DRAFT CSUSB Strategic Plan
2015

Vision Statement
CSUSB aspires to be a model for transforming lives.

Mission Statement
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	Social Justice and Equity
Innovation	Sustainability
Integrity	Transparency
Respect	Wellness and Safety

Goals and Objectives

Goal #1 Student Success: Provide learning experiences that promote student success, achievement, and academic excellence and prepare students to contribute to a dynamic society.

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 baseline measures and then design programming to ensure continual improvement.

4. Increase student success by maintaining high academic standards while reducing the overal DFWI (D, F, withdrawal, incomplete) rate through improved course learning conditions and enhanced co-curricular support. Aim to reduce the rate in lower division courses from 13% to 10% and aim to reduce the upper division rate from 8% to 6%, particularly through providing additional supports for students in courses with the highest DFWI rates.

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.

STRATEGY 1 FOR GOAL 1
CONTRIBUTES TO OBJECTIVES 1, 2, 4, 5, 6

1. Intentionally offer additional administrative support, stipends, re-assigned time, etc., to encourage and reward faculty as they continually improve their classroom teaching through integrating evidence-based and/or equity-based pedagogical strategies that enhance student learning and success.

2. Create a campus-wide High Impact Practices (HIPs) Community of Practice to support the implementation of high impact practices.

3. Create student Learning Communities (residential and non-residential) designed around evidence-based best practices that may include cohorts, block scheduling, intentionally connected courses, peer mentoring, and structured learning supports (e.g., tutoring and Supplemental Instruction).

4. The orientation for new tenure track faculty hires will include a substantial component on effective pedagogy in higher education.

5. In decisions about hiring new tenure line faculty, consider what our institutional patterns and the research literature tell us about where decreased class size could have the greatest impact on teaching effectiveness and on student success

STRATEGY 2 FOR GOAL 1
CONTRIBUTES TO OBJECTIVES 1, 3, 4, 5, AND 6

1. Provide evidence-based academic and social support programs to help students succeed.

2. Ensure that student support programs are systematically delivered effectively and efficiently.

3. Intentionally and explicitly connect 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.

4. During the process of semester conversion, ensure that the Institutional Learning Outcomes are included among the guiding principles in curriculum redesign.

1. Conduct a graduate studies needs assessment that includes feedback from graduate students and graduate programs

2. Develop, implement and disseminate a Graduate Studies strategic plan.
3. Explore, develop and implement effective practices in graduate education (potentially to include High Impact Practices at the graduate level) that promote retention, graduation and time to degree.

Goal #2 Faculty and Staff Success: Foster innovation, scholarship, and discovery for faculty and staff success.

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.

Strategy #1
Provide a 10% 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 conversation and in conjunction with the new Institutional Learning Outcomes (ILOs) and General Education Outcomes (GEOs).

Strategy #2
Provide a 10% 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.

Objective #2: By fall 2017, 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.

Strategy #1:
Create a center of excellence for research, creative activities, and scholarship

Strategy #2:
Create a university-wide tracking system for research, creative activities and scholarship

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.

Strategy # 1:
Increase funding, incentives, and reassigned time to enhance support system for research, creative activities and scholarship by 10% progressively over five years

Strategy # 2:

1   Increase recognition and networking opportunities to enhance the university's reputation for research,
2   creative activities and scholarship.
3
4   **Objective 4:**
5   Increase funding and faculty reassigned time to provide more student opportunities for supervised
6   research and creative activities.
7
8   Strategy #1: Create an Office for Student Research within the Center of Excellence created in objective 2,
9   supervised by a faculty panel to mentor and support undergraduate and graduate student, and be paired
10 across divisions for collaboration of research activities.
11
12 Strategy # 2:
13 Increase support and recognition for faculty mentoring of student research.
14
15 **Objective 5:** By 2017, develop a plan to increase training opportunities for staff.
16
17 Strategy 1:
18 Through a University Committee, create and implement a Staff Development and Training Plan by 2017.
19 **Objective 6**:
20 Increase the diversity of tenure/tenure track faculty, adjunct faculty, and staff as well as improve the
21 climate of inclusion and support.
22
23 Strategy 1: Increase funding by 10% progressively over five-years to support recruitment strategies to
24 strengthen diversity.
25
26 Strategy 2: Improve the climate to support retention among faculty and staff.
27
28 **Objective 7:**
29 Increase Tenure Track Density (TTD) based on projected student demand and FTES growth; and,
30 decrease Student to Faculty Ratio (SFR).
31
32 Strategies:
33
34 1. Increase Tenure/Tenure-Track Density to at least 63.6% by the end of the 5 years.
35
36 2. Reduce the SFR to 23.8 by the end of the 5 years.
37
38 3. Create a positive/healthy work-life culture/balance to attract and retain faculty.
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40
41 **Goal # 3: Resource Sustainability and Expansion: Steward resources for**
42 **sustainability, and acquire new sources of funding.**
43
44 **Objective 1:**
45 Secure at least two nationally-recognized public and/or private partnerships to facilitate growth and
46 innovation.
47
48 Strategies:

1. 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.

2. 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.

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:

1. Cultivate a culture of entrepreneurship and innovation as a source of talent for innovation and as an incubator of business and social enterprises.

2. 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.

3. Develop policy review/updates and develop pathway/process to expand existing entrepreneurial activities and launch new initiatives to enhance contribution to CSUSB.

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

Strategies:

1. Continue current campus effort of increasing non-resident enrollment by 5% annually through 2020.

2. 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]

3. 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]

Objective 4:
Plan and implement a process by which existing resources (space, budget, staffing) are re-allocated efficiently, increase off-campus space utilization to 5% by 2020, and increase process efficiency by completing process mapping of 25 major and impactful functions across the University.

Strategies:

1. 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]

2. By the end of 2017, complete and implement a campus process efficiency assessment to evaluate current campus inefficiencies and to execute process improvements.

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:

1. 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 contributes to SPAC goal #2]

Goal #4: Community Engagement and Partnerships: Serve and engage communities (local, regional/state, national, global) to enhance social, economic and cultural well-being.

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

Strategies:

1. Incorporate faculty into the university structures that guide and implement community engagement and provide increased staff support to the office of community-engagement.

2. Identify existing community-university partnerships and community-engagement activities; Identify existing and emerging community needs.

3. Review and recommend adjustments to campus policies, procedures and structures to eliminate barriers and provide support to community-engagement activities.

Objective 2:
Increase the number of strategic community-university engagement activities by 2020.

Strategies:

1. A baseline will be established as a result of strategies in objective 1. Percentage increase will be determined in relation to existing levels.

2. 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.

3. By fall 2017, significantly increase university funds to stimulate new community engagement initiatives and community-engaged research above current levels.

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

Strategies:

1. A baseline will be established as a result of strategy B under objective 1. Percentage increase will be determined in relation to existing levels.

2. By fall 2017, significantly increase university funds to stimulate new curricular and co-curricular service learning activities.

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 recognition and reward system for excellence in community engagement and collaborative work.

Strategies:
1. By January 2017, develop a process to track and report how faculty, staff, administrators and students are publicly engaged.

2. By fall 2016, ensure all recruitment advertisements for faculty, staff and executive positions reflect the university's commitment to community engagement.

3. By 2020, establish mechanisms for systematic public feedback on university's engagement activities.

Goal #5: Identity: Build an identity that celebrates the uniqueness of our university, promotes our accomplishments, and inspires involvement.

Objective 1:
CSUSB will have a well-defined, supported, university identity as measured by students, faculty, staff, alumni and community perceptions by June 2020.

Strategies:
1. Engagement in a process that identifies what makes CSUSB distinctive, including unifying communication themes.

2. Develop a centralized comprehensive integrated marketing communication plan to reinforce our identity with internal and external audiences by January 2017.

3. Invest sufficient resources annually to perpetuate the university's identity.

Objective 2:
Create a vibrant and memorable student life experience that reinforces the university's identity to increase student engagement in campus activities by 10% by 2020.

Strategies:
1. Create, identify and update gathering spaces on campus to encourage student engagement.

2. Identify, define and brand CSUSB traditions and signature events.

Objective 3:

Increase prospective students' perceptions of CSUSB as a university of choice from 68% to 78% by 2020 as measured by 2012 Institutional Research (IR) campus quality survey.

Strategy:
1. Develop student-to-prospective student campaign to promote CSUSB as a first-choice option for all students including a "We Are CSUSB" YouTube video competition.

Objective 4:
Increase positive perceptions of CSUSB with internal and external audiences by 10% over baseline by 2020.

Strategies:
1. Brand the university based on our uniqueness and values by creating communication tools including a media kit and other promotional products

2. Regularly update website and other distribution sources with real time messaging to tell our story, promote our achievements and publicize campus events

3. Integrate the campus internet radio station with Media Services, the Coyote Chronicle, and Communication Studies television studio.

Objective 5:
Increase alumni engagement by 10% as measured by alumni activity report by 2020.

Strategies:
1. Develop a minimum of 2 major annual events that celebrate alumni accomplishments and attract over 300 distinct alumni.

2. Develop more career networking opportunities for Alumni.

3. Increase the number of contactable alumni of record in alumni database.