

WE DEFINE THE  
*Future*

# PDC Strategic Plan 2020-2025



CAL STATE SAN BERNARDINO

PALM DESERT CAMPUS

## I. Message From the Dean

January 5, 2021

To the CSUSB Palm Desert Campus Community,

When I first began serving as the PDC dean in 2019, it was apparent that PDC needed a new and updated strategic plan. I met with all staff members individually; many expressed that they felt the campus needed a new direction. I also had numerous conversations with community members, primarily those who serve on the Executive Committee of the PDC Advancement Board, and city officials from whom I learned about the needs of our community.

What I found was that we needed to ask two questions:

1. What do we want PDC to look like in 5 years?
2. How can we get there?

In order to initiate the strategic planning process, a planning committee was formed and co-chaired by PDC IT director Patricia Weyand, and PDC Associate Dean Anissa Rogers, and included PDC staff, faculty, students and members of the community. In November, 2020, a draft plan was submitted for review by the PDC Academic Leadership Team.

In the next few months, the PDC strategic planning process will focus on opportunities and specific objectives to meet our ambitious goals. To do this, subcommittees will be formed and tasked with matching specific goals with identified opportunities, pinpoint resources, and enact outcomes with measurable matrixes.

When an organization knows its mission, and at the same time, has a productive plan to accomplish it, they are able to achieve organizational greatness. I hope that PDC's 2020-2025 Strategic Plan will help grow PDC to meet the needs of our students, their families and the community, and enhance the PDC brand as the Coachella Valley's four-year public university.

I am also very thankful to the members of the PDC strategic planning committee for their work and I look forward to their continued contributions to make our goals and plans a reality.

At the CSUSB Palm Desert Campus, We Define the Future!



Jake Zhu, Ph.D.  
Dean, CSUSB Palm Desert Campus



## II. Members of the Strategic Planning Committee

Anissa Rogers, PhD, MA, MSW, LCSW, Associate Dean, Palm Desert Campus, Committee Co-Chair  
Patricia Weyand, BA, Director, Information Technology, Palm Desert Campus, Committee Co-Chair  
Francisco Alfaro, BA, Student Engagement Coordinator  
Cecile Dahlquist, EdD, MN, FNP-BC, Family Nurse Practitioner, Palm Desert Campus  
Gina Hanson, MFA, MA, Director, Student Success Studio, Palm Desert Campus  
Risa Lumley, EdD, Librarian, Palm Desert Campus  
Johnna Norris, BA, Program Coordinator, The Osher Lifelong Learning Institute  
Dick Oliphant, Chair, PDC Advancement Committee

### A message from the strategic planning committee co-chairs

As co-chairs of the strategic planning committee, we would like to thank the committee members for their commitment to this task. We are grateful for their energy, creativity, and innovative ideas that contributed to bringing the new strategic plan to fruition. We would also like to thank the PDC and local communities for their input and support throughout the process along with their commitment to the success of PDC and its students. We think this strategic plan reflects the passion of those invested in the future of the Palm Desert Campus.



### III. Strategic Plan Methodology/Process

Beginning fall, 2019, The California State University, San Bernardino Palm Desert Campus (PDC) and local community members worked collaboratively to develop a new, five-year strategic plan for the campus that aligns with CSUSB’s vision, mission, values, and goals while addressing the unique needs and priorities of the PDC. The main elements of the new PDC strategic plan include PDC’s vision and mission statement, PDC’s core values, as well as the PDC’s goals and objectives.

The strategic planning process began with a campus retreat, held in October, 2019 hosted by the PDC Dean, Jake Zhu. During this retreat, PDC leadership, faculty, staff, student representatives, and community stakeholders met to discuss the future of the PDC and lay the groundwork for a new strategic plan. Shortly after this retreat, Dean Zhu appointed Patricia Weyand and Anissa Rogers as co-chairs of the strategic planning committee. They formed a committee consisting of volunteer representatives from the major units on campus to begin the work, which commenced in December, 2019 with weekly meetings. The first charge of the committee was to develop new PDC vision and mission statements. During these weekly meetings, the committee reviewed existing statements for PDC and CSUSB in order to recraft statements that reflected the spirit of PDC and that those statements aligned with the vision and mission of the university. Once draft statements were crafted, the committee held two campus open forums and one community meeting to present the drafts and collect their feedback. Based on that feedback, the committee then finalized the statements and presented them to the PDC community.

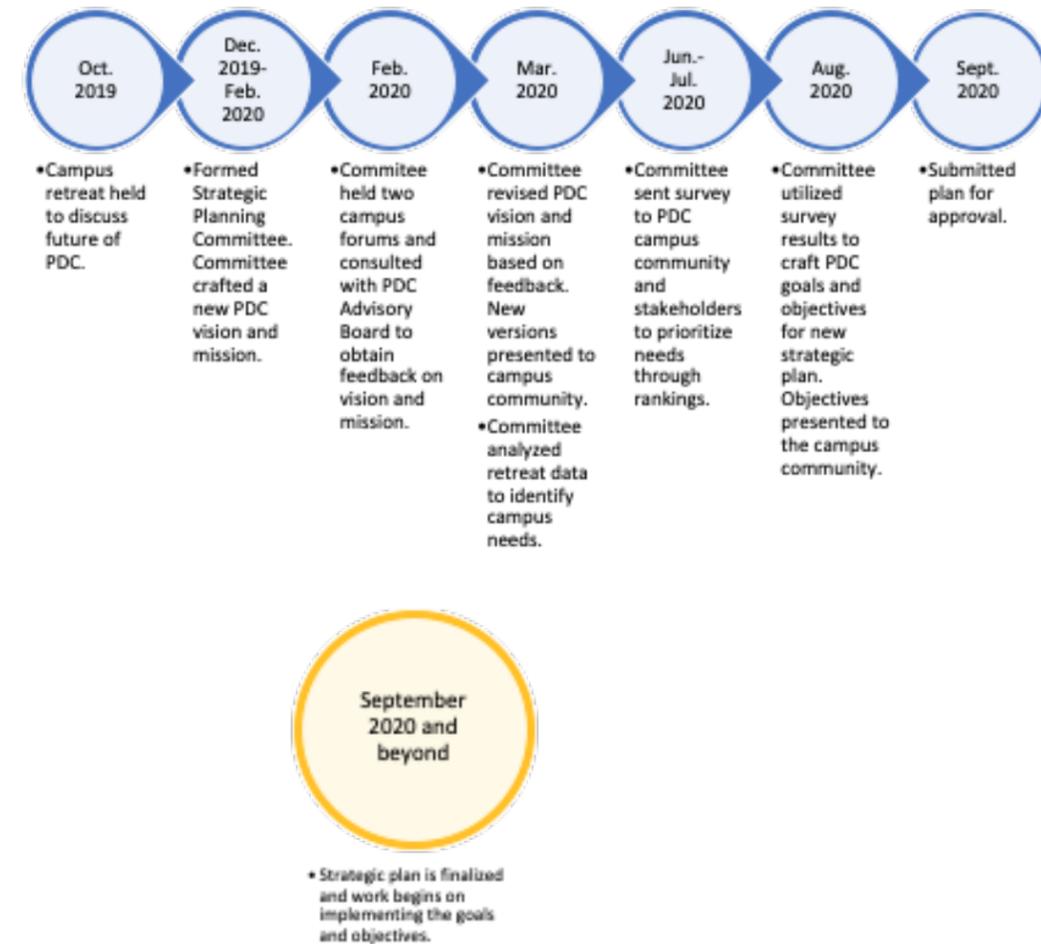
With the vision and mission statements in place, the committee reviewed the data collected from the October, 2019 retreat to begin formulating the goals and objectives that would ultimately formulate the new 2020-2025 PDC strategic plan. The committee analyzed that data and began to develop themes and subthemes that reflected the priorities of those who participated at the retreat. From those themes and subthemes, the committee categorized the expressed needs into six areas: Physical Resources/Facilities, Human Resources/Staff, Academic Personnel, Academic Capacity, Student Experience and Community Outreach/Identity. A survey was developed (see Appendix) and distributed to the PDC community and its stakeholders, in June and July of 2020. The survey asked respondents to rank objectives that emerged from the retreat data. Using the data from that survey, the committee finalized the new goals and objectives for the PDC strategic plan. The goals and objectives that emerged as priorities for respondents were then shared with the campus community and stakeholders, and the committee began the work of drafting the final strategic plan document. Midway through the process of articulating the goals and objectives of the PDC strategic plan, Dean Zhu asked the committee to also draft a value statement for the campus. The committee decided to adopt the values of the overall university, which are articulated in the CSUSB strategic plan.

Once the strategic plan was drafted at the end of September, 2020, it was presented to Dean Zhu who then presented it to the CSUSB leadership. The final plan will be implemented beginning in January, 2021 by forming subcommittees consisting of PDC community members, who will develop action plans for their respective objectives from the strategic plan.

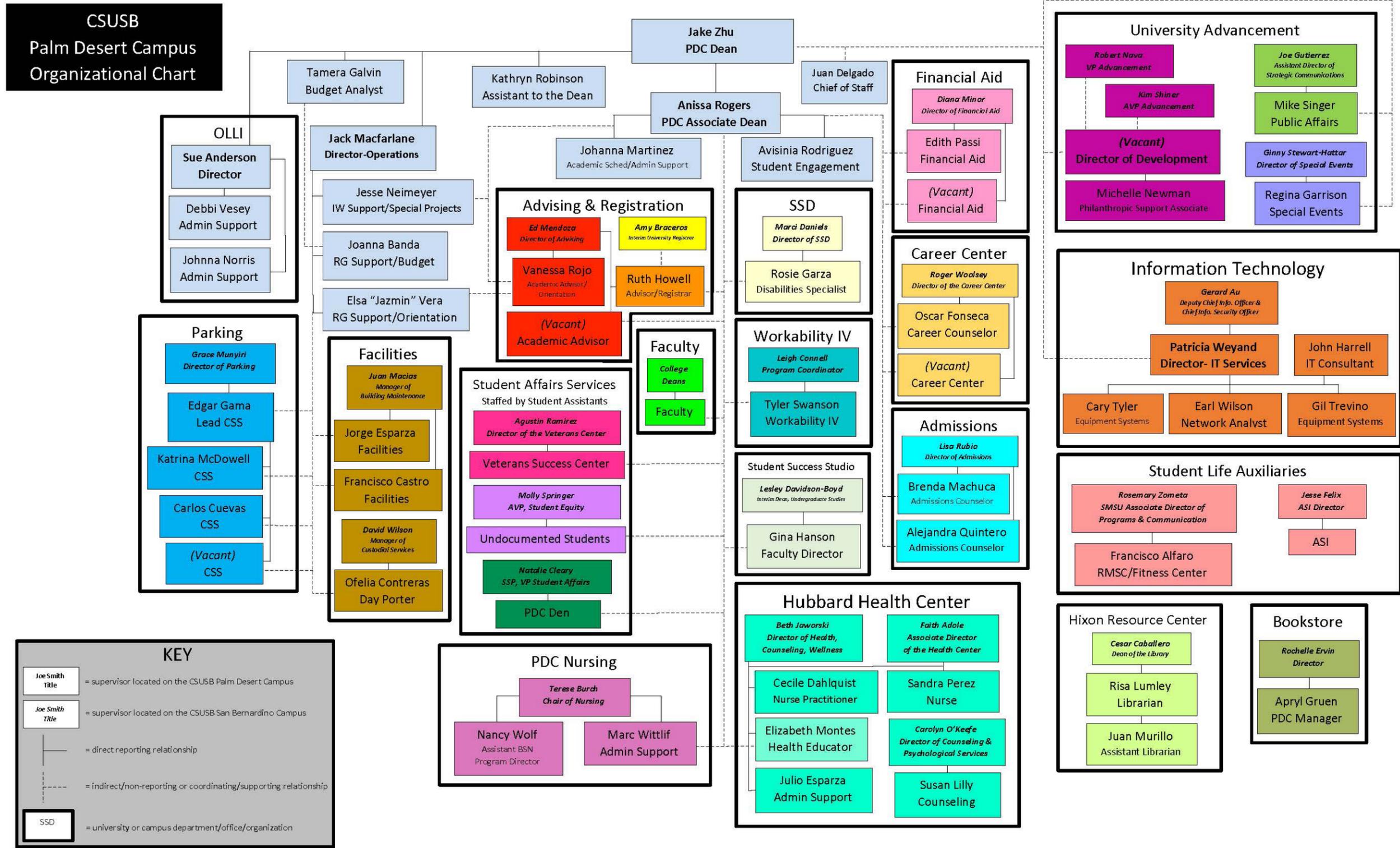
Once implemented, the plan will be revisited periodically at critical points in time, such as when the University’s strategic plan expires, to assess the plan’s overall progress and direction. The plan may be altered

during these assessment points at the discretion of PDC’s leadership team to accommodate shifts in the university’s and campus’s priorities, budgets, and other factors that could affect the plan’s overall goals.

Throughout the process, the committee co-chairs met regularly with PDC leadership, including Dean Zhu, to discuss progress and ensure alignment with the strategic plan for the larger CSUSB community. The diagram below offers a visual representation of the strategic planning process and timeline.



# IV. Palm Desert Campus Organizational Chart



## V. CSUSB Palm Desert Campus Vision Statement

CSUSB aspires to be a model for transforming lives.

## VI. CSUSB Palm Desert Campus Mission Statement

The Palm Desert Campus of California State University, San Bernardino is a dynamic, student-centered learning community that aspires to create transformational opportunities that nurture and sustain the intellectual, environmental, economic, and cultural richness of the Coachella Valley. By collaborating with and investing in students, faculty, staff, and communities, together we strive to define the future.

## VII. CSUSB Palm Desert Campus Value Statement/Core Values

### Core Values: CSUSB Palm Desert Campus

CSUSB Palm Desert Campus culture is driven by inclusivity, integrity, respect, and transparency. We stand for social justice and equity and do not tolerate discrimination of any kind. We understand that the safety and wellness of our communities are important and as such, we strive to provide a positive experience for all. Innovation and sustainability shape our dreams of continued growth within our CSUSB Palm Desert Campus and surrounding communities.

### Inclusivity

We affirm and are committed to the value of all kinds of differences among students, faculty, and staff. Inclusivity that is broad and deep makes us a healthier and more productive organization and builds a culture that fosters engagement and diverse perspectives.

### Innovation

We support and believe in an innovative culture and attitude that fosters the creative and deliberate application of teaching, research, scholarship, and service for effective education.

### Integrity

We affirm and are committed to the truth. We demonstrate our integrity by being ethical, matching what we say with what we do, and ultimately taking responsibility for our actions.

### Respect

We believe in and are committed to the virtue of respect and will treat everyone with courtesy and kindness.

### Social Justice and Equity

We believe in, affirm, and are committed to the equal value and dignity of all people. Fairness and equity are more than equality. We actively seek to eliminate barriers for those who are disadvantaged and disempowered so they may participate fully in university life.

### Sustainability

We affirm and are committed to the sustainability of our university by forward-thinking, learning from both successes and mistakes, being proactive in moving our university forward, and by providing opportunities for continued growth and development.

### Transparency

We affirm and are committed to the importance of transparency both internally and externally. We believe in honesty and openness in our decisions and processes, subject to legal and ethical confidentiality. Understanding we are a public institution, we are also upfront and open to the community and residents that we serve about the decisions we make and the actions we take.

### Wellness and Safety

We affirm and are committed to protecting and enhancing the health, wellness, and safety of ourselves, our colleagues, our students, and our stakeholders. We believe a healthy university is one in which there is collegial collaboration and continuous improvement processes that ensure a safe and healthy workplace for all.

## VIII. Goals and Objectives

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

### Objectives:

- Increase the number of majors that can be completed at PDC.
- Provide campus food services (e.g., coffee shop, food carts, cafe, etc.).
- Complete the design of and build a new building to include a student center and commons area.
- Provide basic needs services for students such as food, shelter, and transportation resources.
- Provide continuous transportation linking the CSUSB/PDC campuses and the Coachella Valley.

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

### Objectives:

- Provide staff development opportunities.
- Establish a formal Human Resources Department to support the immediate needs of the campus.
- Actively recruit tenure track faculty.
- Provide designated faculty and staff parking spaces on the Palm Desert Campus.
- Establish a faculty well-being/academic affairs liaison to represent the needs of the PDC faculty.
- Establish two dedicated seats on the faculty senate preferably open for any rank, including lecturers.
- Increase faculty/staff office space for current and future needs.

**Goal #3 - Resource Sustainability and Expansion (practice environmental stewardship and sound financial management): Steward resources for sustainability to build long-term benefits.**

### Objectives:

- Establish a robust financial reserve to sustain the growth of the Palm Desert Campus.
- Increase PDC enrollment to ensure the goal of meeting or exceeding the recruitment, retention, and graduation rates of students consistent with the GI 2025 goals of CSUSB.
- Increase digital learning resources.
- Provide high-quality child care, potentially linked to interdisciplinary programming, to support students, staff, faculty, families, and the community at large.

**Goal #4 - Community Engagement and Partnerships: Serve and engage the local, regional, state, national, global community to enhance social, economic, and cultural well-being.**

### Objectives:

- Develop and enhance communication and collaboration with community partners.
- Develop, support, and encourage degrees and certificate programs that are relevant to our local and regional community and that encourage lifelong learning.
- Build partnerships with regional K-12 and post-secondary educational institutions.
- Develop and expand internship, volunteer, and service opportunities.

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

### Objectives:

- Create a cross-cultural center.
- Commission a Palm Desert Campus coyote sculpture.



# Appendix

## Survey\*

\*The following is a list of needs compiled from the Palm Desert Campus strategic planning fall retreat and open forums. The survey used to arrive at the current objectives is available upon request by contacting PDCStratCommittee@csusb.edu.

### PDC Vision and Mission June 2020

**Vision:** CSUSB aspires to be a model for transforming lives.

**Mission:** The Palm Desert Campus of California State University, San Bernardino is a dynamic, student-centered learning community that aspires to create transformational opportunities that nurture and sustain the intellectual, environmental, economic, and cultural richness of the Coachella Valley. By collaborating with and investing in students, faculty, staff, and communities, together we strive to define the future.

### Physical Resources/Facilities

Please rank the following in order of importance.

- Increase faculty/staff office space
- Increase studio space
- Increase lab space
- Provide multiple quiet study spaces
- Build a research library
- Build a student center/commons
- Plan for sustainable and environmentally conscious growth
- Create indoor/outdoor campus venues
- Install covered parking solar panels
- Build a bell tower

### Human Resources/Staff

Please rank the following in order of importance.

- Provide staff development opportunities
- Provide designated staff parking spaces
- Establish a formal Human Resource Department

### Academic Personnel

Please rank the following in order of importance.

- Provide designated faculty parking spaces
- Actively recruit faculty
- Establish a faculty well-being/academic affairs liaison
- Establish two dedicated seats on the faculty senate, open for any rank, including lecturers

### Academic Capacity

Please rank the following in order of importance.

- Bring arts to our campus
- Create a cross cultural center
- Increase the number of majors completed at PDC
- Expand library services
- Bring degrees that are relevant to/in high demand for the Coachella Valley
- Increase digital learning resources
- Increase enrollment

### Student Experience

Please rank the following in order of importance.

- Provide basic needs services (transportation, food, shelter)
- Continuous transportation between campuses and Coachella Valley
- Provide campus food services (coffee shop, food carts, cafe, etc.)
- Provide on-campus housing
- Expand student recreation area (indoor pool, courts, etc.)
- Provide student travel opportunities (local, regional, national, international to conferences, etc.)
- Increase student activities and events (dances, snow day, open mic night, etc.)
- Increase faculty-supervised research opportunities
- Increase internship, volunteer, service opportunities

### Community/Outreach/Identity

Please rank the following in order of importance.

- Develop and enhance communication and collaboration with community
- Establish an East Coachella Valley presence
- Build partnerships with community colleges
- Build partnerships with high schools
- Create inter-generational partnerships and collaboration opportunities (mentoring, arts, service, etc.)
- Provide childcare
- Provide adult daycare
- Commission a Palm Desert Campus coyote sculpture

With which group(s) do you most closely identify? (You may choose more than one group)

- Faculty Staff
- Administration
- Community Member
- Student

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