

Strategic Plan Implementation

YEAR 2- CAMPUS REPORT

Oct 28, 2025 12:00pm-1:00pm

Zoom



STRATEGIC PLAN 23-28



CSUSB WE DEFINE THE *Future*

Today's Overview

1. Welcome & Introductions
2. Orientation to SP
3. SP Cycle
4. AY 24-25 Progress Report
5. AY SP Priorities
6. HERI Survey
7. Feedback

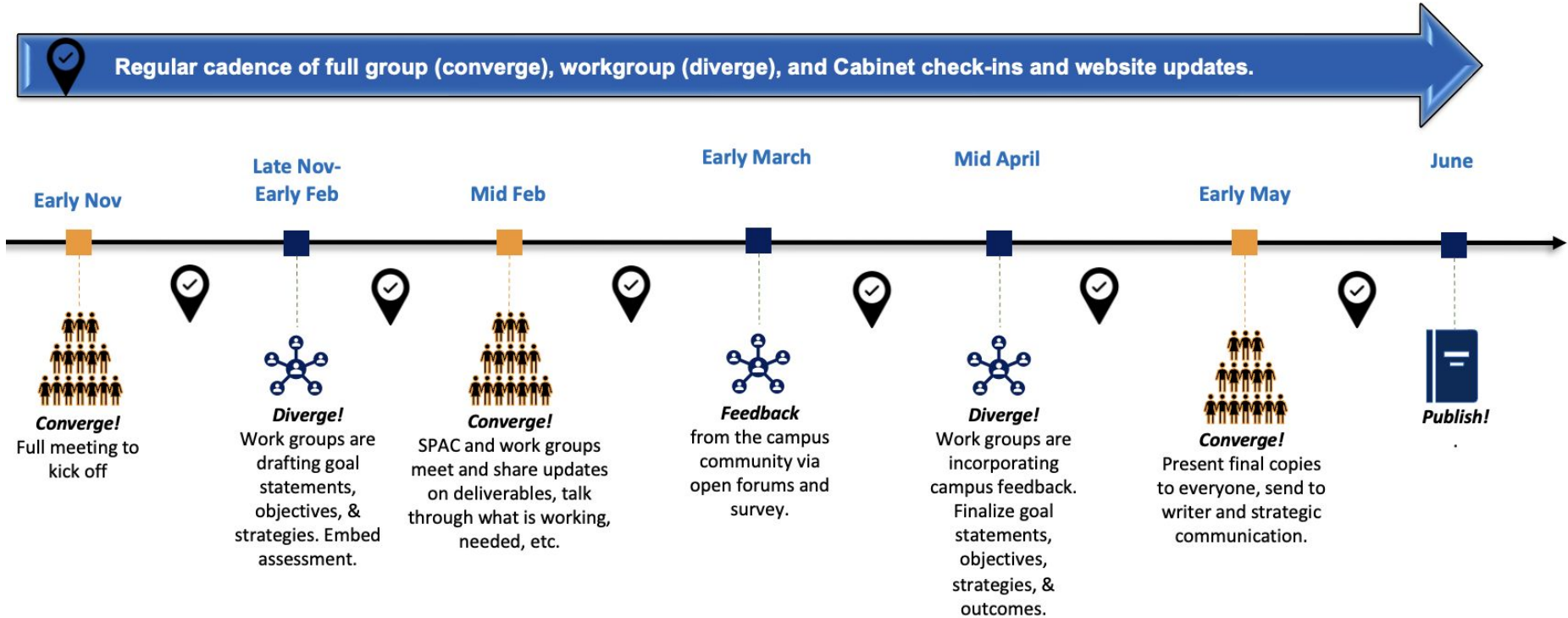


Welcome

- < Kelly Campbell, Vice Provost & Senior Diversity Officer
- < Nicole Dabbs, Faculty Director of Institutional Effectiveness



Strategic Plan Process AY 22-23



Strategic Goals

Goal 1: Student Success

Engage every CSUSB student in inclusive experiences that foster their curiosity and transform their lives and communities.



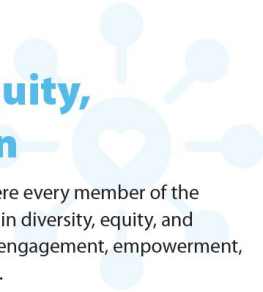
Goal 2: Faculty and Staff Success

Attract outstanding and dedicated staff and faculty and retain them by cultivating a safe environment where they thrive professionally and personally; in which their voices are represented; and which fosters impactful collaborative partnerships.



Goal 3: Diversity, Equity, and Inclusion

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.



Goal 4: Internationalization

Elevate CSUSB as a global institution that provides inclusive and transformative international experiences to its campus.



University Vision, Mission and Core Values

VISION:

CSUSB is a model for transforming lives.

MISSION STATEMENT:

At CSUSB, we promote each other's growth and success and enhance 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 make positive contributions to our globally connected society.

Core Values: P.A.C.K.

P Progress

Innovation, sustainability and integrity are essential components of our commitment to students, faculty, staff, and community members. We are responsible stewards of the university and the environment and are dedicated to sustainable growth and development.

A Access

We are committed to 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.



CSUSB WE DEFINE THE *Future*

Community

We are actively engaged in contributing to 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.

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.

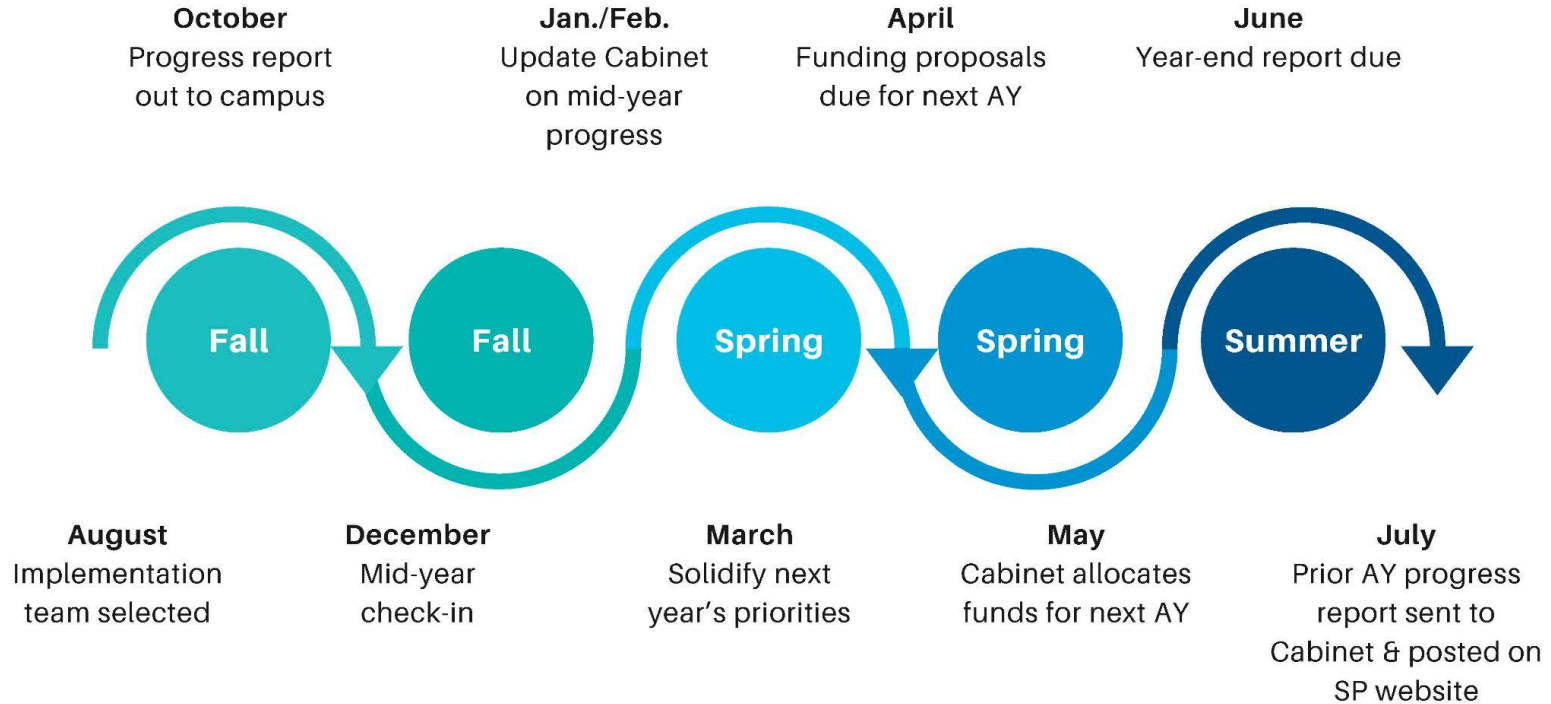


Strategic Plan Implementation Team

- Divisional reporters for each strategy
- Meet throughout the year
- Mid and end-of-year reporting
- Help identify prioritizations each year



Strategic Plan Cycle



Goal 1: Student Success

Objective 1.1.

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



Objective 1.2.

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



Objective 1.3.

Empower students to apply competencies that enrich their communities.



Goal 2: Faculty and Staff Success

Objective 2.1.

Ensure equitable and efficient work.



Objective 2.2.

Promote a culture of trust and safety that values and integrates human differences and cares for the holistic well-being of staff and faculty.



Objective 2.3.

Enhance pathways and guidance for professional advancement.



Goal 3: Diversity, Equity, and Inclusion

Objective 3.1.

Uphold an unwavering commitment to an enduring diverse, equitable, and inclusive environment.



Objective 3.2.

Strengthen our culture of belonging, acceptance, and appreciation for the unique characteristics and contributions of all students, alumni, faculty, staff, and



Objective 3.3.

Promote and support a campus environment that values and affirms human rights and protections for all members of our community.



Goal 4: Internationalization

Objective 4.1. Enhance global learning opportunities for the campus community.



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



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



Goal 1: Student Success

- < Gardner Institute work being published & presented; Barefoot & Gardner award nomination
 - CNS completed Curricular Analytics
 - FYE now a Four Year Experience (Coyote Passion Packs) with redesigned seminars, coordinated advising, coaching, peer mentoring, and equity-focused training
 - USTD 1000 for all Cat 3 & 4 students, now expanded to all first-year students
 - Expanded embedded mentoring and support structures beyond GE to 42 first-term courses; evidence for augmented pass rates
- < Office of Pre-College Programs supported more than 8,000 college applications and 7,800 FAFSA/CADAA completions
- < New CRM (Element 451), digital campaigns, and Instant Admit Days helped exceed first-year commitment targets; Spanish-language media campaigns increased regional visibility
- < Library now equipped with kits containing educational books, toys, and games for students who are parents studying with children present



Goal 2: Faculty & Staff Success

- < Talent Acquisition improved hiring efficiency and began offering comprehensive recruitment training for campus
- < The Staff Development Center, in collaboration with Facilities Management, piloted a nine-month career pathway program aimed at staff interested in skilled trades
- < The Provost Research Award provided \$355,000 in merit-based reassigned time to support 50 faculty members for research activities
- < CiRIS Program awarded four grants totaling up to \$32,500 each to support research initiatives that are expected to attract future external funding
- < Office of Academic Research awarded \$34,000 to 15 faculty to recognize exceptional research or creative productivity (Faculty Achievement Innovative Research Award)
- < Travel awards offered to supplement faculty conference travel (e.g., DEI Board funded probationary faculty up to \$750 each)

Goal 2: Faculty & Staff Success

- < Human Resources led the campus-wide CiviliTEA Café initiative, a monthly series to engage faculty and staff in meaningful conversations about civility, navigating conflict, and being a good university citizen
- < Human Resources laid the foundation for the launch of Advantage Club, a peer-to-peer recognition platform, to provide real-time acknowledgment for staff accomplishments
- < Recreation & Wellness partnered with the Staff Development Center and Kinesiology Department to offer fitness classes including Zumba and faculty/staff fitness assessments
- < CSUSB Leadership Academy was launched to foster leadership development across the university. The inaugural cohort, selected from 63 applicants, included 12 faculty, 11 staff, and 3 MPPs

Goal 3: Diversity, Equity, & Inclusion

- < Cross-divisional DEI liaisons were established and trained
- < Several conferences, workshops, and events fostered DEI awareness and engagement, including the Educational Leadership Summit, Education for Sustainable Development Conference, and Dual Immersion Symposium
- < A DEI resource repository and directory was established
- < The inclusive language guide was expanded and refined
- < The President's DEI Board developed two new awards: the Staff DEI Impact Award and the Faculty DEI Impact Award, which were presented at Convocation
- < Student Affairs facilitated the New Employee Orientation, division-wide town halls, the HSI Symposium, and Coyote Cares Day, engaging hundreds of employees and students in service and professional development activities
- < Two all-gender restrooms opened in the Pfau Library and PDC added a lactation room

Goal 4: Internationalization

- < Education Abroad expanded its offerings by establishing direct enroll summer opportunities in Mexico, Italy, Guatemala, Costa Rica, Peru, the UK, Jordan, Kenya, and Spain, including intensive Spanish and Arabic language study
- < CEGE is actively diversifying its international student recruitment by expanding partnerships with recruitment services firms. In 24-25, CEGE added 9 new firms, with 4 more planned for 25-26
- < New exchange partnerships were formed with South Korea (academic year) and France (summer)
- < Strategic Plan funds supported the development of four “signature” study abroad programs (ongoing, continually offered programs), campus visits to strengthen partnerships, and student recruitment efforts
- < To strengthen the international recruitment pipeline, CEGE developed collaborations with 14 graduate programs across five academic colleges

Academic Year 25/26 Priorities

Goal 1: Student Success:

Engage every CSUSB student in inclusive experiences that foster their curiosity and transform their lives and communities.

Objective	Strategy	Year 1: 23/24	Year 2: 24/25	Year 3: 25/26
Objective 1.1. Acknowledge and value students' cultural, linguistic, and social identities.	Review institutional practices and procedures to identify those that create barriers, including expanding work with the Gardner Institute to review curricular complexity.			
	Implement the strategic enrollment management plan.			
	Redesign online interface for easier student awareness and access to relevant university resources.			
	Provide targeted "college basics" instruction opportunities for first-year and incoming transfer students.			
	Enhance mental health support and increase access.			
	Provide students with library materials that speak to their identities.			
	Scale up summer credit opportunity Funding.			
	Scale up embedded mentoring and supportive pathways programs in first-term classes outside of GE math, English and first year seminar courses.			
	Strengthen cross-divisional collaborative partnerships to provide students with holistic and supportive experiences.			
Objective 1.2. Transform students' understanding of self as agents in a global society.	Enhance the collaboration between department and institutional level advising.			
	Support the authentic implementation of and equitable student participation in High Impact Practices (HIPs).			
	Augment partnerships between students and community-based organizations.			
	Support regular meaningful assessment of student learning outcomes (SLOs) and co-curricular experiences across the university.			
	Increase co-enrollment (dual enrollment) partnerships with community colleges and high schools.			
	Continue to grow culturally responsive and data informed tutoring, mentoring, and writing support strategies.			
	Develop incentive-driven Supplemental Instruction (SI) opportunities throughout the curriculum.			

SP Dashboard



Strategic Plan 2023-2028 Progress Report: Year 1-3



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HERI Survey

- < Year 1: March 2024 (off-cycle)
 - [Staff](#) and [Faculty](#) Dashboards
- < Year 3: Spring 2026 (on-cycle)
 - Benchmarking: Year 1 & 3; comparable institutions
 - Tracking strategic plan progress
 - Provide baseline data for upcoming strategic plan



Questions?

Share Your Voice 



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