



Looking to the Future:

A Strategic Plan for Graduate Education at CSUSB

2020 - 2025

INTRODUCTORY MESSAGE



Dr. Dorota Huizinga,
Associate Provost for Academic
Research and Dean of Graduate
Studies

Many thanks to the Graduate Studies Strategic Plan Steering Committee, Office of Graduate Studies, Graduate Council, and the campus community for their hard work over the past years to create

California State University, San Bernardino's Graduate Education Strategic Plan. The work on the Graduate Education Strategic Plan began in Winter 2016 by forming a Graduate Studies Strategic Plan Steering Committee comprised of faculty from all five academic colleges. The Committee performed a thorough status and needs assessment analysis, consulted with the campus constituencies, collected data and student and faculty input, and after releasing a draft plan, collected feedback which was incorporated to create the final document released in June 2019.

The Graduate Education Strategic Plan builds on the CSUSB's Strategic Plan 2015-2020 in its focus on student success. The plan describes the vision, mission, core values, and four overarching goals. For each of the goals, there are strategies, actions, and anticipated outcomes.

As CSUSB continues to grow and expand its educational opportunities, this plan provides an aspirational road map for all of us to engage in the activities and programs which will further enhance our graduate student experience and success.

We are happy to share the CSUSB Graduate Education Strategic Plan 2020-2025 with the campus community and look forward to your continued feedback and support as we move forward with its implementation.

Dorota Huizinga



Dr. Caroline Vickers,
Faculty Director of Graduate Studies and
Professor of English

The Office of Graduate Studies will implement the Graduate Studies Strategic Plan through 2025 utilizing best practices for graduate education to define the future of graduate education at CSUSB.

We seek to achieve Goal 1, increase enrollment and diversity of graduate students, by marketing CSUSB's graduate programs to a diverse audience and monitoring workforce needs, relevance of CSUSB graduate programs, and demand for new graduate programs in the Inland Empire. Similarly, we will strive to meet Goal 2, identify and remove barriers to admission, retention, graduation and enhance job readiness, through best practices such as holistic admissions, enhancement of graduate student sense of belonging through Graduate Studies events, and by continually improving the professionalization experiences of graduate students through initiatives such as our Professional Resource and Engagement Programs (PREP). To reach Goal 3, support and enrich educational experiences of graduate students and build a graduate education culture, we will work with graduate programs to implement best practices for graduate education such as non-academic support services, space for graduate students to connect with each other, and support for high quality academic advising. The Office of Graduate Studies will work toward Goal 4, initiate steps toward creating a Graduate School that provides direction and support for faculty, students and programs, by advocating for graduate education as well as expanding resources and funding for graduate coordinators and programs.

We look forward to enriching a strong tradition of world-class graduate education at CSUSB to contribute to a thriving Inland Empire workforce and community.

Caroline Vickers

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MISSION, VISION, & CORE VALUES

Vision

CSUSB graduate education fosters academic and professional excellence and citizen stewardship to benefit the current and future leadership of our region and the community at large through the direction of a Graduate School.

The Office of Graduate Studies and the Graduate Programs at CSUSB enthusiastically affirm the core values of CSUSB: Inclusivity, Innovation, Integrity, Respect, Social Justice and Equity, Sustainability, Transparency, Wellness, and Safety.

Core Values



Academic Excellence

We value excellence in teaching, research, and service and foster an integrative approach to advanced education through interaction, discovery, and innovation.



Student Success

We value our diverse graduate student population and promote their success through variable learning opportunities and intellectual growth, emphasizing lifelong learning and community engagement.



Social Responsibility

We value ethical citizenship and respect the value of all individuals. We encourage students to take responsibility for creating positive change in their communities, and to eliminate barriers for the disadvantaged and disempowered.

Mission

The mission of graduate education at CSUSB is to support and encourage the intellectual, professional, and ethical growth of a diverse campus community and region.

GOAL 1

Increase enrollment and diversity of graduate students.

STRATEGIES:

1 Develop recruitment initiatives to target diverse demographics.

Actions and Outcomes:

- Develop new recruitment materials and programs to target diverse populations.
- Develop new mechanisms to increase internal and external visibility of CSUSB graduate programs (advertise locally, regionally and nationally).
- Partner with local universities.
- Target marketing to particular groups (teachers, veterans, etc.).
- Close the gap between URM undergraduate and post-baccalaureate enrollment by 2% annually.
- Increase total post-baccalaureate enrollment by 3% annually.

2 Increase outreach to current undergraduate students.

Actions and Outcomes:

- Collaborate with Undergraduate Studies to create pipeline (bridge) programs to graduate education for CSUSB undergraduate students.
- Partner with existing recruitment offices on campus.
- Advertise graduate programs to current undergraduate students.
- Collaborate with student clubs and groups to promote graduate programs.
- Implement effective messaging and advertising venues by surveying current students.

3 Support individual programs in their international recruitment efforts.

Actions and Outcomes:

- Collaborate with the Center of International Studies and Programs to increase enrollment of international students in graduate programs.

4 Develop new relevant graduate programs or modify existing programs to meet community needs.

Actions and Outcomes:

- Convert Master Plan proposals to implemented programs.
- Provide support for needs assessment and curriculum development.
- Launch 6 new graduate degree programs by 2025.



GOAL 2

Identify and remove barriers to admission, retention, graduation and enhance job readiness.

STRATEGIES:

- 1 Work with graduate programs to establish a set of best practices for admission and retention of graduate students and, where appropriate, institutionalize policies that support these practices.

Actions and Outcomes:

- Establish best practices for applicant admission criteria, application review processes, communications with the applicants, number of units in degree programs, scheduling of classes, cost of the programs, time to degree, etc.
- Align state support and self support admissions processes.

- 2 Develop formalized non-academic advising programs for graduate students, recognizing and better serving the needs of those from diverse backgrounds.

Actions and Outcomes:

- Create professional development programs in the areas of financial education and best practices for job searching, interviews, preparing resumes, statements of interests, professional networking, etc.
- Create programs/certificates in cultural competencies serving URM communities.

- 3 Increase financial support for graduate students.

Actions and Outcomes:

- Increase financial support by offering Graduate Teaching, Research Assistantships and Tuition Waivers.
- Reach \$300,000 by 2025



GOAL 3

Support and enrich educational experiences of graduate students and build a graduate education culture.

STRATEGIES:

- 1 Implement activities and programs to build community and culture for graduate students.

Actions and Outcomes:

- Engage CSUSB faculty and students by promoting and growing the annual campus-wide 'Graduate Education Week'.
- Expand Graduate Student Orientation, Family Picnic and Pass the Torch events.
- Involve the community and alumni in campus events.

- 2 Provide space for graduate students.

Actions and Outcomes:

- Secure dedicated space in:
 - Commons
 - Housing
 - Library

- 3 Expand support service hours to evening hours.

Actions and Outcomes:

- The Office of Graduate Studies to open until 6:00 p.m. four times per week.
- Work with Counseling and Psychological Services and other campus-wide offices to expand their office hours to serve graduate students.

- 4 Provide opportunities for distance learning and services.

Actions and Outcomes:

- Offer advising via phone/Zoom.
- Collaborate with TRC in developing training on the pedagogies for distance learning in graduate education.

- 5 Increase funding for graduate student professional and leadership development.

Actions and Outcomes:

- Secure funding for graduate student travel to professional conferences and workshops.

- 6 Work with graduate programs to establish a set of best practices for graduate education.

Actions and Outcomes:

- Ensure students are able to enroll in courses intended for graduate students.
- Ensure that faculty teaching graduate courses have subject matter expertise and knowledge.
- Ensure quality, relevance, and appropriateness of culminating experiences.
- Provide a structure for mentoring of faculty teaching graduate courses and developing graduate programs.

GOAL 4

Initiate steps toward creating a Graduate School that provides direction and support for faculty, students and programs.

STRATEGIES:

1 Support faculty involved with graduate education.

Actions and Outcomes:

- Hold and advertise workshops and training sessions for new and continuing graduate coordinators.
- Hold and advertise advising and teaching workshops and training for faculty teaching graduate classes.
- Update, revise, and make available policies regarding graduate education.
- Track advising appointments in a uniform fashion that are accessible across campus (e.g., EAB Campus software).
- Provide adequate support and resources for faculty workload in supervision courses.

2 Expand resources for graduate coordinators.

Actions and Outcomes:

- Provide Graduate School staff to assist coordinators with: recruitment, advertisement, contacting applicants, etc.
- Create a centralized and uniform system across all University departments for easy access to student information (e.g., work with Records to move Program Plan and graduation check to EAB Campus).
- Provide grants and/or development funds for conference attendance related to graduate education and advising.
- Provide funds for course buy-outs for coordinators.

3 Make existing resources for program coordinators visible.

Actions and Outcomes:

- Regularly update and post Graduate Coordinator Handbook.
- Hold regular Graduate Coordinators Meetings.

4 Advocate for more funding sources.

Actions and Outcomes:

- Acquire more SSI funding
- Increase philanthropic donations for graduate education.
- Secure a portion of IDCs for graduate assistantships.
- Ensure appropriate allocation of resources is in line with program needs.

5 Differentiate graduate education/programs from undergraduate education/programs.

Actions and Outcomes:

- Create distinct institutional Student Learning Outcomes (SLO) for graduate students.
- Place more graduate school representatives (e.g., coordinators, directors, deans, etc.) on University-wide committees to ensure graduate education is represented in all decision-making processes and stages.
- Establish a "Graduate School" which will provide the leadership and vision for the CSUSB graduate education.



The Graduate Studies strategic planning process started in response to the CSUSB Institutional Strategic Plan (2015-2020), which was completed in June 2015, and included **Goal 1: Student Success, Strategy 3: “Develop, implement and disseminate a graduate studies strategic plan.”**

The work on the Graduate Education Strategic Plan began in Winter 2016 by forming a steering committee comprised of faculty from all five academic colleges. The Strategic Analysis of Graduate Programs steering committee met 23 times from March 2016 - June 2019 and carefully researched the status of graduate education, both in the region and on campus, as well as potential areas for growth. Data was supplied and analyzed by the Office of Institutional Research, and the Steering Committee collected additional data from CSUSB students, alumni, and faculty via campus surveys. Information on neighboring CSU campuses and Inland Empire colleges and universities provided a snapshot of graduate education in the region and benchmarks for measuring success. Once the preliminary goals were developed, they were posted on the Graduate Studies website and the campus community was given the opportunity to provide feedback through Open Forums held throughout the 2017 winter and spring terms. Feedback from the campus community was carefully evaluated by the steering committee and integrated into the strategic plan whenever feasible.

In Winter 2019, a strategic plan draft was shared with graduate coordinators, department chairs, college deans, and Graduate Council for their feedback. This feedback was compiled in Spring 2019 and was again reviewed by the steering committee, which then revised the strategic plan in response to this feedback. The steering committee produced a final draft of the Graduate Education Strategic Plan ready for campus feedback on June 10, 2019 with its Vision, Mission, Core Values, Goals, Strategies, and Actions.

The Graduate Education Strategic Plan has been vetted by all appropriate campus stakeholders, and spans 2020 – 2025. This collaborative effort serves as a blueprint for building on current successes and lays the foundation for expanding the reach and influence of graduate programs at CSUSB.

WE DEFINE THE *Future*



The Office of Graduate Studies extends its deepest appreciation to the Strategic Analysis of Graduate Programs Steering Committee members. Their dedication, contributions and expertise helped craft the strategic plan into a viable document that will carry graduate education at CSUSB into the future.

Chair: Dr. Francisca Beer, (2016-2017)
Co-Chairs: Dr. Dorota Huizinga and Dr. Caroline Vickers (2018-2019)

The following Steering Committee Members served various terms throughout 2016-2019:

- Ahlam Muhtaseb,
College of Arts and Letters
- Wendy Smith,
College of Arts and Letters
- Jonathon Anderson,
College of Business and Public Administration
- Alexandru Roman,
College of Business and Public Administration
- Lynn Diaz-Rico,
College of Education
- Jemma Kim,
College of Education
- Judy Silva,
College of Education
- Becky Sumbera,
College of Education
- Monideepa Becerra,
College of Natural Sciences
- Tomasz Owerkowicz,
College of Natural Sciences
- Anthony Field,
Social and Behavioral Sciences
- Andrea Schoepfer,
College of Social and Behavioral Sciences
- Laurie Smith,
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- Jeffrey Thompson,
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- Shelby Reeder,
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- Teresa Dodd-Butera,
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