

## **Strategic Plan Drafts: Mission, Values, Goal Statements, & Objectives**

### **Definitions**

**Vision:** future oriented -the vision makes you excited

**Mission statement:** why we are here -the mission makes you proud

- Concise, memorable, catchy, idiosyncratic
- Honor essence of current mission

**Values:** guiding principles- foster belonging

- Condense to broad themes that encompass current values
- Easy to remember and embody, Idiosyncratic

**Goal Statement:** General description of an intended broad end-state to be achieved (i.e., ideas, long-term purpose around which organizational coordination is directed).

**Objectives:** Desired effects (i.e., benefits, changes, or improvements) that CSUSB aims to generate. Outcomes are the result of objectives.

- 2-3 per goal statement

### **Vision (no revision)**

CSUSB aspires to be a model for transforming lives.

### **Mission Statement (proposed)**

We are a diverse Coyote Community. We foster each other's success—through active learning, intense mentoring, impactful scholarship, professional development, personal growth, and dedication to individual students' needs—on campus, regionally, and globally.

### **Core Values (proposed)**

**P**rogress. Innovation, sustainability, and integrity are cornerstones that bolster our commitment to serving our students, faculty, staff and community members. 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, experiences, and resources are vital to a positive educational environment and our commitment to inclusion. We believe in transparency, eliminating barriers, and empowering each other so everyone may fully participate in 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 social justice and equity in all that we do, and work collaboratively to achieve 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, 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:** Students choose CSUSB to engage in inclusive experiences that foster their curiosity and transform their lives.

#### **Objectives**

1. Acknowledge and value students' cultural, linguistic, and social identities (what the students bring in).
2. Transform students' understanding of self as agents in a global society (their experience while here).
3. Empower students to apply competencies that enrich their communities (application of what they've learned while here, and beyond).

### **Goal 2: Faculty & Staff Success**

**Goal Statement:** Attract outstanding employees 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.

#### **Objectives**

1. Ensure fair, flexible, and efficient work.
2. Promote a culture of trust which values and integrates human differences and cares for the holistic well-being of employees.
3. Enhance pathways for professional advancement.

### **Goal 3: Diversity, Equity, & Inclusion**

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

#### **Objectives**

1. Uphold an unwavering commitment to create an enduring diverse, equitable, and inclusive environment.
2. Strengthen our culture of belonging, acceptance, and appreciation for the unique characteristics and contributions of all students, faculty, staff, and administrators.
3. Promote and support a campus culture that values and upholds civil rights and protections for all members of our community.

### **Goal 4: Internationalization**

**Goal Statement:** Distinguish CSUSB as a global institution that provides transformative international experiences to its campus community.

#### **Objectives**

1. Improve the global learning opportunities for students, faculty, and staff through enhancing globally-focused curricula and co-curricular activities.
2. Expand student participation in education abroad programs.
3. Grow and diversify the international student body.