



CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO



Strategic Planning Process

California State University,
San Bernardino

7 May 2015

Goal

Facilitate process that builds from areas of strength, promise and opportunity to create a Strategic Plan that will guide the future of CSUSB 2015-2020.

Steps & Schedule

- | | | |
|-------------------------------------|------------------------------|------------------|
| 1. Preparation ✓ | “Getting Started” | Aug. – Oct. 2014 |
| 2. Town Hall Meeting ✓ | “Bringing Everyone on Board” | Oct. 2014 |
| 3. Strategic Research ✓ | “Discovering the Dots” | Oct. – Dec. 2014 |
| 4. Draft Vision, Mission & Goals ✓ | “Connecting the Dots” | Jan. 2015 |
| 5. Formulate the Desired Outcomes ✓ | “Charting the Course” | Jan. – Mar. 2015 |
| 6. Determine the Strategies | “Setting the Sails” | Mar. – May 2015 |
| 7. Draft/Review Strategic Plan | “Beginning the Journey” | May 2015 |

Step 2 (October)

Initial Meetings:



Town Hall Meeting

Small Group Discussions



Step 3 (October/November)

Strategic Research:

Conversations with:

- Faculty, Staff, Students
 - Campus Leaders
 - In class
- Leadership Retreat
- Town Halls
- Campus Forums

Goal: Engage everyone

Analyze Existing Data

Gather Additional Information

Step 4 (January)

■ Second Town Hall and Small Group Discussions

- Core Values; Vision; Mission; Strengths, Needs; Major Forces; Planning Assumptions; Strategic Priorities/Goals



Step 5 (January/February)

1. SPAC refined values, mission, vision, strengths and needs, planning assumptions, strategic priorities/goals
2. SPAC created a cross-divisional Working Group for each of the five Goals
3. Revenue estimations underway



Step 5 (Cont.)

Formulate Objectives – “Charting the Course”

- Working Groups identified draft objectives for each goal
 - Objectives are quantifiable/measurable/verifiable
- Third Town Hall, March 10 to consider draft Objectives

Step 6 (March-May 2015)

Working groups and SPAC developed strategies (What will CSUSB do to achieve objectives?)

- Organized around goals
- Work across organizational lines
- Emphasis on “big ideas”
- Strategies are elaborated expressions of an idea, including basic elements, descriptions, and models

Step 6 (Cont.)

Fourth Town Hall Meeting
(May 7, 2015) to present draft strategies to
University community



Elements of a Strategic Plan

- ✓ What are the fundamental beliefs?
- ✓ Looking into a crystal ball, what is our ideal future?
- ✓ Who are we?
What do we do?
Whom do we serve?
How are we different?

- ✓ What do we have to do to achieve Mission and move forward?
- ✓ How will we know when we have arrived?

Desired Outcomes

What are we going to do to achieve our Desired Outcomes?

Why? What? Examples



✓ ← Strategic Position

← Inside ⇌ Outside

Joleneisms

- **Chincy:** Thrifty
- **Pejorative:** having a disparaging, derogatory, or belittling effect or force:
- **Machiavellian:** characterized by subtle or unscrupulous cunning, deception, expediency, or dishonesty:
- **Pithy:** brief, forceful, and meaningful in expression; full of vigor, substance, or meaning; terse; forcible:
- **Adroit:** expert or nimble in the use of the hands or body.
- **Preponderance:** the fact or quality of being [preponderant](#); superiority in weight, power, numbers, etc.:
- **Ethereal:** light, airy, or tenuous:
- **Serendipity:** an aptitude for making desirable discoveries by accident.
- **Germane:** closely or significantly related; relevant; pertinent:
- **Ameliorate:** to make or become better, more bearable, or more satisfactory; improve:
- **Apropos:** Appropriate
- **Axiomatic:** pertaining to or of the nature of an [axiom](#); self-evident; obvious.

Vision

CSUSB aspires to be a model for transforming lives.

Mission

CSUSB ensures student learning and success, conducts research, scholarly and creative activities, and is actively engaged in the vitality of our region. We cultivate the professional, ethical, and intellectual development of our students, faculty and staff so they thrive and contribute to a globally connected society.

Core Values

Inclusivity and Diversity

Innovation

Integrity

Respect

Social Justice and Equity

Sustainability

Transparency

Wellness and Safety

Student Success

Objectives:

1. All undergraduate students will participate in at least three High Impact Practices (HIPs) by graduation starting with the fall 2015 cohort of incoming first-year students, preferably including one HIP within the context of the each student's major.
2. Adopt the Institutional Learning Outcomes and use the assessment of them to guide continuous program improvement.
3. Conduct annual surveys to assess students' sense of belonging, engagement and inclusion. Establish a baseline and then ensure that by 2020 at least 85% of students self-report positive engagement, sense of belonging and understanding of diversity and inclusion.
4. Increase student success by maintaining high academic standards while reducing the overall grades of D, F, Withdrawal, and Incomplete (DFWI) rate by two percentage points per year (compared to three-year rolling averages) through improved course learning conditions and enhanced co-curricular support.

Student Success Continued

Objectives Continued:

5. Stay on track to meet or exceed the CSU's *Graduation Initiative 2025* targets with a four-year graduation rate in 2020 of 15% or higher, a six-year graduation rate of 52% or higher, and an underrepresented minority (URM)/non-URM achievement gap of 0%. For transfer students, by 2020 achieve a 36% two-year graduation rate and a 72% four-year graduation rate. Reduce by half the achievement gaps for males and Pell-eligible students. Decrease average time-to-completion for students who enroll as freshmen from 5.6 to 5.0 years by 2020. For transfer students, decrease average time-to-completion from 3.1 to 2.7 years by 2020.
6. To foster the success of graduate students, by June 2017, the campus will complete a program evaluation of graduate education at CSUSB. From 2017 through 2020, these recommendations will be implemented.

Student Success Continued

Strategy 1: Enhancing Student Engagement and Learning

Contributes to objectives 1, 3, 4, 5 and 6.

- Provide evidence-based academic and social support programs to help students succeed. This will include:
 - Re-envisioning our current student cultural centers into a model informed by the research literature on student success and student identity development as well as our own anti-deficit-based research conducted at CSUSB.
 - Ensuring that student support programs are systematically delivered effectively and efficiently.
 - Intentionally and explicitly connecting learning across curricular and co-curricular experiences so that students better understand the purposes of higher education and learn strategies that promote resilience and success beyond graduation.
 - Ensuring that during the process of semester conversion the ILOs are included among the guiding principles in curriculum redesign.

Student Success Continued

Strategy 2: Enhancing instructional quality

Contributes to objectives 6, 5, 4, 2 and 1.

- Intentionally offer administrative support, stipends, re-assigned time, etc., to encourage and reward faculty as they continually improve their classroom teaching through integrating evidence-based and equity-based pedagogical strategies that enhance student learning and success. This could include faculty fellowships to promote the development of major- (or meta-major-) based High Impact Practices (HIPs).
- The Teaching Resource Center will partner with groups from across campus to offer annual mini-conferences on effective teaching to which all faculty will be invited.
- In decisions about hiring new tenure line faculty members, consider what our institutional patterns and the research literature tell us about where decreased class size would have the greatest impact on teaching effectiveness and on student success.

Student Success Continued

Strategy 2: Enhancing instructional quality continued

Contributes to objectives 6, 5, 4, 2 and 1.

- New faculty hires will be required to attend workshops on effective teaching regularly throughout the first year of employment.
- Create a campus-wide High Impact Practices (HIPs) Community of Practice to support the implementation of high impact practices.
- Create Learning Communities (residential and non-residential) designed around evidence-based best practices that include cohorts, block scheduling, intentionally connected courses, peer mentoring, and structured learning supports (e.g., tutoring and Supplemental Instruction).

Student Success Continued

Strategy 3: Foster Success of Graduate Students

Contributes to Objective 2, 3 and 6.

- Survey graduate students and graduate programs.
- Develop, implement and communicate a Graduate Studies strategic plan.
- Define and implement Graduate High Impact Educational Practices (G-HIPs) that promote retention, graduation and time to degree.

Faculty & Staff Success

- **Goal 2: Foster innovation, scholarship, and discovery for faculty and staff success**

Faculty & Staff Success Continued

Objective 1:

Foster excellence in teaching to increase high impact practices and promote course redesign for contemporary teaching practices by increasing the number of faculty served by the Teaching Resource Center.

■ Strategies:

- Provide a 10 percent increase in budget to the Teaching Resource Center to increase the number of faculty members that the TRC can support to participate in workshops, institutes, and other instructional trainings focused on high impact, evidence-based teaching practices, assessment of student learning such as e-portfolio, and the effective use of learning technologies and to redesign courses, in ways that integrate these high-impact, evidence-based teaching practices as part of semester conversations and in conjunction with the new Institutional Learning Outcomes (ILOs) and General Education Outcomes (GEOs).
- Provide a 10 percent increase in budget to support more faculty members to create pilot programs that can then be used to obtain larger external grants on innovative teaching practices and to create collaborative projects across faculty units and disciplines to achieve national teaching standards in integrative learning.

Faculty & Staff Success Continued

Objective 2:

Create a center of excellence to promote high-impact research, creative activities and scholarship involving interdisciplinary and international collaborators, and develop a tracking system to do the same.

■ Strategies:

- Create a center of excellence for research, creative activities, and scholarship.
- Create a university-wide tracking system for research, creative activities and scholarship.

Faculty & Staff Success (Cont.)

Objective 3:

Increase funding, incentives, reassigned time, and recognition for research, creative activities, and scholarship to enhance the university reputation as a center of scholarship.

■ Strategies:

- Increase funding, incentives and reassigned time to enhance support system for research, creative activities and scholarship by 10 percent progressively over 5 years.
- Increase recognition and networking opportunities to enhance the university's reputation for research, creative activities and scholarship.

Faculty & Staff Success Continued

Objective 4: Increase funding and faculty reassigned time to provide more student opportunities for supervised research and creative activities.

■ Strategies:

- Create an Office for Student Research within the Center of Excellence created in objective 2, supervised by a faculty panel to mentor and support undergraduate and graduate students, and be paired across divisions for collaboration of research activities.
- Increase support and recognition for faculty mentoring of student research.

Faculty & Staff Success Continued

Objective 5: By 2017, develop a plan to increase training opportunities for staff.

■ **Strategies:**

- Through a University Committee, create and implement a Staff Development and Training Plan by 2017 including some of the following items:
 - Expand the current training offerings and implement a tracking and reporting process.
 - Identify career ladders and training opportunities for advancement.
 - Establish career path models so that new and existing staff members understand their positions and see career opportunities for the future (road maps).
 - Make greater use of online courses and training to develop needed skills and talents.
 - Encourage staff to take advantage of university programs that enhance "quality of life."

Faculty & Staff Success Continued

Objective 6: Increase the diversity of tenure/tenure track faculty by 10 percent, adjunct faculty, and staff as well as improve the climate of inclusion and support.

■ Strategies:

- Increase funding by 10 percent progressively over 5 years to support recruitment strategies to strengthen diversity.
- Improve the climate to support retention among faculty and staff.

Faculty & Staff Success Continued

Objective 7: Improve Student to Faculty Ratio (SFR) and Increase Tenure Track Density (TTD).

■ **Strategies:**

- Increase Tenure/Tenure-Track Density to at least 63.6% by the end of the 5 years.
- Reduce the SFR to 23.8 by the end of the 5 years.
- Create a positive/healthy work-life culture/balance to attract and retain faculty.

Resource Sustainability & Expansion

Objective 1: Secure at least two nationally-recognized public and/or private partnerships to facilitate growth and innovation.

■ Strategies:

- University stakeholders will engage in a collaborative process to identify key priorities and areas of expertise that are well-positioned to attract interest and support from public-private partners.
- Prospective partner entities will be identified, cultivated and solicited, utilizing existing and new relationships with campus leaders, to secure funding, recognition and other tangible resources.

Resource Sustainability & Expansion Continued

Objective 2: Develop infrastructure; revise, update and create new processes by Fall 2017 to enable the University to launch and increase innovative entrepreneurial activities.

■ Strategies:

- Cultivate an ecosystem for entrepreneurship and innovation as a source of talent for innovation and as an incubator of business and social enterprises.
- Develop collaboration between academic leadership, faculty, and administration to ensure an innovative, scalable approach to the development and delivery of entrepreneurial activities across the entire university.
- Develop policy review/updates and develop pathway/process to expand existing entrepreneurial activities and launch new initiatives to enhance contribution to CSUSB.

Resource Sustainability & Expansion Continued

Objective 3: Increase non-resident revenue by 5% annually, and increase 5-year philanthropic productivity average by 12% at the end of 2020.

■ Strategies:

- Continue current campus effort of increasing non-resident enrollment by 5% annually through 2020.
- Lead a “visioning” process with internal and external stakeholders to identify fundable concepts based on the University’s priorities, areas of strength and strategic plan. [Also contribute to SPAC goal #5]
- Secure an academic and/or programmatic University champion for each funding priority, who is responsible for collaborating with University Advancement to pursue funding opportunities. [Also contribute to SPAC goal #1 and 2]

Resource Sustainability & Expansion Continued

Objective 4: Reallocate resources and increase off-campus space utilization to 5% by 2020; increase process efficiency by completing process mapping of 25 major and impactful functions across the University.

■ Strategies:

- Initiate a feasibility study with internal and external constituencies to evaluate current usage of space on and off campus. [Also contribute to SPAC goal #4]
- By the end of 2017, complete and implement a campus process efficiency assessment to evaluate current campus inefficiencies and to execute process improvements.
- Plan, implement and complete a process by which existing resources (space, budget, staffing) may be re-allocated.

Resource Sustainability & Expansion Continued

Objective 5: Increase number of proposal submissions of contracts, grants, and philanthropic sectors by at least 5% annually with a targeted increase of 25% by 2020. Increase new award funding to at least \$25M/year by 2020.

■ Strategy:

- Develop and implement a process to provide increased grant writing support and program management to effectively proposal and streamline management of grants, contracts, and extramural funding opportunities.
[Also contribute to SPAC goal #2]

Community Engagement & Partnerships

Objective 1: By 2017, identify and prioritize strategic opportunities for aligning community needs with appropriate university resources for mutual benefit.

■ Strategies:

- Incorporate faculty into the university structures that guide and implement community engagement and provide increased staff support to the office of community engagement.
- Identify existing community-university partnerships and community engagement activities; Identify existing and emerging community needs.
- Review and recommend adjustments to campus policies, procedures and structures to eliminate barriers and provide support to community engagement activities.

Community Engagement & Partnerships Continued

Objective 2: Increase the number of strategic community-university engagement activities. Baseline to be established as a result of strategy B under objective 1. Percentage increase will be determined in relation to existing levels.

■ Strategies:

- By Fall 2017, develop and implement support systems for faculty and staff efforts to document, obtain recognition, and gain informed evaluation of community engaged scholarship and/or activities for the purposes of professional advancement.
- By Fall 2017, significantly increase university funds to stimulate new community engagement initiatives above current levels.

Community Engagement & Partnerships Continued

Objective 3: By 2020, build capacity to increase and sustain curricular and co-curricular service learning opportunities and/or community engagement activities.

■ Strategy:

- By Fall 2017, significantly increase university funds to stimulate new curricular and co-curricular service learning activities. The committee recommends funding for curriculum revision, transportation, faculty incentives, and necessary operational expenses including supplies.

Community Engagement & Partnerships Continued

Objective 4: By Fall 2018, publicize CSUSB's commitment to community engagement as a key component of the university's culture and image with the establishment of a recognition and reward system for excellence in community engagement and collaborative work.

■ Strategies:

- By January 2017, develop a process to track and report how faculty, staff, administrators and students are publicly engaged.
- By Fall 2016, ensure all recruitment advertisements for faculty, staff and executive positions reflect the university's commitment to community engagement.
- By 2020, establish mechanisms for systematic public feedback on university's engagement activities. The committee recommends using some of the following modalities, such as focus groups, satisfaction surveys, etc.

Identity Continued

1. DEVELOP A WELL-DEFINED IDENTITY

Strategy: Explain “Who are we?”



Identity Continued

2. CREATE A VIBRANT STUDENT LIFE

Strategies: Gathering Space, Events and Traditions



Identity Continued

3. INCREASE PROSPECTIVE STUDENTS

Strategy: Peer to peer marketing



Identity Continued

3. INCREASE PROSPECTIVE STUDENTS

Strategy: Peer to peer marketing



Identity Continued

4. INCREASE POSITIVE PERCEPTIONS

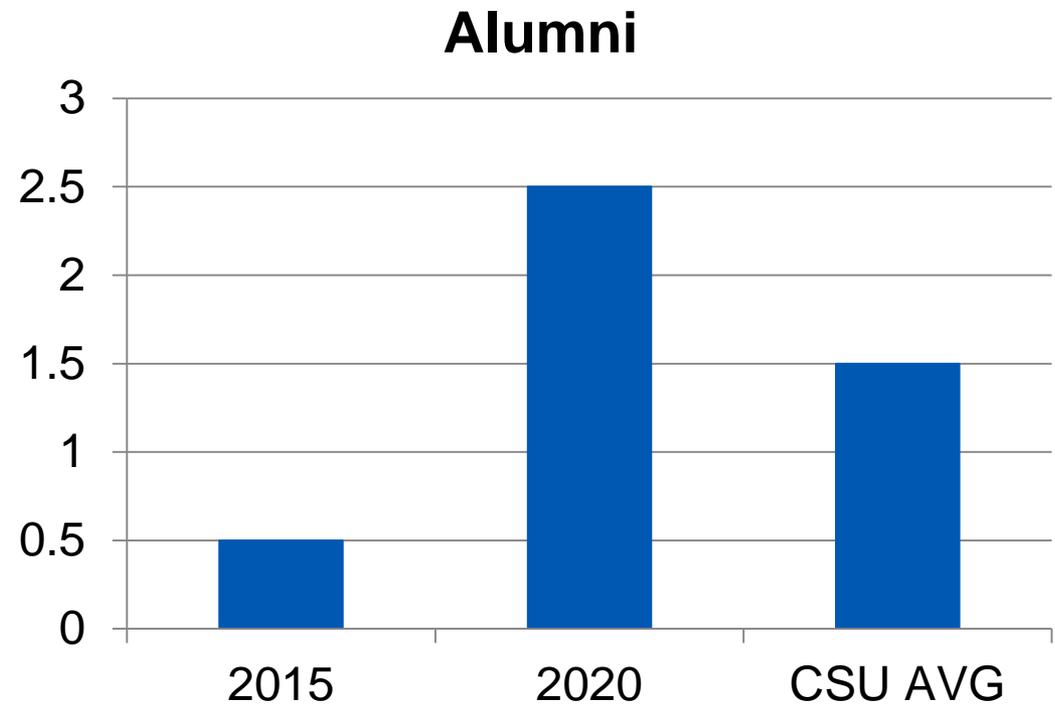
Strategies: Media kits, website and up-to-date communications and branding

The screenshot shows the homepage of 'THE SUN' news outlet. At the top, there are navigation menus for News, Sports, Entertainment, Lifestyle, Obituaries, Opinion, Special Reports, Marketplace, and Services. A search bar is located in the top right. Below the navigation, there are 'HOT TOPICS' and a main news section. The main headline is 'CSUSB PROF. WINS PULITZER' with a sub-headline 'CAL STATE STUDENT CURES CANCER'. To the left of the main headline, there are three news snippets: 'L.A.'s Japanese American National Museum gets internment camp art that was to be auctioned', 'Slava Voynov's wife agrees to domestic violence counseling in bid to avoid contempt', and '3 charged in fatal shooting of Fontana man'. To the right of the main headline, there is a 'Most Popular' section with three articles: 'Inland Empire businesses eager to show Pacquiao-Mayweather fight', 'Manny Pacquiao a hero to Filipinos all over the U.S.', and 'Clippers force Game 7 with 102-96 win over Spurs'. The website also features a 'WINNING WORKPLACES' badge and a 'VOTE NOW!' button.

5. BUILD ALUMNI ENGAGEMENT

Strategies:

- Alumni recognition
- Career Networking
- Database contacts



Small Group Discussions

- Small Group Discussions (40 min.)
 - Select one person to facilitate and report out
 - Record thoughts on clarity and missing items
 - Highlight the top 3 ideas for each question
- Large Group Presentation (40 min.)
 - Facilitators will report answers to questions
 - Questions and comments from the floor

Small Group Questions

Each small group will address questions about the goal objectives assigned to their group:

1. Will the proposed strategies achieve the objectives?
2. Are the proposed strategies clear and realistic?

Large Group Presentations

Responses are community feedback
to SPAC

Use this link to provide additional
input:

[http://www.surveygizmo.com/s3/1845
772/7c0d32e89706](http://www.surveygizmo.com/s3/1845772/7c0d32e89706)

NEXT STEPS

1. SPAC refines strategies.
2. SPAC makes final adjustments to the Plan and recommends to the President
3. President approves the Plan.
4. Implementation plan is developed over summer.
5. Strategic plan becomes guiding plan for CSUSB in 2015-2016 academic year.

Thank You

- Strategic Planning Advisory Committee
- Working Groups



Celebration!



Strategic Planning Process

California State University,
San Bernardino

10 March 2015