OFFSITE REVIEW (OSR) SUMMARY OF LINES OF INQUIRY GUIDE

Directions: This form is to be completed by the team at the conclusion of its daylong Offsite Review of the institutional report and supporting materials. The form will be sent to the institution within one week by the WSCUC liaison, and a response to section C will be sent back from the institution eight weeks in advance of the Accreditation Visit. This form can be in a bulleted list, outline or narrative format. Please do not delete this first page, i.e., this cover page. Instead complete information as requested and submit it with the Lines of Inquiry.

OFFSITE REVIEW (OSR)

Institution under Review: California State University San Bernardino

Date of Offsite Review: February 24 & 25, 2021

Team Chair: Jeb Egbert

The Offsite Review team recommends the following actions be taken:

_XX_ Proceed with the Accreditation Visit scheduled in: September 21-24, 2021

___ Reschedule the Accreditation Visit to: _____

The reason(s) the Team recommends rescheduling the visit is/are:

_____

_____

Due date for institutional response to Section III (specify exact date):
    July 16, 2021_____

_____

This document identifies 7 lines of inquiry for the Accreditation Visit (AV) that are derived from the institution's report. In addition, this document includes questions or issues the team discussed during the Offsite Review (OSR) that may be pursued during the visit. The team does not expect or invite a written response to these questions before the Accreditation Visit. The only written materials that the team expects from the institution before the visit are those listed in Section C.

A. **Commendations**. Cal State San Bernardino is to be commended for the following:

1. The Institutional Report was clear, well-organized, and addressed the recommended actions associated with the 2015 Commission action letter. The evidence submitted was relevant, easy to review and comprehensive.
2. Transparency, communication and campus involvement are values that are evident at Cal State San Bernardino.
3. The institution's strategic plan is robust and comprehensive. The institution engaged in a thoughtful and deliberate strategic planning process that meaningfully included multiple campus constituent groups. The process resulted in a campus-supported strategic plan to guide institutional growth, development and resource allocation.
4. The institution exhibits a culture of evidence that fuels decision-making. This culture is evident in academic programs (particularly through the annual assessment and program review processes), university-wide support functions (IT and IR), and student support services (student affairs). The website for data dashboards is particularly noteworthy.
5. The institution has embraced its role as an anchor institution for the inland empire, exemplified in multiple areas including community-engaged academic courses as well as external community work by IT related to addressing digital infrastructure needs of underserved communities.
6. The institution used the quarter-to-semester initiative as an opportunity to transform the curriculum.

B. **Lines of inquiry.** The team has identified the following 7 lines of inquiry for the Accreditation Visit.

   1. **Culture of evidence infrastructure:**
      - A powerful infrastructure has been built and is needed to sustain successful retention and graduation rates. We'd like to know more about plans to sustain these initiatives such as professional development for faculty and staff related to assessment.
      - We'd like to know more about the outcomes of assessment in non-academic areas.

2. **Implementation of quarter-to-semester initiative:**
   - We'd like to know if the benefits expected from this initiative have been realized.
   - We'd like to know more about the impact of this conversion on student success.
   - Given the institution's commitments to use this transition to improve the curriculum across multiple programs, we'd like to know what has been learned thus far in the wake of these improvements, and
   - We'd like to know more about plans to sustain curricular improvements.

3. **Strategic Plan:**
   - The university is committed to the strategic planning process and has extended the plan through 2022. We'd like to know more about changes to the plan due to having operated in a virtual environment for the past year and incorporating any lessons learned.
   - We'd like to know more about progress that was alluded to in the Year 4 progress report pertaining to student success goals.
   - We are also interested in learning about the progress of the facilities master plan, and how or if the pandemic may modify that plan.
   - We'd like to know more about the future of the strategic planning process and if the institution intends to engage in the next iteration of this process to cover the timeline between 2022 and 2027 as noted in Component Nine of the Institutional Report.

4. **Impact of COVID-19:**
   - The pandemic has impacted every facet of the university. We'd like to know the impacts to your campus as it relates to enrollment, instruction, student success, engagement, and financials.
   - We are eager to learn about the institution's post-pandemic plans as alluded to in Component Nine of the IR. For example, what will the role of online or hybrid learning play in the future?

5. **Shared governance:**
   - We're eager to learn more about how shared governance functions at Cal State San Bernardino, and particularly how it contributed to the development of institutional priorities, the increased emphasis on building a culture of assessment and evidence-based decision making, and input into the budgeting process.

6. **Financial Performance:**
   - We'd like to know more about what goals have been established with respect to financial reserves.
   - We'd like to know more about efforts to increase revenue through fundraising and other measures and building the institution's endowment.

7. **Distance education:**
   - We'd like to know more about oversight, organization, assessment and outcomes.

C. **Request for additional documents and information.** The team requests that the institution supply the following additional documents and information before the Accreditation Visit, and we realize that it is possible that these materials were already available to us at the Box site, but that, for one reason or another, were overlooked in our preparation for the Offsite Review:

1. Updated information on progress in recruiting African American and Native American students, from 2017 through 2021.
2. Any updated information regarding the assessment of co-curricular programs and the impact on student success (i.e., retention and graduation rates.)
3. Any updated information regarding the assessment activities and outcomes of the Division of Student Affairs.
4. Copies of the most recent student satisfaction data.
5. Several recent examples of the documentation associated with the faculty performance review process identified in the Self Study, pg 168.
6. Any recent documentation from the ACC that reflects their work in providing professional development to any or all "departments and units across campus" as it relates to "authentic assessment and continuous improvement."
7. Evidence of student success since the submission of the institutional report. What has changed?
8. Any material on the recruitment of student athletes.
9. Information on the kind of jobs for which its graduates are qualified and any updated data regarding the employment of its graduates.
10. Any other documented policies and procedures for non-academic complaints.
11. Any information on staff metrics as described under Standard 3, CFR 3.1.
12. Updated enrollment information for FY 20/21 and expected enrollment for FY 21/22.
13. FY 19/20 Audited Financial Statements.
14. FY 19/20, FY 20/21 Residence and Operating Data.
15. CSUSB Philanthropic Foundation Endowment and Investment Policies.
16. Endowment Investment Returns (1 yr., 3 yr., 5 yr., and 10 yr.)
17. Any updated document pertaining to the master facilities plan.

D. **Individuals and groups to meet during the visit.** The team requests that the following groups and individuals holding the specified positions be included on the schedule for the Accreditation Visit. In developing the schedule for the visit, the team may identify additional individuals or groups with whom they wish to speak.

1. President Morales
2. Representatives from the Reaccreditation steering committee
3. Representatives from the Strategic Planning Advisory Committee (SPAC)
4. Representatives from the Committee on Learning Assessment for Student Success (CLASS)
5. Office of Assessment personnel
6. Program Review Committee/Coordinator
7. GE Coordinator/Director of Assessment
8. College Assessment Coordinators
9. Assessment Capability Collaborative (ACC)
10. Representatives from the Student affairs Assessment Committee
11. Office of Institutional Research
12. Representatives from the taskforces on African American and Native American student recruitment activities
13. A sampling of student advisors
14. LEAD Council members
15. Sampling of current students – open forum
16. Sampling of alumni – open forum
17. Sampling of staff – open forum
18. Sampling of FT Faculty and PT Faculty – open forum
19. CFO
20. Representatives from the University Budget Advisory Council
21. Leadership of shared governance.
22. Human Resources personnel
23. Foundation Board Chair and/or Finance & Investment Committee Chair

For Institutions

a) The Lines of Inquiry form can serve as a planning tool for the institution as they prepare for the Accreditation Visit.

b) The only written documents and information that the team expects in response to the Lines of Inquiry are listed in section C. The team does not expect or invite a

written response to any of the questions posed or issues raised in other sections of the form, even though institutions may be tempted to do so.

c) The institutional response is due by the date listed at the bottom of page 1.

d) Institutional responses are submitted through box.com. About ten to twelve weeks before the visit, the institution will be provided with a link to a folder on box.com. The institution's response to the Summary of Lines of Inquiry can be uploaded to the folder. Once the response has been uploaded, WSCUC staff will share the materials with team members.