Strategic Plan
2015 – 2020

CSUSB

My thanks to the Strategic Planning Advisory Committee and the Strategic Goal Working Groups, along with the members of the extended campus community and the external community, for your time and hard work over the 2014-15 academic year in order to create a new strategic plan that will take Cal State San Bernardino from 2015 to 2020. This new road map is reflective of hours of discussion and input, from meetings to town halls to online feedback, and belongs to all of you. To CSUSB's students, faculty, staff, and friends, thank you.

The process began with a review and clarification of CSUSB's mission, vision and values, which led to a focused list of five strategic goals. Special subcommittees, one per goal, worked diligently to identify the objectives which will help guide us moving forward. The finished plan will then serve as the basis for an implementation plan, which we will use to measure and assess our progress. It has been a transparent and organic process—and it will continue to be a transparent and organic process—as we use this blueprint to advance our university over the next five years.

What are our core values? Inclusivity, innovation, integrity, respect, social justice and equity, sustainability, transparency, and wellness and safety. And what are our goals? Student success, faculty and staff success, resource sustainability and expansion, community engagement and partnerships, and identity. As **your** strategic plan for **your** university, we will each need to consciously build our offices and departments and divisions around these values and goals. I believe that they are a reflection of much of what we are already doing and who we are.

The goals are built upon the foundations of where we've been and where we wish to go. We are an anchor institution, based in the Inland Empire of California, with a commitment to our local, regional, national, and global community. We take pride in the beauty of our region and the beauty of our campus, and we all strive to make it a special place to study and to work. As the campus has changed, though, this plan provides us with the tools to take time to reflect collectively on who we are so that we can strive to be the best that we can be.

I am happy to share this strategic plan with all of you and look forward to your continued input, support and effort to be the truly outstanding, world-class institution of higher education that is no longer the Inland Empire's "hidden" treasure.

– Dr. Tomás D. Morales, President

CSUSB Strategic Plan: Transforming Lives

Starting in 2014, the California State University, San Bernardino campus community worked collegially and collectively to refine its vision and mission, develop core values and a strategic plan for CSUSB. This plan will allow us to focus resources to address our aspirations that will affect our service area, region, state, nation and world. Faculty, staff, students, alumni, community and business leaders came together to identify a five-year plan of action for CSUSB.

This strategic plan treats CSUSB as one university with two campuses – San Bernardino and Palm Desert. CSUSB is a comprehensive university that combines the attributes of a state university with commitments to public service. The academic strengths of CSUSB are grounded in five colleges, each of which pursues excellence and distinction. Our plan proposes five university-wide goals and strategies that transcend the boundaries of colleges and administrative units. This plan was developed by adhering to a Presidential mandate to follow an "organic and transparent process" with active involvement by the campus constituents and community members. A Strategic Planning Committee (SPAC) met at least twice a month from September to June and Working Groups (WG) met every Friday afternoon from January through May to develop a strategic plan representing the ideas of the campus and local community. Accordingly, SPAC along with members of five WG's, held four campus open forums and four town hall meetings to cultivate a strategic plan driven by university faculty and staff as well as input from the greater community. SPAC also reported its progress at every Faculty Senate meeting during the year and maintained the university website for strategic planning. SPAC collected feedback resulting in more than 2,500 points of data from direct contact or responses to the website and numerous iterations of the plan. Subsequently, the plan represents the aspirations and commitments of the campus community and members of the surrounding service areas.

The strategic plan can be viewed at: *csusb.edu/strategicplanning*

The main elements of the strategic plan include five goals associated with objectives and strategies that serve as metrics for future accountability, including *Student Success*, *Faculty and Staff Success*, *Resources Sustainability and Expansion*,

Community Engagement and *Identity*. The *Student Success* goal emphasizes learning experiences that promote student success, achievement, and academic excellence geared to preparing students to contribute to a dynamic society. Our *Faculty and Staff Success* goal is designed to foster innovation, scholarship, and discovery among the faculty and staff. A third goal, *Resource Sustainability and Expansion,* intends to steward resources for sustainability and acquire new sources of funding. The fourth goal, *Community Engagement,* anticipates CSUSB serving and engaging communities (local, regional, state, national, and global) to enhance social, economic and cultural well-being. Finally, the fifth goal, *Identity,* is aimed at building an identity that celebrates the uniqueness of CSUSB by promoting our accomplishments and inspiring campus involvement.

As Co-chairs we were honored to serve with our distinguished faculty, staff, students, and the community to develop this plan that we present to you today.

– Dr. Terry Rizzo and Dr. Sam Sudhakar, Co-Chairs, Strategic Planning Advisory Committee

Members of the Strategic Planning Advisory Committee

Co-chairs

Terry Rizzo, Professor and Chair, Kinesiology

Sam Sudhakar, Vice President, Information Technology Services and CIO

Members

Alfredo Barcenas, President, ASI (for AY14-15)

Beth Jaworski, Interim Assistant Vice President for Student Services

Connie McReynolds, Professor (SRC) and Director, Institute of Research, Assessment and Professional Development

Jeff Tan, SSP, Psychological Counseling Center

Jonathan Anderson, Professor and Chair, Public Administration

Kathy Ervin, Professor, Theatre Arts

Laurie Smith, Professor and Chair, Social Work

Matias Farre, Assistant Director, Accounting

Monica Alejandre, Senior Budget Analyst, University Advancement

Sharon Brown-Welty, Dean, Palm Desert Campus

Strategic Planning Staff

Karina Alvarado, Executive Assistant, ITS VP Office

Jolene Koester, Emeritus President CSUN and Consultant

Julie Lappin, Water Resources Institute, Program Manager

Muriel C. Lopez-Wagner, AVP Institutional Effectiveness and Director of Institutional Research

Research Subcommittee Members

Muriel Lopez-Wagner, AVP Institutional Effectiveness and Director of Institutional Research

Jonathan Anderson, Professor and Chair, Public Administration

Jeff Tan, Clinical Psychologist, Psychological Counseling Center

Barbara Sirotnik, Professor, Information and Decision Sciences and Director of IAR

Christopher Naticchia, Professor, Philosophy

Marita Mahoney, Director, Office of Assessment and Research, College of Education

Strategic Planning Working Groups

Strategic Goal 1: Student Success

Jodie Ullman, Professor, Psychology (Co-chair)

William Vanderburgh, Associate Vice President and Dean, Undergraduate Studies (Co-chair)

Yousef Abedrabbo, student

William Aguilar, Emeritus Special Projects

Alfredo Barcenas, President, ASI (for AY14-15)

Francisca Beer, Associate Dean, Graduate Studies and Student Research

Kim Cousins, Professor, Chemistry and Biochemistry

Marcelle Daniels, Director, Veterans Success Center

Alysson Satterlund, Associate Vice President and Dean of Students, Student Affairs

Qiana Wallace, Director of Retention Projects, Undergraduate Studies

Strategic Goal 2: Faculty and Staff Success

Marisol Johnson, Confidential Aide, Student Affairs (Co-chair)

Monty Van Wart, Professor, Public Administration (Co-chair)

Wendy Arroyos, student

Claudia Davis, Associate Professor, Nursing

Matias Farre, Assistant Director, Accounting

Janelle Gilbert-Darius, Associate Professor, Advising Coordinator, Psychology

Vipin Gupta, Associate Dean, Business and Public Administration

César Portillo, Associate Vice President, Human Resources

Jeff Tan, Clinical Psychologist, Psychological Counseling Center

Strategic Goal 3: Resource Sustainability and Expansion

Gerard Au, AVP, Operations and Customer Support, Information Technology Services (Co-chair)

Stuart Sumida, Professor, Biology (Co-chair)

Monir Ahmed, AVP Finance, Administration and Finance

Beth Brenner, Associate Vice President, Development

Marc Fudge, Assistant Professor, Public Administration

Tina Howe, Director of Administrative Services, Palm Desert Campus

Connie McReynolds, Professor (SRC) and Director, Institute of Research, Assessment and Professional Development

Laurie Smith, Professor and Chair, Social Work

Strategic Goal 4: Community Engagement and Partnerships

Cherstin Lyon, Associate Professor, History (Co-chair)

Diane Podolske, Director, Community Engagement (Co-chair)

Jonathan Anderson, Professor and Chair, Public Administration

Jim Charkins, Emeritus Professor, Economics

Kathy Ervin, Professor, Theatre Arts

Kevin Hatcher, Assistant Vice President for Athletics and Recreation

Pam Langford, Director, Executive Affairs

Carmen Murillo-Moyeda, Marketing Specialist, Strategic Communication

Alexandru Roman, Assistant Professor, Public Administration

Joseph Siy, student

Strategic Goal 5: Identity

Carol Dixon, Executive Director, Special Events and Guest Services (Co-chair)

Astrid Sheil, Interim Chair, Accounting and Finance; Associate Professor, Communication Studies (Co-chair)

Monica Alejandre, Senior Budget Analyst, University Advancement

Fernando Banos, student

Sharon Brown-Welty, Dean, Palm Desert Campus

Angela Gillespie, Graphic Designer, Strategic Communication

Beth Jaworski, Interim Assistant Vice President for Student Services

Todd Johnson, Professor and Chair, Music

Victoria Seitz, Professor and Chair, Marketing

Maylyne Togafau, student

TABLE OF CONTENTS

● *Vision Statement*

CSUSB aspires to be a model for transforming lives.

● *Mission Statement*

CSUSB ensures student learning and success, conducts research, scholarly and creative activities, and is actively engaged in the vitality of our region. We cultivate the professional, ethical, and intellectual development of our students, faculty and staff so they thrive and contribute to a globally connected society.

● *Core Values*

As a university community, these core values are the driving force that moves us to accomplish our mission and goals:

INCLUSIVITY

We affirm and are committed to the value of all kinds of differences among students, faculty and staff. Inclusivity that is broad and deep makes us a healthier and more productive organization and builds a culture that fosters engagement and diverse perspectives.

INNOVATION

We support and believe in an innovative culture and attitude that fosters the creative and deliberate application of teaching, research, scholarship and service for effective education.

INTEGRITY

We affirm and are committed to the truth. We demonstrate our integrity by being ethical, matching what we say with what we do, and by ultimately taking responsibility for our actions.

RESPECT

We believe in and are committed to the virtue of respect and will treat everyone with courtesy and kindness.

SOCIAL JUSTICE and EQUITY

We believe in, affirm, and are committed to the equal value and dignity of all people. Fairness and equity are more than equality. We actively seek to eliminate barriers for those who are disadvantaged and disempowered so they may participate fully in university life.

SUSTAINABILITY

We affirm and are committed to the sustainability of our university by forward thinking, learning from both successes and mistakes, being proactive in moving our university forward, and by providing opportunities for continued growth and development.

TRANSPARENCY

We affirm and are committed to the importance of transparency both internally and externally. We believe in honesty and openness in our decisions and processes, subject to legal and ethical confidentialities. Understanding we are a public institution, we are also up front and open to the community and residents that we serve about the decisions we make and the actions we take.

WELLNESS and SAFETY

We affirm and are committed to protecting and enhancing the health, wellness and safety of ourselves, our colleagues, our students and our stakeholders. We believe a healthy university is one in which there is collegial collaboration and uses continuous improvement processes that ensure a safe and healthy workplace for all.

Goals and Objectives

● ***Goal #1 – Student Success:***
Provide learning experiences that promote student success, achievement, and academic excellence and prepare students to contribute to a dynamic society.

Objectives:

1. All undergraduate students will participate in at least three High Impact Practices (HIPs) by graduation, starting with the fall 2015 cohort of incoming first-year students, preferably including one HIP within the context of each student's major.

2. Adopt the Institutional Learning Outcomes and use the assessment of them to guide continuous program improvement.

3. Conduct annual surveys to assess students' sense of belonging, engagement, and inclusion. Establish baseline measures and then design programming to ensure continual improvement.

4. Increase student success by maintaining high academic standards while reducing the overall DFWI (D, F, withdrawal, incomplete) rate through improved course learning conditions and enhanced co-curricular support. Aim to reduce the rate in lower division courses from 13% to 10%, and aim to reduce the upper division rate from 8% to 6%, particularly through providing additional supports for students in courses with the highest DFWI rates.

5. Stay on track to meet or exceed the CSU's Graduation Initiative 2025 targets with a four-year graduation rate in 2020 of 15% or higher, a six-year graduation rate of 52% or higher, and an underrepresented minority (URM)/non-URM achievement gap of 0%. For transfer students, by 2020 achieve a 36% two-year graduation rate and a 72% four-year graduation rate. Reduce by half the achievement gaps for males and Pell-eligible students. Decrease average time-to-completion for students who enroll as freshmen from 5.6 to 5.0 years by 2020. For transfer students, decrease average time-to-completion from 3.1 to 2.7 years by 2020.

6. To foster the success of graduate students, by June 2017, the campus will complete a program evaluation of graduate education at CSUSB. From 2017 through 2020, these recommendations will be implemented.

Strategy 1:

Contributes to objectives 1, 2, 4, 5, 6

1. Intentionally offer additional administrative support, stipends, re-assigned time, etc., to encourage and reward faculty as they continually improve their classroom teaching through integrating evidence-based and/or equity-based pedagogical strategies that enhance student learning and success.

2. Create a campus-wide HIPs Community of Practice to support the implementation of HIPs.

3. Create student Learning Communities (residential and non-residential) designed around evidence-based best practices that may include cohorts, block scheduling, intentionally connected courses, peer mentoring, and structured learning supports (e.g., tutoring and Supplemental Instruction).

4. The orientation for new tenure-track faculty hires will include a substantial component on effective pedagogy in higher education.

5. In decisions about hiring new tenure-line faculty, consider what our institutional patterns and the research literature tell us about where decreased class size could have the greatest impact on teaching effectiveness and on student success

Strategy 2:

Contributes to objectives 1, 3, 4, 5, and 6

1. Provide evidence-based academic and social support programs to help students succeed.

2. Ensure that student support programs are systematically delivered effectively and efficiently.

3. Intentionally and explicitly connect learning across curricular and co-curricular experiences so that students better understand the purposes of higher education and learn strategies that promote resilience and success beyond graduation.

4. During the process of semester conversion, ensure that the Institutional Learning Outcomes are included among the guiding principles in curriculum redesign.
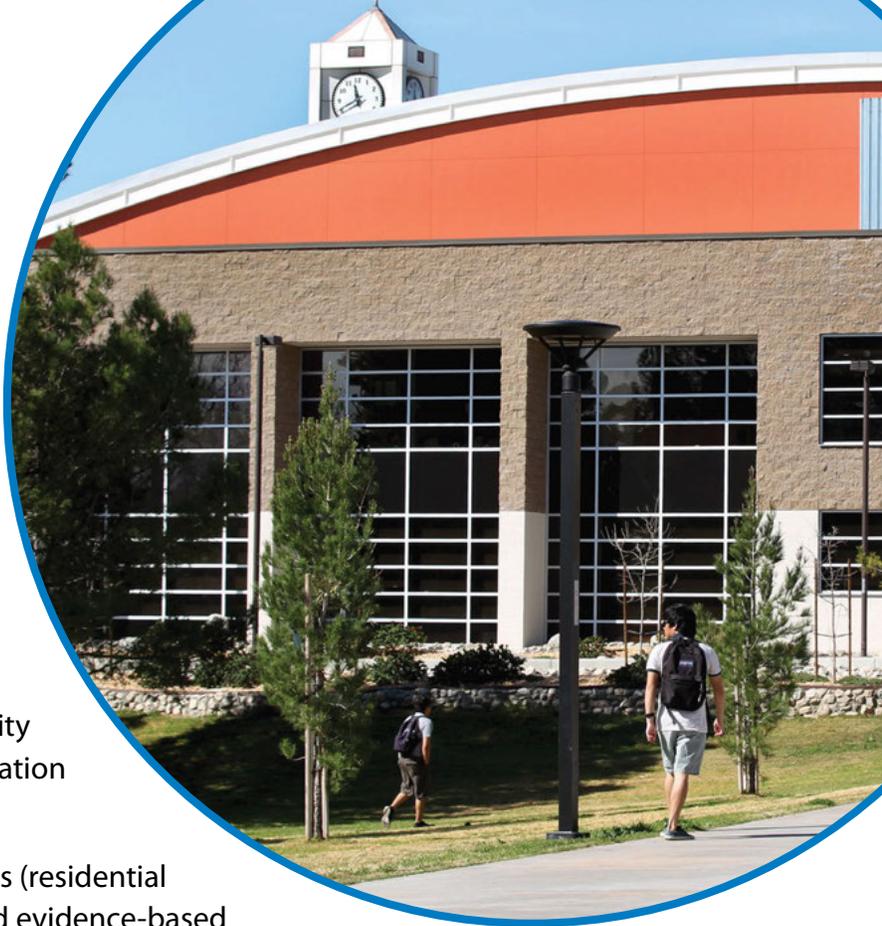
Did You Know

66% of CSUSB seniors have participated in High Impact Practices?

2011 & 2013 National Survey of Student Engagement Respondents (1,468)

High Impact Practices (HIPs) are:

Capstone Course, Culminating Senior Experience
45%

Internship, Practicum, Field Experience
37%

Foreign Language or Additional Language Coursework
26%

Learning Community
21%

14%
Research with Faculty Outside of Course

10%
Independent Study, Self-Designed Major

7%
Leadership in Student Organization

6%
Service Learning, Community Engagement

6%
Study Abroad
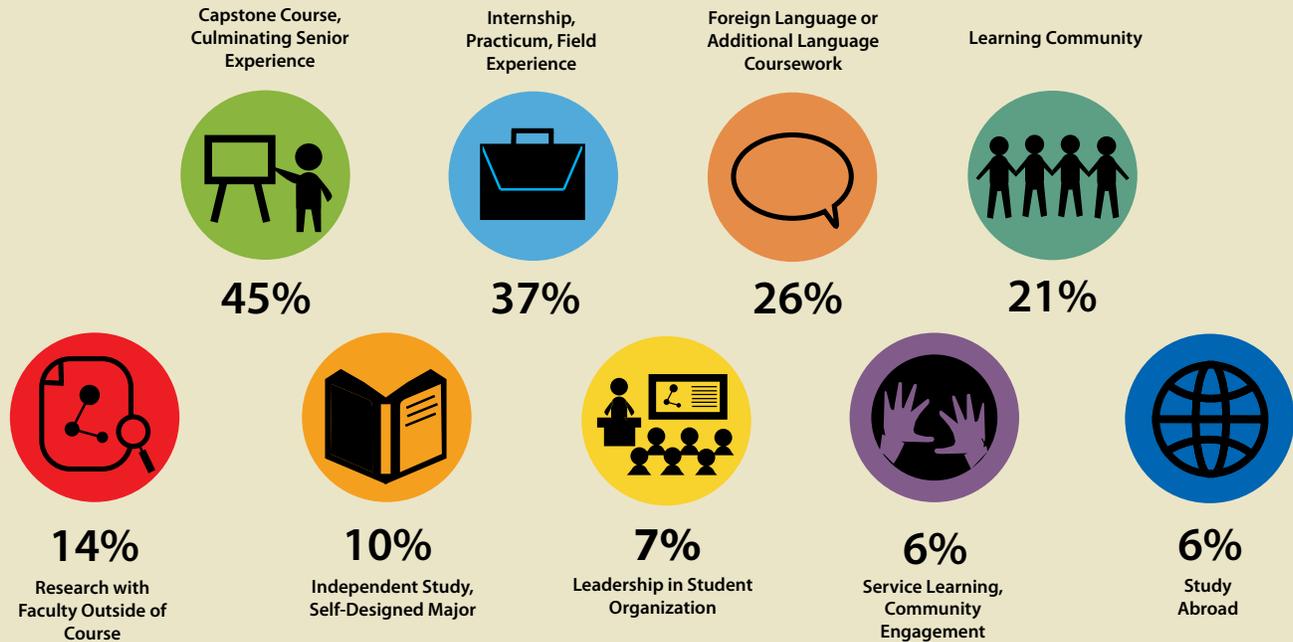
"These opportunities to integrate, synthesize, and apply knowledge are essential to deep, meaningful learning experiences." (Kuh, 2008)

Percentage of seniors who participated in HIPs

Number of HIPs

- Six 0.2%
- Five 1%
- Four 5%
- Three 11%
- Two 19%
- One 28%
- None 35%

© CSUSB Office of Institutional Research
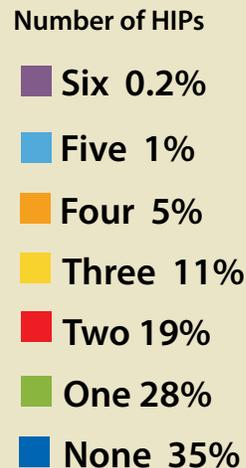
Strategy 3:

Contributes to objectives 2, 3 and 6

1. Conduct a graduate studies needs assessment that includes feedback from graduate students and graduate programs.

2. Develop, implement and disseminate a graduate studies strategic plan.

3. Explore, develop and implement effective practices in graduate education (potentially to include HIPs at the graduate level) that promote retention, graduation and time to degree.

● *Goal #2 – Faculty and Staff Success: Foster innovation, scholarship, and discovery for faculty and staff success.*

Objective 1: Foster excellence in teaching to increase High Impact Practices and promote course redesign for contemporary teaching practices by increasing the number of faculty served by the Teaching Resource Center.

Strategies:

1. Provide a 10% increase in budget to the Teaching Resource Center to increase the number of faculty members the TRC can support to participate in workshops, institutes, and other instructional training focused on high impact, evidence-based teaching practices, assessment of student learning, such as e-portfolio, the effective use of learning technologies, and redesigning courses, in ways that integrate these high-impact, evidence-based teaching practices as part of semester conversation and in conjunction with the new Institutional Learning Outcomes (ILOs) and General Education Outcomes (GEOs).

2. Provide a 10% increase in budget to support more faculty members to create pilot programs that can then be used to obtain larger external grants on innovative teaching practices and to create collaborative projects across faculty units and disciplines to achieve national teaching standards in integrative learning.

Objective 2: By fall 2017, create a Center of Excellence to promote high impact research, creative activities, and scholarship involving interdisciplinary and international collaborators, and develop a tracking system to do the same.

Strategies:

1. Create a Center of Excellence for research, creative activities, and scholarship.

2. Create a universitywide tracking system for research, creative activities, and scholarship.

Objective 3: Increase funding, incentives, reassigned time, and recognition for research, creative activities, and scholarship to enhance the university's reputation as a center of scholarship.

Strategies:

1. Increase funding, incentives, and reassigned time to enhance the support system for research, creative activities and scholarship by 10% progressively over five years.

2. Increase recognition and networking opportunities to enhance the university's reputation for research, creative activities, and scholarship.

Objective 4: Increase funding and faculty reassigned time to provide more student opportunities for supervised research and creative activities.

Strategies:

1. Create an Office for Student Research within the Center of Excellence created in objective 2, supervised by a faculty panel, to mentor and support undergraduate and graduate students, and be paired across divisions for collaboration of research activities.

2. Increase support and recognition for faculty mentoring of student research.

Objective 5: By 2017, develop a plan to increase training opportunities for staff.

Strategy:

1. Through a university committee, create and implement a staff development and training plan by 2017.

Objective 6: Increase the diversity of tenure/tenure-track faculty, adjunct faculty, and staff as well as improve the climate of inclusion and support.

Strategies:

1. Increase funding by 10% progressively over five years to support recruitment strategies to strengthen diversity.

2. Improve the climate to support retention among faculty and staff.

Objective 7: Increase Tenure Track Density (TTD) based on projected student demand and FTES growth, and decrease Student to Faculty Ratio (SFR).

Strategies:

1. Increase TTD to at least 63.6% by the end of the five-year period.

2. Reduce the SFR to 23.8 by the end of the five years.

3. Create a positive/healthy work-life culture/balance to attract and retain faculty.

Did You Know

Career and intellectual development are the top reasons CSUSB students attend college?

CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO
Institutional Research

2014 CIRP Freshman Survey* (2,331)
Percentage of freshmen reporting that attending college for the following reasons were 'very important'

Get a better job

'84	'94	'04	'14	CSUSB '14
76%	77%	74%	87%	90%
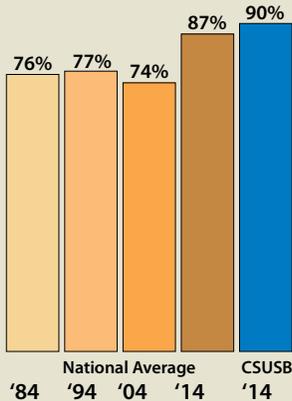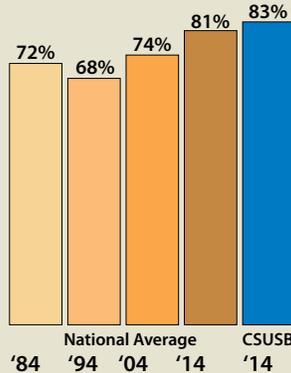
National Average

Learn about interesting things

'84	'94	'04	'14	CSUSB '14
72%	68%	74%	81%	83%

National Average

Make more money

'84	'94	'04	'14	CSUSB '14
69%	77%	74%	77%	81%
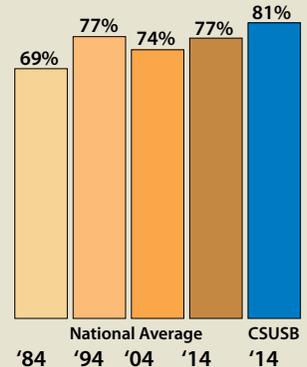
National Average

--- National averages for 4-year public colleges ---

Gain general education

'84	'94	'04	'14	CSUSB '14
66%	52%	61%	69%	75%

National Average
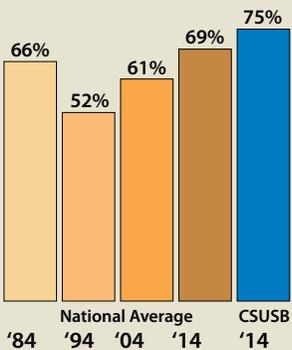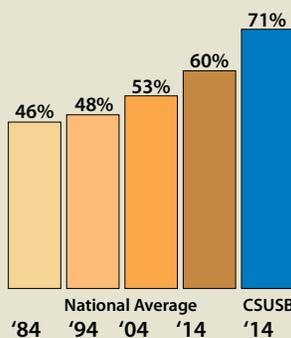
Prepare for graduate school

'84	'94	'04	'14	CSUSB '14
46%	48%	53%	60%	71%

National Average
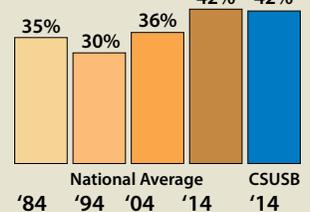
Become a cultured person

'84	'94	'04	'14	CSUSB '14
35%	30%	36%	42%	42%

National Average

*Survey conducted by UCLA Cooperative Institutional Research Program (CIRP)

● *Goal #3 – Resource Sustainability and Expansion:*
Steward resources for sustainability, and acquire new sources of funding.

Objective 1: Secure at least two nationally-recognized public and/or private part-nerships to facilitate growth and innovation.

Strategies:

1. University stakeholders will engage in a collaborative process to identify key priorities and areas of expertise that are well-positioned to attract interest and support from public-private partners.

2. Prospective partner entities will be identified, cultivated and solicited, utilizing existing and new relationships with campus leaders, to secure funding, recog-nition, and other tangible resources.

Objective 2: Develop infrastructure; revise, update, and create new processes by fall 2017 to enable the university to launch and increase innovative entrepreneurial activities.

Strategies:

1. Cultivate a culture of entrepreneurship and innovation as a source of talent for innovation and as an incubator of business and social enterprises.

2. Develop collaboration between academic leadership, faculty, and adminis-tration to ensure an innovative, scalable approach to the development and delivery of entrepreneurial activities across the entire university.

3. Develop policy reviews/updates and develop pathway/process to expand existing entrepreneurial activities and launch new initiatives to enhance contributions to CSUSB.

Objective 3: Increase non-resident revenue by 5% annually, and increase the five-year philanthropic productivity average by 12% at the end of 2020.

Strategies:

1. Continue current campus effort of increasing non-resident enrollment by 5% annually through 2020.

2. Lead a "visioning" process with internal and external stakeholders to identify fundable concepts based on the university's priorities, areas of strength, and strategic plan. (*contributes to SPAC goal #5*)

3. Secure an academic and/or programmatic university champion for each

funding priority, who is responsible for collaborating with University Advancement to pursue funding opportunities. *(contributes to SPAC goal #1 and 2)*

Objective 4: Plan and implement a process by which existing resources (space, budget, staffing) are re-allocated efficiently, increase off-campus space utilization to 5% by 2020, and increase process efficiency by completing process mapping of 25 major and impactful functions across the university.

Strategies:

1. Initiate a feasibility study with internal and external constituencies to evaluate current usage of space on and off campus. *(contributes to SPAC goal #4)*

2. By the end of 2017, complete and implement a campus process efficiency assessment to evaluate current campus inefficiencies and to execute process improvements.

Objective 5: Increase the number of proposal submissions of contracts, grants, and philanthropic sectors by at least 5% annually with a targeted increase of 25% by 2020. Increase new award funding to at least $25M/year by 2020.

Strategy:

1. Develop and implement a process to provide increased grant writing support and program management to effectively propose and streamline management of grants, contracts, and extramural funding opportunities. *(contributes to SPAC goal #2)*

Did You Know

CSUSB promotes significant academic and personal growth?

CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO
Institutional Research

2014 National Survey of Student Engagement Respondents (1,068)

Seniors reported how much their experience at CSUSB contributed to their development.

Area of development	Comparison institution type	% reported "Quite a bit" or "Very much"

Writing clearly and effectively

CSUSB	80
Community Engaged	74
Hispanic Serving	73
Pell	69

Speaking clearly and effectively

CSUSB	74
Community Engaged	69
Hispanic Serving	71
Pell	66

Thinking critically and analytically

CSUSB	86
Community Engaged	84
Hispanic Serving	84
Pell	84

Analyzing numerical and statistical information

CSUSB	67
Community Engaged	60
Hispanic Serving	65
Pell	63

Acquiring job-related knowledge and skills

CSUSB	65
Community Engaged	67
Hispanic Serving	68
Pell	68

Understanding people of other backgrounds

CSUSB	72
Community Engaged	62
Hispanic Serving	66
Pell	54

Being an informed and active citizen

CSUSB	63
Community Engaged	58
Hispanic Serving	58
Pell	53

● ***Goal #4 – Community Engagement and Partnerships:***
Serve and engage communities (local, regional, state, national, global) to enhance social, economic and cultural well-being.

Objective 1: By 2017, identify and prioritize strategic opportunities for aligning community needs with appropriate university resources for mutual benefit.

Strategies:

1. Incorporate faculty into the university structures that guide and implement community engagement, and provide increased staff support to the office of community engagement.

2. Review and recommend adjustments to campus policies, procedures and structures to eliminate barriers and provide support to community engagement activities.

Objective 2: Increase the number of strategic community-university engagement activities by 2020.

Strategies:

1. A baseline will be established as a result of strategies in objective 1. The percentage increase will be determined in relation to existing levels.

2. By fall 2017, develop and implement support systems for faculty and staff efforts to document, obtain recognition, and gain informed evaluation of community-engaged scholarship and/or activities for the purposes of professional advancement.

3. By fall 2017, significantly increase university funds to stimulate new community engagement initiatives and community-engaged research above current levels.

Objective 3: By 2020, build capacity to increase and sustain curricular and co-curricular service learning opportunities and/or community engagement activities.

Strategies:

1. A baseline will be established as a result of strategy 2 under objective 1. The percentage increase will be determined in relation to existing levels.

2. By fall 2017, significantly increase university funds to stimulate new curricular and co-curricular service learning activities.

Objective 4: By fall 2018, publicize CSUSB's commitment to community engagement as a key component of the university's culture and image with the establishment of a recognition and reward system for excellence in community engagement and collaborative work.

Strategies:

1. By January 2017, develop a process to track and report how faculty, staff, administrators, and students are publicly engaged.

2. By fall 2016, ensure all recruitment advertisements for faculty, staff and executive positions reflect the university's commitment to community engagement.

3. By 2020, establish mechanisms for the systematic public feedback on university's engagement activities.

● *Goal #5 – Identity:*
Build an identity that celebrates the uniqueness of our university, promotes our accomplishments, and inspires involvement.

Objective 1: CSUSB will have a well-defined and supported university identity as measured by students, faculty, staff, alumni and community perceptions by June 2020.

Strategies:

1. Engage in a process that identifies what makes CSUSB distinctive, including unifying communication themes.

2. Develop a centralized comprehensive integrated marketing communication plan to reinforce our identity with internal and external audiences by January 2017.

3. Invest sufficient resources annually to perpetuate the university's identity.

Objective 2: Create a vibrant and memorable student life experience that reinforces the university's identity to increase student engagement in campus activities by 10% by 2020.

Strategies:

1. Create, identify, and update gathering spaces on campus to encourage student engagement.

2. Identify, define, and brand CSUSB traditions and signature events.

Objective 3: Increase prospective students' perceptions of CSUSB as a university of choice from 68% to 78% by 2020 as measured by 2012 Institutional Research (IR) Campus Quality Survey.

Strategy:

1. Develop a student-to-prospective-student campaign to promote CSUSB as a first-choice option for all students including a "We Are CSUSB" YouTube video competition.

Objective 4: Increase positive perceptions of CSUSB with internal and external audiences by 10% over baseline by 2020.

Strategies:

1. Brand the university based on our uniqueness and values by creating communication tools including a media kit and other promotional products.

2. Regularly update website and other distribution sources with real-time messaging to tell our story, promote our achievements and publicize campus events.

3. Integrate the campus internet radio station with Media Services, the Coyote Chronicle, and the Communication Studies television studio.

Objective 5: Increase alumni engagement by 10% by 2020, as measured by the Alumni Affairs alumni activity report.

Strategies:

1. Develop a minimum of 2 major annual events that celebrate alumni accomplishments and attract over 300 distinct alumni.

2. Develop more career networking opportunities for alumni.

3. Increase the number of contactable alumni of record in the alumni database.

Did You Know

CSUSB's fall 2013 student population came from 89 countries?

CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO

China
Undergrad: Finance 34%
Graduate/PB: Accounting 30%

Canada
Undergrad: Undeclared 66%
Graduate/PB: Education 25%

United States
Undergrad: Psychology 10%
Graduate/PB: Teaching Credential 19%

South Korea
Undergrad: Management 12% and Marketing 12%
Graduate/PB: Education 33%

Mexico
Undergrad: Psychology 14%
Graduate/PB: Mathematics 15%

India
Undergrad: Accounting 23%
Graduate/PB: Computer Science 32%

Saudi Arabia
Undergrad: Finance 21%
Graduate/PB: Educational Instructional Technology 24%

Count of all students
None
1 - 3
4 - 8
9 - 18
19 - 35
36 - 62
63 - 483
484 - 16,648

Captions indicate top major

Top 5 Countries by Student Level

	USA	MEX	KOR	CHN	SAU
Count of Undergraduate Students	14,646	437	215	180	155

	USA	CHN	MEX	SAU	IND
Count of Graduate/PB Students	2,001	74	46	41	22
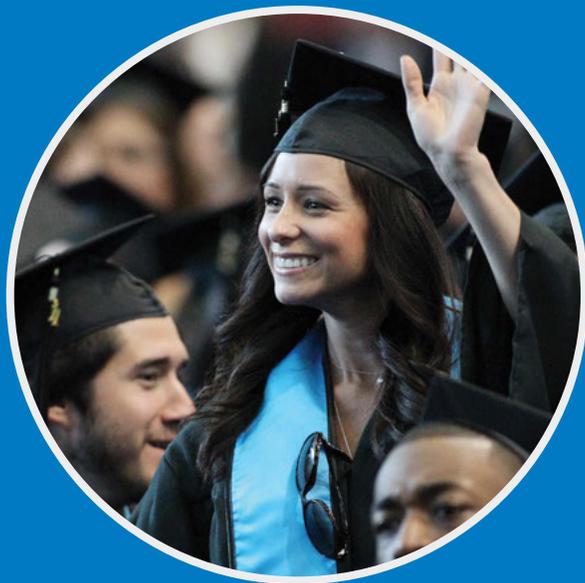
CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO

5500 University Parkway, San Bernardino, CA 92407-2393

Main Line: (909) 537-5000 | www.csusb.edu