

STRATEGIC PLANNING 2023-2028 CAMPUS UPDATE FORUM

April 18, 2023

12:00-1:00PM

Virtual



Presentation Outline

- Feedback Forum Results
- Update to Mission/Values
- Goal Statement and Objective Updates
- Strategies

Feedback Forum Results

Groups	Headcount	%
Students	83	36%
Tenure-Track Faculty	66	29%
Lecturer Faculty	10	4%
Staff	37	16%
Administrators	27	12%
Other	5	2%
Total	228	100%

Feedback Forum Results

Topic	Headcount	Mean	% Agree/ Strongly Agree
Mission	223	3.75	67%
Values: Progress	216	3.96	76%
Values: Access	215	4.12	80%
Values: Community	214	4.16	84%
Values: Kindness	213	4.04	77%

Feedback Forum Results

Topic	Headcount	Mean	% Agree/ Strongly Agree
Goal 1 Statement	208	3.93	74%
Goal 1 Obj. 1	205	4.09	78%
Goal 1 Obj. 2	205	4.02	78%
Goal 1 Obj. 3	206	4.14	83%
Goal 2 Statement	204	3.99	79%
Goal 2 Obj. 1	202	3.93	76%
Goal 2 Obj. 2	203	4.11	84%
Goal 2 Obj. 3	201	4.13	83%
Goal 3 Statement	199	4.11	81%
Goal 3 Obj. 1	198	4.08	79%
Goal 3 Obj. 2	201	4.15	82%
Goal 3 Obj. 3	200	4.18	83%
Goal 4 Statement	201	3.94	76%
Goal 4 Obj. 1	200	4.06	80%
Goal 4 Obj. 2	195	4.09	77%
Goal 4 Obj. 3	200	4.06	79%



Mission Statement Revisions

- ~~We are a diverse Coyote Community.~~ At CSUSB, we foster each other's growth and success and contribute to the vitality of our region through active learning, intense effective mentoring, impactful scholarship, and civic engagement. We cultivate the professional, ethical, and intellectual development of our diverse students, faculty, and staff so they thrive and contribute to a globally connected society. ~~, personal growth and dedication to individualized students' needs—on campus, regionally, and globally.~~

Clean Copy

- At CSUSB, we foster each other's growth and success and contribute to the vitality of our region through active learning, effective mentoring, impactful scholarship, and civic engagement. We cultivate the professional, ethical, and intellectual development of our diverse students, faculty, and staff so they thrive and contribute to a globally connected society.

Core Values (Revisions)

- **Progress.** *Innovation, sustainability and integrity* are cornerstones that bolster our commitment to serving our students, faculty, staff, and community members, **individually and collectively**. We are responsible stewards of the university and the environment and are committed to sustainable growth and development.
- **Access.** We are committed to serving our student population and fostering their success. We recognize that equitable access to information, **research**, experiences, and resources is vital to a positive educational environment, and **thriving athletics and extracurricular activities**. ~~and our commitment to inclusion.~~ We believe in transparency, eliminating barriers, and empowering each other so everyone may fully participate in **gaining knowledge** and derive the greatest benefits from university life.
- **Community.** We are actively engaged in contributing to the vitality of our region and committed to the social mobility of our students and community members. We value *social justice and equity* in all that we do, and work collaboratively **to be inclusive in achieving** collective and individual goals.
- **Kindness.** We recognize, *respect*, and value each member of the campus community, and treat everyone with kindness and compassion. We are invested in the academic, economic, social, emotional, **psychological**, and physical *well-being* of our students and campus colleagues. We believe a healthy university is one in which we all thrive.

Core Values (revised clean)

- **P**rogress. Innovation, sustainability and integrity are cornerstones that bolster our commitment to serving our students, faculty, staff, and community members, individually and collectively. We are responsible stewards of the university and the environment and are committed to sustainable growth and development.
- **A**ccess. We are committed to serving our student population and fostering their success. We recognize that equitable access to information, research, experiences, and resources is vital to a positive educational environment, thriving athletics, and extracurricular activities. We believe in transparency, eliminating barriers, and empowering each other so everyone may fully participate in gaining knowledge and derive the greatest benefits from university life.
- **C**ommunity. We are actively engaged in contributing to the vitality of our region and committed to the social mobility of our students and community members. We value justice and equity in all that we do, and work collaboratively to be inclusive in achieving collective and individual goals.
- **K**indness. We recognize, respect, and value each member of the campus community, and treat everyone with kindness and compassion. We are invested in the academic, economic, social, emotional, psychological, and physical well-being of our students and campus colleagues. We believe a healthy university is one in which we all thrive.

Goal 1: Student Success

- **Goal Statement:** Every CSUSB students ~~choose CSUSB to~~ engages in inclusive experiences that foster their curiosity and transform their lives and communities.

Goal 1: Student Success (1/3)

Objective 1.1 Acknowledge and value students' cultural, linguistic, and social identities.

- **Outcome 1.** Students have access to culturally responsive and adaptive pedagogy in their curricular and co-curricular experiences.
- **Outcome 2.** Students gain transferable knowledge in navigating systems processes, and procedures within the university and beyond.
- **Outcome 3.** Students have a strong sense of belonging.

Strategies:

1. Conduct review of institutional practices & procedures to identify those that create barriers
2. Implement a strategic enrollment management plan.
3. Redesign online interface that allows student access to all university resources.
4. Enhance mental health support and increase access.
5. Provide students with library materials that speak to their identities.

Goal 1: Student Success (2/3)

Objective 1.2: Transform students' understanding of self as agents in a global society.

- **Outcome 1.** Increase students' sense of self-efficacy through metacognition and social learning and academic excellence.
- **Outcome 2.** Students are able to articulate the impact of their experiences while at CSUSB on their personal growth.
- **Outcome 3.** Students develop strong core competencies and expertise as part of developing community and global connections.

Strategies:

1. Enhance department and institutional level advising for students.
2. Provide intrusive opportunities for students to gain and articulate transferable skills (e.g., ePortfolios).
3. Support the authentic implementation of High Impact Practices (HIPs).
4. Augment partnerships between students community based organizations.
5. Support regular assessment of ILOs.
6. Increase co-enrollment (dual enrollment) partnerships with community colleges and high schools.

Goal 1: Student Success (3/3)

Objective 1.3: Empowers students to apply competencies that enrich their communities.

- **Outcome 1.** Students have opportunities to develop their academic interests through transferable/paid experiences on campus or through paid internships/co-ops.
- **Outcome 2.** Students are engaged in post-graduation experiences that they find meaningful (including professional career, graduate school, and community engagement).
- **Outcome 3.** Students become a lifelong champion of the university (improve town & gown relationship).

Strategies:

1. Develop programs to provide students with peer and community mentoring opportunities.
2. Increase opportunities for students to apply their knowledge in meaningful settings beyond the classroom (e.g. co-ops, community-institution partnerships, competency-based learning).
3. Provide opportunities for students to develop multimodal communication skills in diverse settings.
4. Invest in student-community facilities, including athletic fields.
5. Engage with local school districts by sponsoring academic events.

Goal 2: Faculty and Staff Success

- **Goal Statement:** Attract outstanding **and dedicated** ~~employees~~ **staff and faculty** and retain them by cultivating an environment where they thrive professionally and personally; in which their voices are represented; and which fosters impactful collaborative partnerships. ~~with each other, with students, and with members of the wider campus community.~~

Goal 2: Faculty and Staff Success (1/3)

Objective 2.1: Ensure fair, flexible equitable, versatile, and efficient, work.

- **Outcome 1.** Successful recruitment of an optimal number of high-quality staff and faculty to cover campus workload.
- **Outcome 2.** Streamline processes such as purchasing, reimbursement, payments, and hiring.
- **Outcome 3.** Implementation and monitoring of flexible work arrangements such as telework, and variable work hours created with staff input.
- **Outcome 4.** Enhanced mechanisms for flexible and fair apportioning of faculty workload across teaching, research/creative activities and service.

Strategies:

1. Increase funding for recruitment and hiring of faculty and staff.
2. Increase the number of faculty and staff to reduce workload.
3. Increase activities to support recruiting such as outreach.
4. Examine and reform CSUSB policies and procedures to ensure timely and efficient use of professional development funds.
5. Reduce the duration of the hiring and reclassification process.
6. Survey staff to identify priorities and needs around work.
7. Examine policies and procedures at other universities to inform CSUSB staff work arrangements.
8. Compare requirements for tenure and promotion with faculty workload assignments and adjust both to bring them into alignment as needed.
9. Develop new pathways to reward faculty who excel in research or creative activities with reassigned time.
10. Audit distribution of reassigned time and size of classes to ensure equity in faculty workload.
11. Allow for carrying over WTUs for two academic years for faculty who elect to either increase or decrease their teaching workload.

Goal 2: Faculty and Staff Success (2/3)

Objective 2.2: Promote a culture of trust that which values and integrates human differences and cares for the holistic well-being of staff and faculty employees.

- **Outcome 1.** Increased representation for and participation by staff and faculty in shared governance, as well as increased collaboration between staff and faculty.
- **Outcome 2.** Enhanced mutual respect, equity and mutual accountability that encourages open and honest dialog in a spirit of continuous improvement.
- **Outcome 3.** Increased wellness opportunities for CSUSB employees.

Strategies:

1. Add staff representation to the Faculty Senate, or consider forming an Academic Senate which would include staff, faculty, and administration.
2. Measure, track, and improve the climate of inclusion and support among faculty and staff.
3. Create a new Staff and Faculty Wellness Program.
4. Increase available space at the children's center and infant toddler lab school.

Goal 2: Faculty and Staff Success (3/3)

Objective 2.3: Enhance pathways and guidance for professional advancement.

- **Outcome 1.** Provide support for leadership and management training programs to help staff and faculty advance in their careers.
- **Outcome 2.** Expand mentorship networks.
- **Outcome 3.** Provide sufficient resources and support for research, scholarly, and creative contributions, including reassigned time, funding and technology.
- **Outcome 4.** Expand discipline-specific training and leadership programs to help staff advance in their careers.

Strategies:

1. Allocate time for staff to attend professional development workshops and other development opportunities.
2. Create a new mentorship program for staff, including clarifying career pathways and promotions.
3. Increase funding for professional development.
4. Increase the SEED/mini grant program.
5. Establish baseline funding and competitive awards for staff professional development.
6. Develop and offer badging and/or micro-credentialing for all staff.

Goal 3: Diversity, Equity, Inclusion

- **Goal Statement:** CSUSB is committed to advancing an environment where every member of the University plays an active role in diversity, equity, and inclusion excellence through engagement, empowerment, education, and accountability.

Goal 3: Diversity, Equity, Inclusion (1/3)

Objective 3.1: Uphold an unwavering commitment to create an enduring diverse, equitable, and inclusive environment.

- **Outcome 1.** The University will develop and expand infrastructure, services, programs, and resources to grow all employees' DEI competency and empower them to incorporate DEI into their work.
- **Outcome 2.** The University will establish a process for DEI consultants to assist departments to better understand and integrate DEI goals into their standard operations.
- **Outcome 3.** Develop a system to continually update campus documents, form, and policies to reflect best practices of inclusion.

Strategies:

1. Provide ongoing and additional support for affinity groups (e.g., ALFSS, the Black FSSA, LGBTQ+ FSSA, AFSSA, alumni chapters, etc.).
2. Enhance equity and inclusion in our curricula including pedagogy and assessment.
3. Decolonize curriculum.
4. Develop and ensure university materials use inclusive language (e.g., policies, procedures, applications).
5. Recognize and reward members of the university community who demonstrate a commitment to diversity, equity, and inclusion.
6. Provide educational opportunities that develop skills and knowledge in DEI.
7. Establish a position to foster DEI practices for each division and college.
8. Continued participation in the CSU Racial Equity Alliance and other relevant organizations.
9. Create a repository of DEI experts across campus.
10. Create annual reporting on DEI progress from each division and college.

Goal 3: Diversity, Equity, Inclusion (2/3)

Objective 3.2: Strengthen our culture of belonging, acceptance, and appreciation for the unique characteristics and contributions of all students, alumni, faculty, staff, and administrators.

- **Outcome 1.** The University will support the development, administrative coordination, and implementation of DEI training requirements for all management, faculty, and staff.
- **Outcome 2.** The University will identify and integrate new identity-informed best practices for student success (including retention and graduation).
- **Outcome 3.** The University will develop systems to eliminate equity gaps for underrepresented and marginalized students.

Strategies:

1. Develop a [Truth, Racial Healing & Transformation \(TRHT\)](#) Campus Center.
2. Surveys and assessments to help better understand the experience of CSUSB community members and their diverse perspectives.
3. Increase programs to reduce stigma associated with mental health challenges.
4. Update communication methods to further connect students, staff, and faculty to resources on campus.
5. Expand alumni engagement in career development and mentorship programs for students and recent graduates from historically underrepresented groups.
6. Enhance alumni volunteer programs to foster diversity, equity, inclusion, and belonging practices.
7. Build and sustain strong and engaged alumni communities by supporting and collaborating with CSUSB's affinity groups.
8. Identify opportunities to increase a sense of belonging by creating intentional recognition and appreciation initiatives for university employees.
9. Expand search committee training to include comprehensive DEI competencies.
10. Expand and track identity demographics to better understand our campus populations.

Goal 3: Diversity, Equity, Inclusion (3/3)

Objective 3.3: Promote and support a campus culture that values and ~~upholds civil rights~~ affirms human rights and protections for all members of our community.

- **Outcome 1.** The University will create an infrastructure that strengthens the ability of faculty, staff, and students to recognize and address when human rights have been violated.
- **Outcome 2.** The University will create and allocate campus spaces and initiatives, both existing and forthcoming, to enhance the education and advocacy for the human rights of marginalized communities.
- **Outcome 3.** The University will develop the infrastructure needed to support and expand campus-wide DEI efforts to support sustaining human rights.

Strategies:

1. Provide training programs to help campus members understand their rights and responsibilities under the law and learn how to identify and respond to discrimination, harassment, and other human rights issues.
2. Create programs to educate and differentiate between legal, ethical, and moral philosophies and principles related to human rights.
3. Continue partnership with the Universal Human Rights Initiative (UHRI).
4. Grow and advocate for the needs and access of undocumented students.
5. Gather feedback from historically underrepresented and diverse alumni to help inform future initiatives and policies to assist our students.
6. Hire or assign a Director to partner with appropriate campus entities (IEC, Ombuds, DEI, etc.) to oversee human rights education initiatives.

Goal 4: Internationalization

- **Goal Statement:** Elevate ~~To distinguish~~ CSUSB as a global institution that provides inclusive and transformative international experiences to its campus ~~community~~.

Goal 4: Internationalization (1/3)

Objective 4.1: Improve global learning opportunities for the campus community students, faculty, and staff through enhancing global-focused curricula and co-curricular activities.

- **Outcome 1.** Students, faculty, and staff will be more knowledgeable about global issues and world cultures.
- **Outcome 2.** University curriculum will be enhanced by the increased inclusion of topics and course materials related to global matters.
- **Outcome 3.** Faculty will conduct globally-focused research and collaborate with faculty outside of the U.S. on research projects.

Strategies:

1. Expand funding for globally-focused events and activities on campus.
2. Augment student, faculty and staff involvement in globally-focused activities and track student involvement through co-curricular transcripts.
3. Increase funding for international student groups' activities and provide support for their larger campus events.
4. Create incentives for faculty to internationalize their new and existing curricula.
5. Increase funding to the Professors Across Borders (PAB) program and encourage more faculty to participate in PAB.
6. Create a global focused research group for faculty collaboration.
7. Enhance student participation in globally-focused research through paid student assistantships.

Goal 4: Internationalization (2/3)

Objective 4.2: Expand student, faculty, and staff participation in education abroad programs.

- **Outcome 1.** Restore student participation in education abroad programs to pre-pandemic levels within the first two years, and then increase it by 10% annually over the following three years.
- **Outcome 2.** Develop and broaden the COIL (Collaborative Online International Learning) program.
- **Outcome 3.** Develop domestic study away opportunities.

Strategies:

1. Enhance program diversification, integration, and visibility.
2. Provide comprehensive support for faculty and students in education abroad programs.
3. Lower study abroad costs and increase financial aid awareness to improve affordability.
4. Enhance outreach, marketing, and recruitment strategies.
5. Use effective evaluation procedures and methods to facilitate program development and improvement.

Goal 4: Internationalization (3/3)

Objective 4.3: Grow, diversify, and engage the international student body.

- **Outcome 1.** Students will have the opportunity to learn from students from different cultural backgrounds.
- **Outcome 2.** Create a more diverse and culturally rich campus community.
- **Outcome 3.** Increase international student retention.
- **Outcome 4.** International students progress to graduation in a timely manner.

Strategies:

1. Diversify global regions/ markets in recruitment plans.
2. Diversify programs of interest at CSUSB in recruitment plans.
3. Incorporate International Admissions (IA) into the campus' strategic enrollment management planning.
4. Collaborate closely with academic departments as a part of the recruitment pipeline.
5. Develop an integrated multichannel branding, marketing and communications plan for international students.
6. Expand financial aid opportunities for international students.
7. Provide appropriate resources and services to international students.
8. Change the culture/mindset to ensure that all international students are regarded as CSUSB students.
9. Obtain regular feedback from international students.

Q & A

- **Website:** <https://www.csusb.edu/strategic-plan>

