabilitation. The grant extends the Cal-PROMISE initiative, which aims to increase independence by promoting completion of high school, and entrance into higher education and employment, for two more years.



Equity in Education

Organized by graduate students and educators from COE's Educational Administration program under the direction of Assistant Professor Wil Greer, the college and the Department of Educational Leadership & Technology hosted its Second Annual Equity in Education Conference on March 15. Sponsored by the CSUSB University Diversity Committee, this free conference for educators in the Inland Empire featured a panel of guest speakers and workshop opportunities to learn about new ways to address issues of race, class, gender and sexual identity in California schools.

Counselor Preparation

The mean on CSUSB's Counselor Preparation Comprehensive Exam was a full nine exam points above the national mean (6.62 percent higher) in 2016-17. This year's students collectively performed better in relation to the national mean than any cohort in the last 10 years. These results are consistent across San Bernardino and Palm Desert campuses. In 2016-17 CSUSB students exceeded the national mean in each of the eight Council for Accreditation of Counseling and Related Educational Programs (CACREP) areas on the CPCE. Over the last three years, CSUSB mean has consistently been higher than the national mean by an average of 5.21 exam points.



Lecturer of the Year

Dr. Susan Jindra (educational leadership and technology) was named CSUSB's Outstanding Lecturer of the Year for 2016-17. Jindra was recognized for her outstanding efforts to support students in their educational journey, and for the tremendous knowledge and inspiration that she brings into the classroom.

LEAD Summit VIII

CSUSB's signature event, Latino Education & Advocacy Days (LEAD), led by Dr. Enrique Murillo (teacher education and foundations), was a huge success. The event's centerpiece, LEAD Summit VIII, was held March 30 in the Santos Manuel Student Union. Among some of the highlights: in-person participants across the day totaled 1,300; there were more than 1,600 viewing sites across 40 countries; and more than 15,000 people watched on live stream or Facebook Live.



Teacher Education & Foundations:

Spearheaded by Drs. Xinying Yin and Joseph Jesunathadas (teacher education and foundations), the first Verizon Grant Makers Fair was held at CSUSB on March 11. The event showcased more than 50 middle school students' 3D printing and App development projects. The Verizon Innovative Learning Program was developed to engage minority male middle school students in learning 3D printing and coding skills, as well as entrepreneurship, helping to prepare them for college readiness and career

College of Natural Sciences

The College of Natural Sciences is dedicated to enhancing the quality of life and health of the communities it serves by promoting educational, social, economic, scientific and cultural advancement through the fields of biology, chemistry, computer science, geology, health science, kinesiology, mathematics, nursing and physics.

White Coat Ceremony

The Department of Nursing held its inaugural White Coat Ceremony on April 19. Family and friends observed 50 beginning nursing students don their white coat and take a ceremonial oath to deliver the best care to their patients with compassion and empathy, which must be the hallmark of their clinical practice.



Research Fellowship

Biology major Sarah Ruddle (pictured) and physics major Beverly Thackeray-Lacko, both of whom graduated in June, received the 2017 National Science Foundation Graduate Research Fellowship. The two students are among 2,000 award winners across all fields of study nationwide, following a highly competitive process with more than 13,000 applicants. Ruddle, who earlier this year was named a recipient of the CSUSB Professor Richard Fehn Memorial Scholarship, will attend Stanford University this fall, where she was admitted to the microbiology and immunology department.

Nutrition and Dietetics

Dr. Dorothy Chen-Maynard (health science and human ecology) received the California Academy of Nutrition and Dietetics (CAND) Dolores Nyhus Memorial Award, the highest award a CAND member can receive. Maynard is coordinator of CSUSB's Nutrition and Food Sciences Program.

Distinguished Leadership

Dr. Terry Rizzo (kinesiology) was awarded the 2017 American Kinesiology Association's Distinguished Leadership Award for Undergraduate Institutions. The award recognizes outstanding administrative and leadership performance.

Sustainability and Expansion

CNS was successful in its efforts to increase externally funded projects that support student, faculty and staff success. In 2016-2017, 22 federal and state grants were submitted; there were eight continuing awards that brought in \$2,535,754; and eight grant proposals seeking in excess of \$5 million were submitted. Highlights of awards received in 2016-2017 include:

Dr. Madeleine Jetter (mathematics) received a \$450,000 grant from the W.M. Kellogg Foundation to support The Teaching English Learners Early Mathematics (TEEM) project. The goal of TEEM, which is also funded by an Investing in Innovation grant from the Department of Education, is to improve mathematics teaching and comprehension for English learners in grades PreK-3.



Dr. Kim Cousins (chemistry and biochemistry) received a nearly \$5 million grant from the National Sciences Foundation's Scholarships in Science, Technology, Engineering and Mathematics program. A collaborative effort between CSUSB and four community colleges – Barstow College, College of the Desert, Imperial Valley College and San Bernardino Valley College – the S-STEM program will provide financial, curricular and co-curricular support to students at both CSUSB and the community colleges.

The Advising for all Undergraduate Students (A4US) is funded by the Department of Education (\$4,775,650 for 2016-2021). The project team includes: Kim Costino, Lesley Davidson-Boyd, Davida Fischman, Kirsten Fleming, Chris Lindfelt, Ed Mendoza and Qiana Wallace. The goal of the project is to improve graduation rates and reduce time to degree for both first-time freshmen and transfer students in STEM majors.

A \$100,000 scholarship fund established by Edison International supports more than 30 full-time students in CNS and is up for renewal each year. The Edison STEM Scholarships are awards dedicated to supporting the students who are actively pursuing a full-time education in STEM fields.

Outstanding Faculty



Dr. Karen Kolehmainen (physics), who has served CSUSB, its students and the Inland Empire for more than 25 years, received CSUSB's Outstanding Service Award. Dr. David Polcyn (biology) was awarded the Golden Apple Award for exceptional classroom instruction and leadership in changing the culture of teaching on campus.



College of Social and Behavioral Sciences

The College of Social and Behavioral Sciences offers programs that explore a wide range of human issues. It is dedicated to the growth and support of undergraduate and graduate education, research, public service and professional development. The college's primary mission is to transform the dreams of students into a reality that will enhance society at large.

Outstanding Professor

Dr. Eugene Wong (psychology) received CSUSB's top faculty honor, the Outstanding Professor award. In 2005, he was awarded the Golden Apple Award for Teaching Excellence, making him just one of four CSUSB faculty members to have received both of the university's top faculty awards. Wong was also the recipient of this year's Outstanding Advisor Award for his work with and support of students.



Criminal Justice

The college's online criminal justice B.A. program was ranked number 19 in the United States by Best College Rankings and second in the Pacific Region behind Washington State University. Of the programs recognized, nine of the top 10 online programs were located in universities that offer doctorates in criminal justice. Janine Kremling serves as the director of this program.

Research Competition

Janhavi Dhargalkar received first place honors in the Social and Behavioral Sciences undergraduate category at this year's CSU Student Research Competition. This year's competition took place April 28-29 at Cal Poly San Luis Obispo.



Model United Nation

CSUSB Model United Nations team, led by faculty adviser Dr. Kevin Grisham (geography and environmental studies) continued their successful history of award-winning delegations at the National Model UN Conference. Twenty-three students from CSUSB were honored with two of the top awards: Six students received the top award of “Outstanding Delegation” and 17 students received the second prize award of “Distinguished Delegation.” This year’s conference took place April 7-14 in New York City.



Smithsonian Fellow

Dr. Arianna Huhn (anthropology), director of CSUSB’s Anthropology Museum, was selected as a Smithsonian Fellow at the National Museum of Natural History’s annual Summer Institute for Museum Anthropology. This highly competitive fellowship pulls from a nationwide pool of applicants. Huhn participated in a four-week in-residence program in Washington, D.C.

Lecture Series

The Rabbi Hillel Cohn lecture series kicked off on March 8 with inaugural speaker Rabbi David Ellenson. The Rabbi Hillel Cohn lecture series focuses on understanding cultures and religions, as well as appreciating the culture of Jewish people, Judaism, and the challenges experienced in today’s society. Rabbi Cohn (center) was awarded an honorary doctorate degree from CSUSB in June.

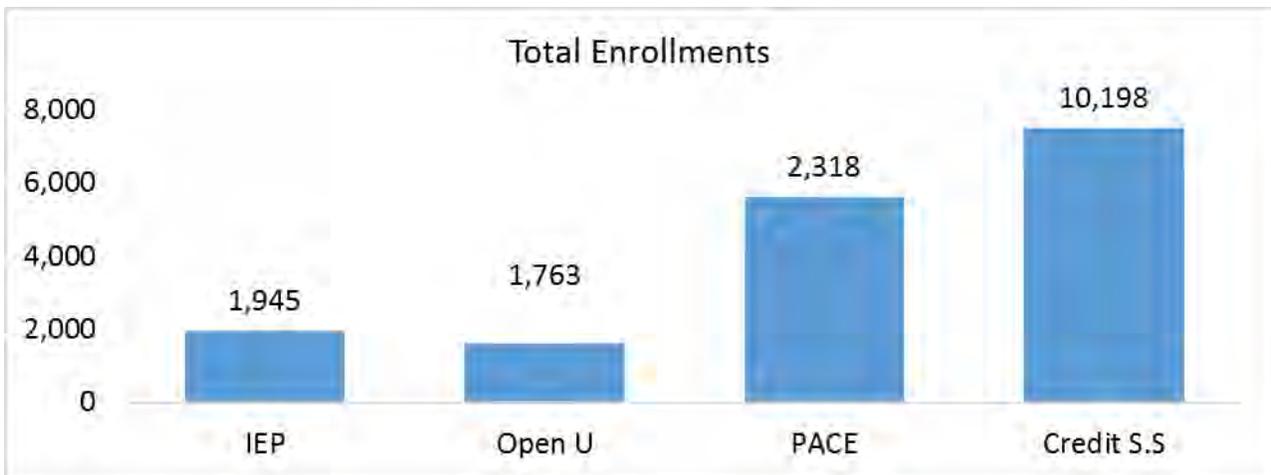


Project Rebound

Dr. Annika Yvette Anderson (sociology) gave a Yotie Talk, “The Conduits and Barriers to Reentry for Formerly Incarcerated Individuals in San Bernardino” on April 6. Anderson is the director of Project Rebound, a campus-based reentry program modeled after San Francisco State’s Project Rebound that helps formerly incarcerated students prepare for, apply to, enroll in and graduate with high-quality degrees from CSUSB. The California State University effort involves CSU campuses in Pomona, San Bernardino, Bakersfield, Fresno, Fullerton, Sacramento, San Diego and San Francisco. It is funded through a \$500,000 “Renewing Communities” grant from The Opportunity Institute.

College of Extended Learning

The College of Extended Learning provides lifelong learning opportunities for different stages in one's life ranging from high school, college and career through retirement. The college creates and administers non-state-funded programs, such as professional certificates, summer classes and international programs.



*Note: IEP-International Extension Programs, PACE-Professional and Continuing Education Programs; S.S.-Special Sessions includes summer and Early Start programs.

CEL Expansion

The schematic design of the future Center for Global Innovation was approved unanimously by the CSU Board of Trustees. The structure will provide additional instructional space for the college as well as significant additional academic instructional space. The building is scheduled to be completed by fall 2019.



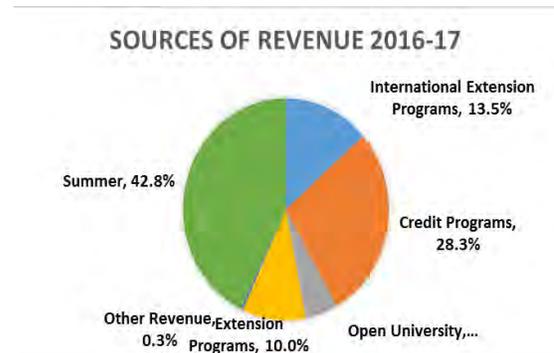
Study Abroad

More than 235 students participated in study abroad programs this academic year. Destinations included the following 19 countries: Australia, Brazil, Canada, Denmark, Finland, France, Germany, Ghana, Ireland, Italy, Japan, Mexico, Panama, Romania, Slovenia, South Korea, Spain, Sweden and the United Kingdom.



Financial Return

The College of Extended Learning anticipates a total revenue of \$18,385,963 in AY 2016-17. Professional and Continuing Education programs (PACE), which is responsible for administration of credit and extension programs, experienced an impressive increase of 66.5 percent. Total financial returns to campus: \$7,630,579.



Healthcare Programs

In response to the constant-growing health services industry, CEL expanded its healthcare courses from being taught exclusively online to on-campus as well. In partnership with CCI Health, students will develop essential skills and gain a certificate of completion in the following programs: pharmacy technician, clinical medical assistant, medical billing and coding, and medical administrative assistant.

Palm Desert Campus

The faculty and staff of the Palm Desert Campus, Coachella Valley's four-year public university, are committed to student success, committed to serving the Coachella Valley, and committed to maintaining an environment on campus that honors diversity and provides all students the opportunities to fulfill their dreams of a higher education.

30th Anniversary

The Palm Desert Campus celebrated its 30th anniversary this academic year. In commemoration, PDC hosted a three-day celebration Feb. 21-23 with a series of events designed to spotlight the campus' history and explore its plans for the future. Highlights included an event for students, a reception for invited guests and a public luncheon.



Congratulations Grads

PDC's first class of first-time freshmen graduated this year. Twenty-eight percent of the students graduated in four years and another 2 percent graduated in four years and one quarter. The campus projects a 78 percent graduation rate for five years.

Hospitality Management

The PDC began efforts for a new academic program, hospitality management, which is expected to launch in fall 2018. The program, offered through the Jack H. Brown College of Business and Public Administration as a concentration in management, is being designed to meet the needs of the ever-expanding \$6 billion hospitality industry of the Coachella Valley. The rich travel and tourism sector includes hotel and resort properties, private clubs, golf courses and tennis facilities, and the nation's leading music, film and sporting events. The PDC is poised to partner with industry leadership to provide real-world training and experiences in the curriculum and outstanding career opportunities for students upon graduation. The hospitality management concentration at the PDC is the first of the offerings that will distinguish the campus as a destination university in a destination region.

Lessons from Leaders

Janet Collins, retired director of the Centers for Disease Control, shared her professional experience and provided personal advice for success on June 12 to Palm Desert Campus students enrolled in the Lessons from Leaders class. Collins was one of 11 preeminent leaders who spoke in the spring. Lessons from Leaders is a for-credit class that focuses on a different business, non-profit or government leader each week to highlight their professional experience and personal advice for success.



Environmental Expo

The Palm Desert Campus hosted its eighth annual Environmental and Sustainability Expo on May 5. An all-day event geared toward students from three Coachella Valley school districts, the expo featured a keynote speaker, interactive presentations and a video presentation featuring Jerry Greenfield, co-founder of Ben & Jerry's Homemade Holdings, Inc. Representatives from local green industries were also on-hand to encourage students to learn more about working in green science fields.

Excellence in Education

Sharon Brown-Welty, dean the Palm Desert Campus, received the Helene Galen Excellence in Education Award from the Women Leaders Forum of the Coachella Valley at its Feb. 3 "Women Who Rule" luncheon. The valley-wide celebration pays tribute to women achieving the highest level of success and those making a difference in the community.



Academy for Careers

Club Educate, a student club for those interested in teaching kindergarten through 12th grade, in higher education or go into counseling, adopted the Academy for Careers in Education at Desert Hot Springs High School. The two groups will work together to give high school students information about careers in education and expose them to college life at PDC. The partnership also provides PDC students an opportunity to tutor in local school districts and interact with younger students. The academy, created to help with the teacher shortage in the area, is beginning with 25 sophomore students and will be expanding in the next academic year. The Palm Springs Unified School District anticipates about 80-100 students in its academy next year.



John M. Pfau Library

Located in the center of campus, the John M. Pfau Library supports and enables learning, creativity, and scholarship by providing excellent library materials, services, and programs.

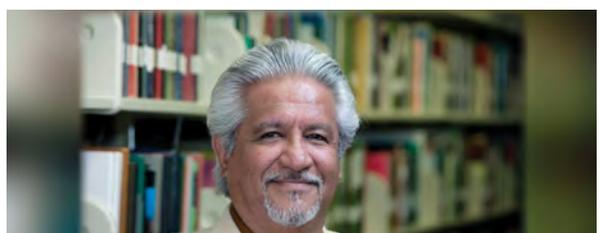
Major Efforts

Following is a recap of the major activities undertaken by Pfau Library staff and librarians that occurred this fiscal year.

- Implemented the Unified Library Management System (ULMS) in collaboration with all CSU libraries and the Chancellor's Office. The project significantly increases access to library materials to students, faculty, and staff.
- Relocated Special Collections staff offices and Q Collection. The move makes space for the new Faculty Center for Excellence and contributes to CSUSB's Strategic Plan Goal in advancing faculty development and success.
- Acquired 60 new laptops for student use. The acquisition reduced the waiting time for students who need to use a computer and contributes to student success.
- Hired three full-time staff; one will work at the PDC library. These new hires stabilize services in three key areas of the library.



The American Library Association selected CSUSB's Critical Information Literacy Lab to be included in the Peer-Reviewed Instructional Materials Online database. An online site for teaching and learning developed for faculty and instructors, the CIL lab promotes high-quality resources in aiding librarians to respond to the educational challenges posed by still-emerging digital technologies.



Leadership Award

Dean Cesar Caballero received the Citizens of Achievement award from the League of Women Voters of the San Bernardino Area. Caballero was recognized for his leadership in revitalizing the Pfau Library, making it a significant resource for both CSUSB and the community.

Outstanding Librarian

Eva Sorrell was selected by her peers as Librarian of the Year. She was recognized in May for her many contributions to the Pfau Library and to the librarian profession since joining CSUSB in 2005 as principal cataloger. Among her recent efforts, Sorrell served as the library's project director for the new ULMS and chaired the ULMS Implementation Task Force. She has also been instrumental in updating cataloging rules, guidelines and best practices, while providing vital training to library staff who support cataloging efforts .



The library hosted several events in conjunction with campus faculty, staff and community organizations. Events include the Latino Book and Family Festival, Yotie Talks, Conversations on Diversity, the Latino Baseball History Project (book sale in Pasadena) and other events and programs.

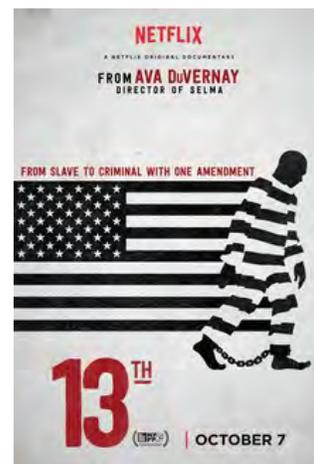


Book Festival

The library, in partnership with Edward James Olmos of Latino Literacy Now and the Santos Manuel Student Union, presented the Fifth Annual Latino Book and Family Festival on Sunday, April 30. The festival featured author presentations, writing workshops, panel discussions, literary forums, book signings and readings, musical and dance performances, art and essay contests, as well as an array of interactive activities for children of all ages.

Race and Justice

Filmmaker Ava DuVernay's Oscar-nominated documentary "13TH" was screened on Feb. 27. Presented by the CSUSB University Diversity Committee and the John M. Pfau Library, the 2016 American film explores the intersection of race, justice and mass incarceration in the United States and is titled after the Thirteenth Amendment to the United States Constitution, which freed the slaves and prohibited slavery (unless as punishment for a crime).



Yotie Talks

The Pfau Library, in partnership with the University Diversity Committee, hosted several Yotie Talks. The impact of discrimination on health was the theme of the March 16 event and was presented by Dr. Angie Otiniano Verissimo (health science and human ecology).

Teaching Resource Center

The Teaching Resource Center (TRC) was established in 1996 by the Faculty Senate. TRC aims to promote effective and innovative instruction and to provide services that lead to excellent teaching and active learning for 21st century learners.

Faculty Center for Excellence

The TRC in collaboration with the Office of Academic Research obtained faculty and administrator input on faculty needs for the establishment of a Faculty Center for Excellence. A task force was also formed to create a draft proposal and obtain approval for a pilot plan. This plan would be implemented and assessed for two years, in AY 2017-19. The FCE will be open and operational on the fourth floor of the Pfau Library in September 2017.



Calls for Proposals

Several faculty received grant awards to enhance pedagogy. Ten faculty were awarded Course Development grants and 14 faculty received the Teaching Skill Study award. Grants were also awarded for Faculty/Professional Learning Communities and Institutes. Categories include: Diversity, Equity and Inclusion (15 awarded), Facilitation (16 awarded), 2017 New Faculty (14 awarded), CNS Online/Hybrid Institute (11 awarded) and Tech Fellows (5 awarded).

Institutes, Professional Learning Communities, & Workshops

Topic	Institute/FLC meet-	Collaborators
Diversity, Equity, & Inclusion (2 groups)	3 days + Monthly (2 hours)	Q2S Dir., UGS, UDC
Online/hybrid instruction (CNS)	3 days + Monthly (2 hours)	CNS Dean
Principles of Program Design (3 groups)	4 days x 3 institutes + Monthly (2 hours)	Q2S Director
CNS FLC, continued and expanded from WIDER grant	2/quarter (2 hours)	CNS Dean, Q2S Director
Facilitation PLC (faculty, administrators, & staff)	Monthly (3 hours)	Q2S Director
New Faculty Learning Community (2 groups)	Monthly (2 hours)	
One-time workshops on pedagogy	Several each quarter	
TRC Opening Events	Once/year	
Tech Fellows	2 days + 1/quarter (2	
Spring Faculty Showcase	Once/year	ATI (lead)
Support for ATI events		ATI (lead)



OFFICE OF UNDERGRADUATE STUDIES

The Office of Undergraduate Studies provides academic support to all CSUSB undergraduate students and helps students to establish and maintain a sense of belonging with the university through academic support services and programs.

Academic Resource Center

More than 5,000 hours of supplemental instruction were provided by the Academic Resource Center (formerly the Tutoring Center) this academic year. The center had 3,852 visits from 879 students.

Tutoring staff also initiated a tutorial program with the Jack H. Brown College of Business and Public Administration, specifically with the Department of Accounting and Finance, to start a tutoring lab in Jack Brown Hall. The center also launched a pilot program to offer foundational skills building and refresher workshops in mathematics. The goal is to present the material to students prior to them learning the concepts in their classes. Workshops present the course material a week prior to the class discussion to help teach students specific mathematic concepts that are integral to all levels of math (viz., fractions, exponents and order of operations). Both programs are open to all CSUSB students.



Early Start Program/Coyote First Step (CFS)

UGS was awarded the 2016-2017 CFS Title V \$5M Grant. The CFS program requires incoming first-year students who do not demonstrate readiness for college-level math and/or English to begin developmental coursework during the summer before coming to CSUSB. The goals of CFS are to better prepare students in math and English before their first quarter, thereby improving their chances of completing a college degree.

Advising / Student Success Teams

Since the fall of 2016, the office has intentionally focused most of its predictive analytic/intrusive advising efforts of our student success teams on issues related to the graduation initiative, specifically cohort tracking, undeclared population, four-year pledge, supplemental instruction and Super Seniors. There are numerous examples of student success team campaigns, such as the identification of Super Seniors and students with 90+ units with any risk level, that are being leveraged to specifically address the GI 2025.



Advising Staff Members

Four graduation retention specialists were hired for each of the undergraduate colleges. Additionally, UGS and CNS, with the assistance of a \$5 million grant, hired three STEM advising counselors and a project director to implement a High Impact Practice (HIP) of intrusive advising. Through this support, students will practice decision-making strategies and self-leadership skills that they will use throughout their lives.

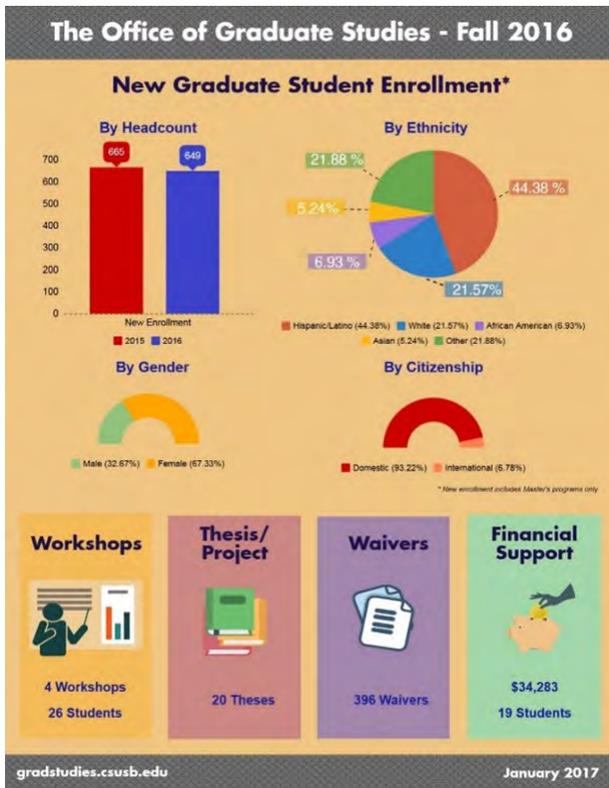


Super Seniors

UGS initiated campaigns to work with colleges and department chairs to help move seniors toward timely graduation. The initiative began in September with 1,811 Super Seniors. Through its aggressive efforts, around 400 (or about 22 percent) graduated in December 2016. Another 270 students graduated in winter 2017 and approximately 750 students were projected to graduate summer 2017.

OFFICE OF GRADUATE STUDIES

The Office of Graduate Studies supports students throughout their graduate journey, from application to graduation. The office also coordinates a number of fellowships and grants for those considering doctoral studies and research and travel opportunities.



Faculty Book Launch

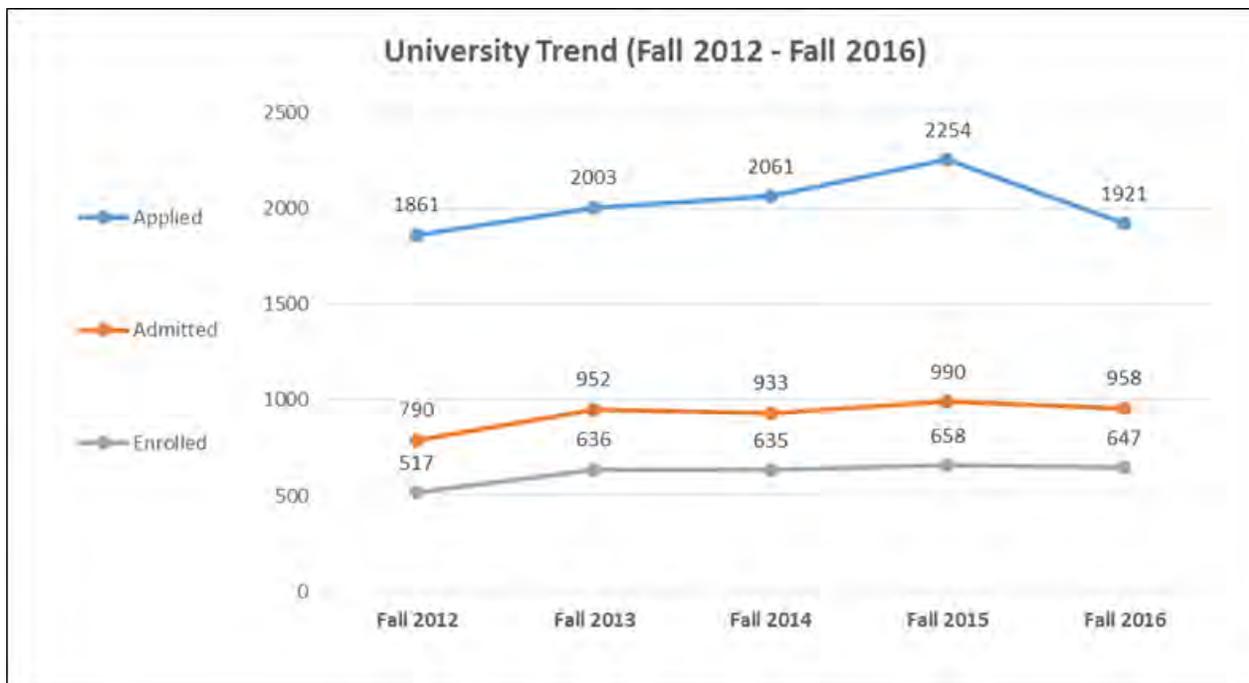
The Faculty Book Launch, held annually by the Office of Graduate Studies, recognizes the hard work, dedication, and commitment that faculty and staff at CSUSB have shown in publishing their work. These publications add to the body of knowledge and advance understanding in the various disciplines represented at the event. The 2017 Faculty Book Launch featured 17 publications from 16 authors, spanning all five academic colleges, and included a workshop that aimed to encourage additional publications, titled “Inspiring Future Faculty Writers.”

At-A-Glance, Graduate Studies’ quarterly infographic, was introduced this academic year to provide the campus community with a snapshot of the office’s activities. The infographic highlights the main functions of the office – graduate student enrollment, workshops offered, the number of theses processed, and funds distributed to students – in an easy-to-read, one-page visual format.



Applications, Admissions, Enrollment

Graduate Studies processed a total of 1,921 applications to CSUSB's graduate and credential programs. The graph below shows trends in graduate education applications, admissions and enrollment over the past five years. As illustrated, the university usually receives about 2,000 applications in the fall. Applications spiked to 2,254 in fall 2015, but admissions and enrollment showed only a small increase that quarter. Fall 2016 applications fell slightly below previous quarters at 1,921, but enrollment remained stable.



Strategic Analysis

The office completed a strategic analysis and evaluation of graduate programs in June 2017. With the assistance and guidance of a steering committee, the office used a data-driven approach to formulate the goals, objectives, mission, vision and core values that form the foundation of the preliminary strategic plan.

Thesis Reviews

In 2016-2017, Graduate Studies reviewed 166 theses, projects and dissertations for publication on Scholarworks, the university's electronic repository. Theses are reviewed for formatting and checked for plagiarism. Manuscript submissions have trended upward in the past two years after declining to a low of 126 manuscripts in AY 2014-2015. In 2015-2016, submissions increased 19 percent over the previous academic year, and jumped another 9.9 percent this academic year. Prior to 2012-2013, the office received about 180 manuscripts per year.

Office of Community Engagement

The Office of Community Engagement facilitates service learning, community-based research and volunteer service by engaging students, faculty and community partners in collaborative partnerships that serve the public good. The office leads the university-wide culture of community engagement as a high impact practice that contributes to student success.



Dr. Cherstin Lyon (history) was appointed to the newly established faculty associate position. Lyon, who has extensive experience in community-based work, will serve a two-year term.

Food Drive

The DEN received more than 1,800 lbs. of food during the 5th Annual Holiday PSA Food Drive. Students, faculty, and staff from 31 departments and organizations more than tripled the amount of donations in 2015! The food drive campaign was coordinated by students in the 243 Strategic Communication class, led by instructor Jacob Poore.

Funding Secured

The OCE secured \$88,148 in funding. Funding sources include:

- California's Call to Service \$45,000
- CalFresh Outreach Subcontract \$19,328
- The DEN fundraising* \$23,820

**Faculty/Staff Campaign, alumni mailing and general*

Faculty Mini-Grants

The office awarded a total of \$50,124 in faculty mini-grants that ranged from \$990 to \$5,000. Five faculty members received service learning fellowships, and 12 faculty received awards for community-based research.



CSUSB students contributed more than \$2.7 million to local communities through more than 95,000 service hours.

Student Support

The DEN continued its efforts to support CSUSB students who face food insecurity or scarcity. Hundreds of items were provided to students between Oct. 11, 2016 and June 29, 2017.

Summer Quarter 2016

Day Packs = 91
Hygiene Kits = 14
Week bags of groceries = 22

Fall Quarter 2016

Day Packs = 500
Hygiene Kits = 52
Week bags of groceries = 85

Winter Quarter 2017

Day Packs = 480
Hygiene Kits = 43
Week bags of groceries = 174

Spring Quarter 2017

Day Packs = 414
PDC Day Packs = 38 (OCE asked to take responsibility for PDC DEN)
Hygiene Kits = 29
Week bags of groceries = 146
Fresh Produce Tabling = 46

CalFresh Applications:

Winter Quarter: 32 students (pilot phase)

Spring Quarter: 62 students (first full quarter)



Community Programs

The office facilitated several community engagement programs: Coyote Cares Day, TRACKS Alternative Spring/Summer Break, Volunteer Fair, Make a Difference Day, Fight Blight San Bernardino, National Voter Registration Day, and the Panetta Congressional Internship Program.



Honor Roll

CSUSB was named to the President's Higher Education Community Service Honor Roll for the eighth year in a row. The award recognizes institutions of higher education that support exemplary community service programs and raise the visibility of effective practices in campus community partnerships.



OFFICE OF ACADEMIC RESEARCH

In addition to efforts led by Sponsored Programs and Student Research, the Office of Academic Research supported three major activities: professional development workshops, internal research competitions and technology transfer procedures.

Professional Development: Five workshops were hosted for faculty: Publication Metrics Workshop, Feb. 9; Faculty Proposal Development Webinar Live Webcast, Feb. 14; NEH Grant Writing Workshop, March 9; Future Faculty Writers, April 27 (joint workshop with Graduate Studies); and the NIH R15 (Academic Research Enhancement Award) Grant Workshop, May 12.

Internal Research Competitions: The Office of Academic Research managed two competitions in the last academic year. Twenty faculty were awarded Summer Faculty Fellowships, and 20 faculty were awarded Mini-Grants.

Technology Transfer: Procedures obtained from Fresno State and San Diego State are being adapted for our campus. Efforts are underway to support three faculty members who are interested in pursuing patents.



Grant Award Ranking

CSUSB ranked above average in total amount of grant awards, compared to other CSU campuses, according to FY12-16 grant award statistics provided at CSU's Academic Council Meeting on April 5. The university's overall proposal success rate was the highest success rate of all CSU campuses.

Grant Submissions / Awards

A record high of funding in the amount of \$34.2 million was secured. In the Division of Academic Affairs:

- ◆ 128 grant proposals, totaling \$23.5 million, were submitted;
- ◆ 71 new grant awards, totaling nearly \$16 million, were received;
- ◆ 32 renewed multi-year grants, totaling nearly \$12 million,

Student Research and Travel Support

The Office of Student Research awarded more than \$225,000 to students this academic year to support their research and creative activities. Program categories include:

Student Grants: Twenty-one students received a grant of \$500 to support their research projects or creative activities outside the classroom.

Faculty/Student Grant: Twenty-two faculty, supporting 26 students, were awarded up to \$1,500 toward their collaborative research or creative projects.

SSI Graduate Thesis Grant Writing Program: Six graduate students were awarded \$2,000 to support the completion of their thesis, project or dissertation.

SSI Graduate Innovative Scholars Fund: Seven graduate students received a \$3,500 award to support an interdisciplinary project that identifies an unsolved problem and proposes a solution.

ASI Student Research and Travel: One-hundred and six (106) undergraduate students, presenting or attending a conference or requesting financial support to purchase supplies for research, were awarded up to \$1,000.

IRP Student Research and Travel Grant: Instructionally Related Programs (IRP): Forty-one graduate students were awarded a maximum of \$1,000 to present or attend a conference or request financial support to purchase supplies for research.

Summer Research Program: Supports student-faculty teams that conduct research and creative activities over a 10-week period during the summer; 29 students participated in the program.



Meeting of the Minds

The Sixth Annual “Meeting of the Minds,” a symposium where undergraduate and graduate students can showcase their research and creative activities, took place on May 18, 2017. The event featured 218 student presentations (81 oral presentations, 131 poster presentations, and six art displays) and 17 faculty moderators.

The OSR served 2,766 students across all five colleges, representing a 95% increase compared to last academic year.

Office of Academic Programs

The Office of Academic Programs serves the university in several essential ways. Among its areas of responsibility, the office assists faculty in the creation and implementation of new programs, including degree programs, minors, credentials and certificates; oversees the process of program review; works with faculty on student learning assessment; supports the Provost in university's initiatives, such as Graduation Initiative 2025; and provides oversight for the Western Association of Schools and Colleges (WASC) accreditation.

Deputy Provost

CSUSB named Dr. Clare Weber to the newly created position of deputy provost. She also serves as associate provost for Academic Programs and oversees the Office of Undergraduate Studies and Office of Graduate Studies. Weber brings more than 30 years leadership experience in higher education and the private sector. She previously served as associate vice president for faculty affairs and development at Cal State Dominguez Hills.



Streamlined Processes

The Academic Scheduling team worked to advance two projects that will simplify and streamline academic-related processes.

- Several activities took place in preparation for the launch of a new scheduling software, Events Management System (EMS). The web application will allow faculty and staff to view and request available rooms for academic-related events in an easy-to-access format. The program, which is also currently used by Special Events, is expected to launch by the end of the calendar year.



- In conjunction with the Q2S conversion, team members also partnered with a Course Inventory Management (CIM) vendor to begin the development of online course forms. CIM forms will allow colleges and departments to make changes to their courses in an easy-to-follow electronic format.

Phi Kappa Phi

The Office of Academic Programs continued its support of CSUSB's Chapter of Phi Kappa Phi, the nation's oldest and most selective multidisciplinary collegiate honor society. In addition to monthly meetings, Aj Hernandez, assistant to the deputy provost and AVP of Academic Program, assisted with the 38th induction of CSUSB's Phi Kappa Phi Induction Ceremony. The event celebrated a select group of individuals – four faculty members, two administrators, two professional staff members and more than 50 student inductees. These individuals represent an array of academic disciplines – business administration, Arabic, mechanical engineering, sociology, health sciences, accounting, mathematics, nursing, biochemistry, French and liberal arts to name a few – and were inducted because of their overall excellence.



Intellectual Life Fund

The Intellectual Life and Visiting Scholar Committee awarded more than \$25,000 to faculty and staff this academic year. Managed by the Office of Academic Programs, the Intellectual Life Fund is designed to enhance the intellectual vitality of the university by bringing guest presenters to campus. A call for applications occurs each spring for events to take place in the following academic year. Proposals are evaluated by committee members and funding recommendations are made. Events to be supported include: Another World is Possible: Hidden Digital Histories, Culture Heritage Vandalism and Looting; Serving Displaced and Food Insecure Students in the CSU; Gender, Race, Sexuality, and the Israeli-Palestinian Conflict; Using Art and Animation to Understand Science and others. Awards range from \$500 to \$3,000.

Program Review

All degree programs offered at CSUSB go through a review process every seven years, allowing for the examination, assessment and strengthening of academic programs. This academic year, program reviews were completed for Spanish, philosophy and French.



Office of Academic Personnel

The Office of Academic Personnel provides support to the provost and vice president for academic affairs, deans, department chairs and faculty on academic personnel matters, including labor relations and the recruitment, appointment, advancement and retention of diverse faculty members.

New Faculty

CSUSB welcomed nearly 50 faculty and lecturers this fall. They include: **Richard Addante** (psychology), **Isabel Huacuja Alonso** (history), **Dionisio Amodeo** (psychology), **Mariam Betlemidze** (communication studies), **Andreas Beyersdorf** (chemistry and biochemistry), **Dawn Blue** (nursing), **Cheryl Brandt** (nursing), **Terese Burch** (nursing), **Kerry Cato** (geological sciences), **Tai-Yin Chi** (information & decision sciences), **Steven Childs** (political science), **Vincent Collom** (sociology department chair), **Justine D'Arrigo-Patrick** (special education, rehabilitation & counseling), **Yasemin Dildar** (economics), **Shuryo Fujita** (criminal justice), **Jordan Fullam** (teacher education & foundations), **Maurice Godwin** (kinesiology), **Ed Gomez** (art), **Donavon Gray** (music), **Guy Hepp** (anthropology), **Yunfei Hou** (computer science & engineering), **Xiaoyu Huan** (management), **Andrew Hughes** (educational leadership and technology), **Jemma Kim** (special education, rehabilitation & counseling), **Taewoo Kim** (accounting and finance), **Yeon Kim** (nursing), **Andrew Kwok** (teacher education & foundations), **Michelle Kwok** (teacher education & foundations), **Deirdre Lanesskog** (social work), **Lesley Leighton** (music), **Jason Mann** (theatre arts), **Jeff Meyer** (mathematics), **Hang Pei** (accounting and finance), **Jason Magabo Perez** (English), **Stacie Robertson** (special education, rehabilitation & counseling), **Yvette Saavedra** (history), **Lynn Scow** (mathematics), **Anthony Silard** (public administration), **Shannon Sparks** (special education, rehabilitation & counseling), **Dimitri Tamalis** (health sciences & human ecology), **Julie Taylor** (communication studies), **Amy van Schagen** (psychology), **Zala Volcic** (communication studies) and **Jing Zhang** (management).



Promotions

Several faculty members were promoted. Among those, **Katherine Gray** (art), **Brad Spence** (art), **Ahlam Muhtaseb** (communication studies), **Astrid Sheil** (communication studies), **David Marshall** (English), **Carmen Jany** (world languages and literatures), **Laura Newcomb** (biology), **Corey Dunn** (mathematics), **Teresa Dodd-Butera** (nursing), **John Clapper** (psychology) and **Thomas Davis** (social work) were promoted to professor.

Promotions,

Faculty Mentoring Network

The University Faculty Mentoring Network (UFMN) completed its third fully operational year. Starting with individual mentoring in the first year, its portfolio has now expanded to include active participation in New Faculty Orientation and responsibility for a series of workshops designed to help all faculty, especially new faculty.

Individual Mentorship

UFMN mentors met with approximately 45 individuals for personalized mentoring. About 25 percent of these individuals met with the coordinators more than once, with the average length of sessions being about 90 minutes. The most frequent requests for assistance related to the faculty activities report (FAR) and other aspects of the RPT process.

New Faculty Orientation

UFMN increased its participation in the New Faculty Orientation in 2016-17. In addition to planning and outreach efforts, team members compiled a very well-received Campus Resource Manual that was distributed to each new faculty member. The manual contains an array of information, including calendars, course syllabi information, an advising handbook for faculty, list of acronyms and more.

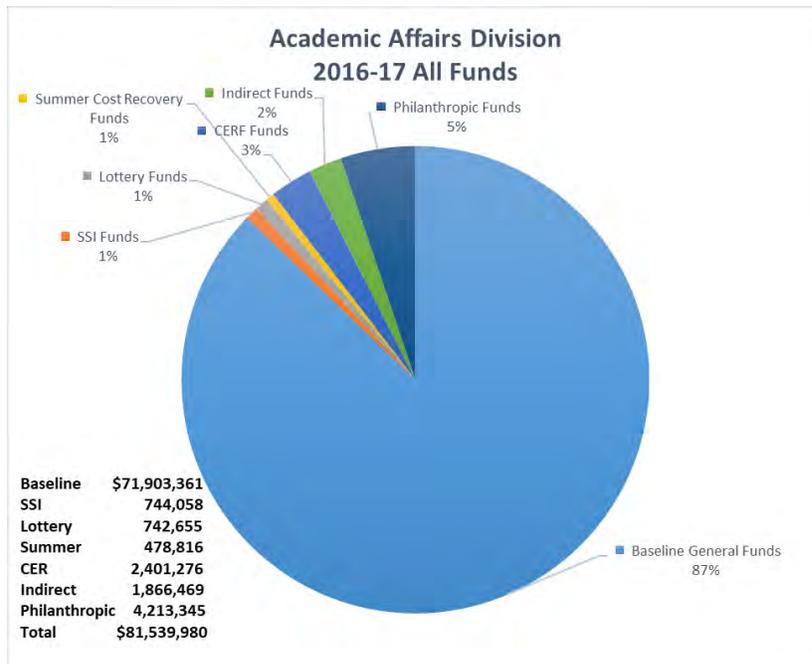
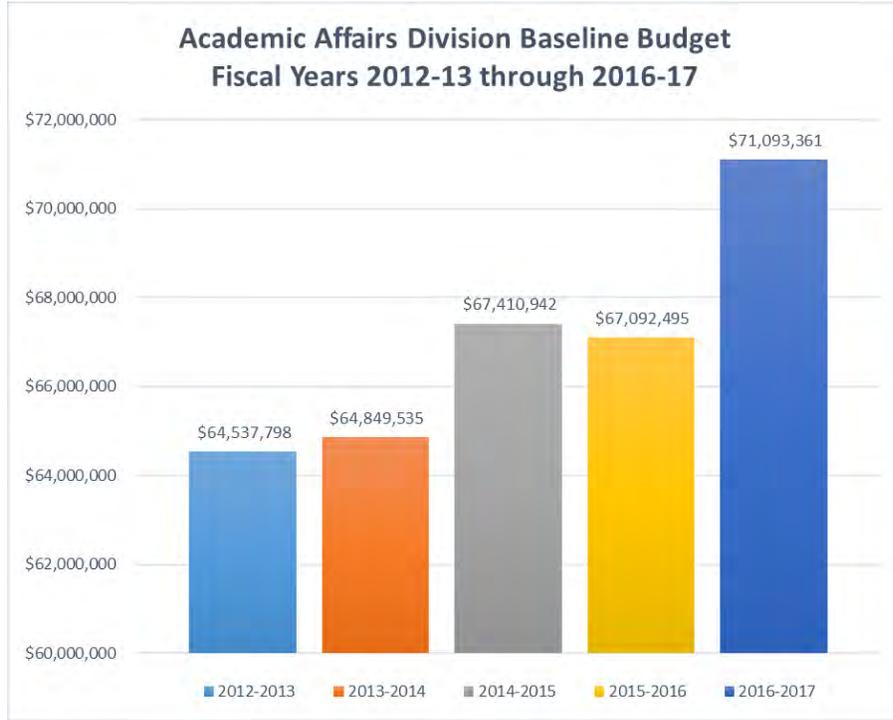
Faculty Development

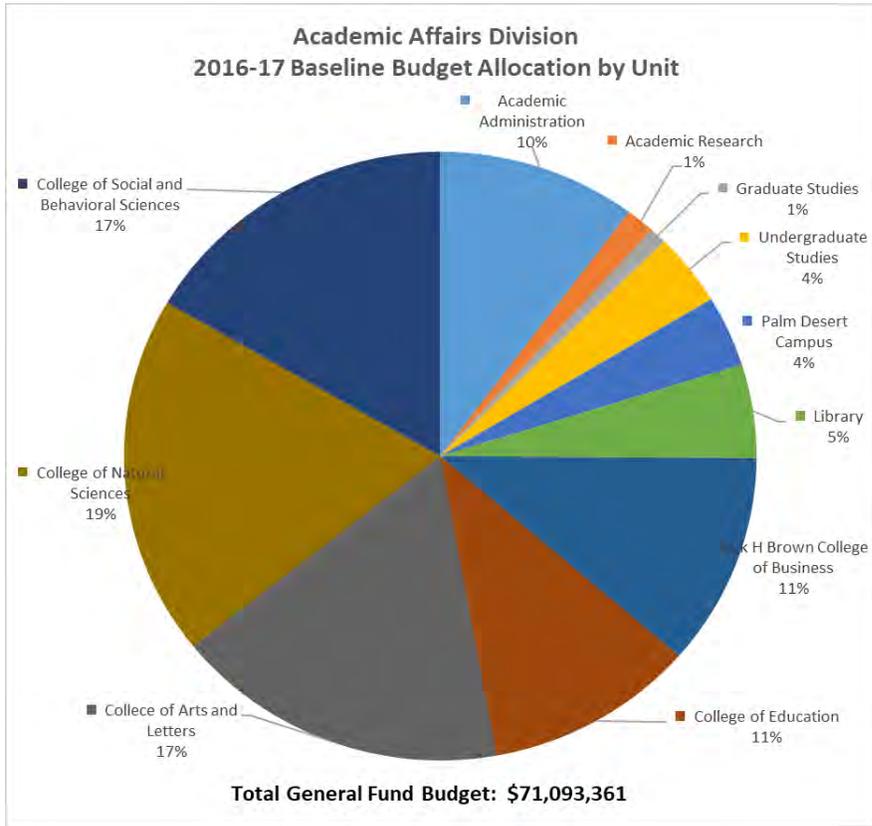
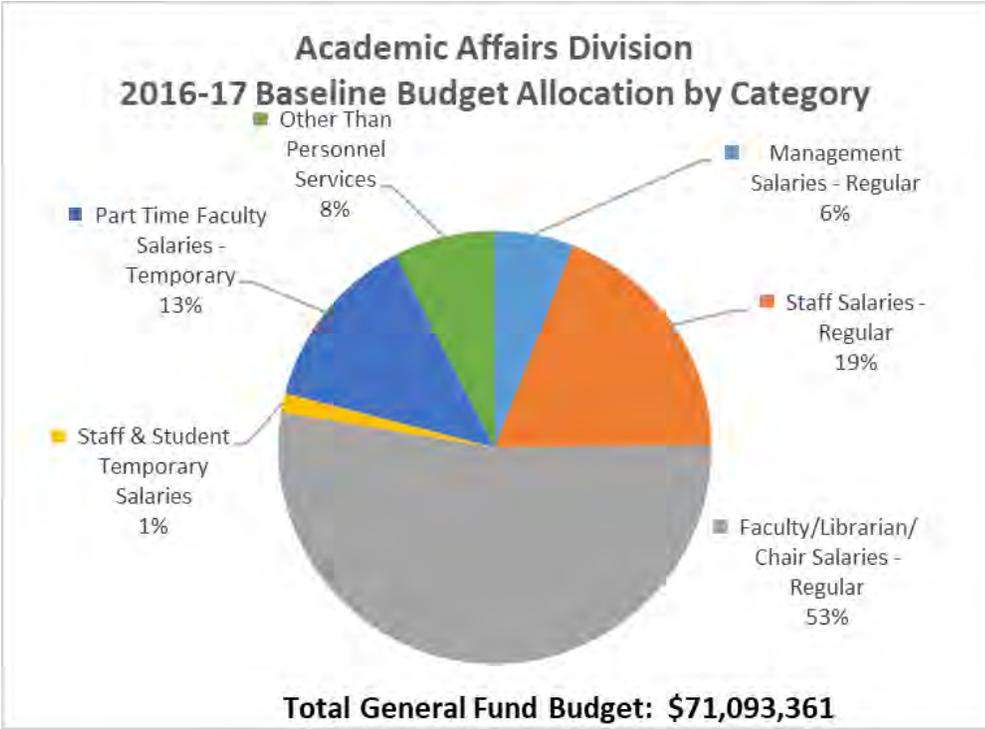
The unit continued to offer the faculty development workshops that are the hallmark of UFMN efforts to enhance the experiences and effectiveness of newly hired faculty. Among the workshops offered:

- * Advising Students: The CSUSB Landscape
- * Student Conduct, Discipline and Academic Integrity
- * Reading and Interpreting RPT Evaluations
- * When Colleagues Aren't Collegial
- * How to Put a FAR Together
- * Achieving Work-Life Balance



Financial Information – *Provided by the Office of Academic Resources*





Divisional Priorities AY 2017-18

The Division of Academic Affairs' main focus next academic year will center on advancing (1) the Graduation Initiative 2025, (2) the Quarter-to-Semester conversion and (3) CSUSB's Strategic Plan 2015-2020. Specific areas of focus and action items related the Strategic Plan are highlighted here.

Goal #1 – Student Success

- Create a university-wide HIP task force to develop framework.
- Identify program level outcomes that align with ILOs.
- Design and implement cross program level assessment within college for outcomes aligned with ILOs.
- Conduct within and between college meetings to make informed decisions for program improvement.
- Ensure student readiness for class enrollment (e.g. advising, pre-requisites met).
- Prioritize funding for SI.
- Meet the GI 2025 target for the year while taking into account varying degree units.
- Enhance the use of data analytics to support the evaluation of student progression.



Goal #2 – Faculty and Staff Success

- Continue training efforts by the TRC with a focus on the GI 2025.
- Launch the Faculty Center for Excellence.
- Enhance search committee trainings.



Goal #3 – Resource Sustainability and Expansion

- Evaluate the allocation of indirect funds and ways to promote/incentivize cash matches.
- Increase the number of patents and other tech-type commercialization.
- Increase revenue generated by CEL and International Programs
- Recognize team members, including staff and junior faculty, for their efforts.
- Increase the award amount for pilot projects.
- Collaborate with Philanthropic Foundations to simplify the approval process and communicate processes to deans.



Goal #4 – Community Engagement and Partnerships

- Collaborate with IT to enhance infrastructure (e.g. repository for information sharing, tracking of HIPS and ILOs).
- Engage Centers/Institutes on a needs assessment to advance university mission.
- Evaluate services to support the needs of the homeless population.
- Provide faculty training on service learning and other community engagement activities.



Goal #5 – Identity

- Collaborate with IT to enhance infrastructure (e.g. repository for information sharing, tracking of HIPS and ILOs).
- Incorporate new university slogan, “We define the Future.”
- Partner with Strategic Communications to showcase events, activities and achievements.
- Elevate the importance of students’ perceptions, particularly among their first points of contact (TAs, GAs, faculty).
- Implement additional opportunities/experiences for students and their families



