

Deans Meeting Notes

October 9, 2014: 9 am

Number of Attendees: 7

Question 1: What challenges at CSUSB are critical strategic areas to affect change?

- Difficult to be entrepreneurial at CSUSB. We are being better about using IT to increase efficiency, but technology is an incredible tool and if we want to continue to grow PDC, we need to look at how we replicate services there.
- There are policies and procedures in place that don't allow us to be as innovative as we can be. Example - if a department is entrepreneurial, the business office questions us as to why we have revenue. Being entrepreneurial is not congruent with our policies/procedures.
- The culture does not support entrepreneurship - general belief the emphasis should be on stateside and if anything is left over, then support entrepreneurial endeavors. If someone can get through our policy/procedure maze and through risk avoidance to actually generate a revenue stream, they are restrained on how to use that revenue.
- We're siloing academic programs, so there is not a lot of interdisciplinary curriculum.
- We need to allow some risks to happen, such as pilots. Need innovation to grow and have to have some way to plan for these. Reward incentives need to be involved and how evaluations are done need to align as well and currently we don't see that.
- We don't do a good job of marketing ourselves to potential clientele and there are a lot of hidden treasures that go untold. We need an infusion of marketing because it is not here.
- As an institution 50-years-old, we're not brand new anymore and need to make critical decisions as to what we want to look like and what role we want graduate education to play.
- We need decisions on international students, graduate education, how large to get, strategy(ies), and how this all feeds into the PDC.
- Need to know the missions of our colleges and align them with the university's mission, which we don't see now.
- How much do we want to be a commuter campus versus a residential campus? We're funding community services, but no resulting benefits other than it is the right thing to do. We fund these services out of our pocket - no allotment from CSUSB. It is OK if CSUSB wants to continue, but we don't know what our roles are and have a lack of direction.
- Business intelligence is a concern - need to have one system (currently can query various systems, but get different results) and need to be able to talk to each other. Example: accounting system is inadequate to get the needed financial details.
- We're asked to be data-driven decision makers, but the data isn't there or isn't reliable.
- We have good leaders, but there is no leadership development. It is ad hoc and random mostly and no seminars are on campus. Do we want the development of internal campus leaders or do we want leaders from the external environment?

- We have no identified strengths; example - Cal Poly San Luis Obispo's strength is touted as a technology campus, but we can't point to anything. We should develop our positioning within our own campus and this would help strengthen the CSU system as a whole.

Question 2: What are CSUSB's areas of strength?

- Students can get involved with their professors and get engaged with their research.
- Would be wonderful if nursing program could be grown.
- A global strength - Inland Empire is a big region and CSUSB takes students from a variety of backgrounds and transforms them. We have a lot of first-generation students and English learners, and we have a tremendous and powerful impact in this region. Retention rates are good, but need to work on graduation rates. Open access and open door is phenomenal.
- Smaller classes are an asset and provide different experiences to students (one comment- as a comparison, in their undergrad class there were about 700 students in class).
- Have participation in a more global sense - faculty/staff participating in Chancellor's Office initiatives, scale high-impact practices, etc.
- Community engagement: an amazing amount of hours put into community by faculty/staff/students/administrations and we don't talk about it enough. This is part of our branding.
- Community support at PDC is extraordinary. The academic leadership team is a true strength of this university.
- Have a strong philanthropic board and see the board's passion for CSUSB.
- We should have events that bring leaders back to our area (example - Redlands has a Town and Gown).
- Our philanthropic board is good, but a challenge is our alumni and our connections with alumni need a lot of attention. Our records aren't up-to-date and it is difficult to get alumni to meet with us. Additionally, we need more connections with international alumni and we could probably see some huge results if we did.
- We make things accessible for individuals with disabilities, yet we do not have many accommodations for Spanish speakers. Admissions, FAQ's, financial aid, etc. should be available in multi-lingual formats or, at a minimum, provide selected material in multiple languages.
- Technological challenges are common as a lot of people do not own a computer or have access to one so we may want to outreach to those type of students. CSUSB may want to have kiosks in malls that provide access (however one comment was it may not be worth it business-wise).
- Leadership needs to be responsible for the curriculum and the faculty that teaches it.

Question 3: In order to meet the needs of the region as we see it, are there academic programs that we should offer, but don't?

- Data analytics and cross boundaries with hard problems like water, health, air, and transportation. We have talent that can barely deliver right now, so we really can't expand and there is concern about keeping our accreditations. We need to think creatively to create an edge in the marketplace. It is hard to grow our own with no PhD program in place, but we could do so in conjunction with PhD-granting institutions.
- There are changes in technology like with the airline industry. Academics are going to lead the processes.
- We should modify what we have and make connections across departments and colleges. We don't have a professional writing certificate.
- We have opportunities to do the research necessary that health professionals are calling for with regard to modern medicine and holistic medicine. Latinos often use both types of medicine to stay healthy. Additionally, we have wonderful opportunities to set up programs around renewable resources such as water and have plenty of faculty to do so. With regards to entertainment, we should massage the curriculum to prepare students to become writers/performers/directors.
- Nursing should have some integration with public health so that students who had their heart set on nursing, but didn't get accepted, have a place to go to.

Question 4: Besides the salary issues, what are the strategic/more tactical issues related to faculty/faculty work, recruiting, and keeping faculty?

- Workloads - they are asked to do a lot and classes are getting bigger. Should try to free them from paperwork to allow them to do what they're best at (example - advising). Be better and smarter on how to support their teaching and need to find ways to free up their time to do high-value activities. They are asked at times to do things that they're ill-equipped for and work is scattered. We can't burn them out. Come up with creative ways to recruit new colleagues. Reward them correctly for their efforts.
- We made headway in terms of a new faculty mentoring program - it was a serious need and was intermittent before, but needed to attract diverse faculty. It celebrates diversity, helps them acclimate to the environment, makes them part of the community, and is intentional.
- Getting people volunteering is an issue. Newer faculty think they need to be compensated for everything they do, but the older faculty do it. However, the workload is ridiculous.
- Need to be careful at the leadership level - sometimes have to let up on things as situation gets more demanding.
- Existing strategic plan is too broad. Need to demonstrate as leaders that they can't do everything.
- Maybe some programs need to be taken away or pared down?

- Need identity and getting mixed messages. They're primarily teaching, but new faculty have to do extra things, so as new faculty, they're unsure as to what they're supposed to be doing.
- Recruitment: need to continue diversifying faculty/staff and develop a strategy and plan on how to do that because we don't have one in place. Do we improve the pay scales so as to compete with other universities? Probably not. Grow our own? We don't have PhD programs, but could bring our young faculty or capable students up through the ranks, move them into PhD programs, and have them come back here to teach.

Question 5: What does the Strategic Planning Advisory Committee need to know in order to complete this plan?

- Academia can talk ad nauseam and not have things happen, but the other end is not allowing enough time for conversations. Comment was to allow a lot of different ways to collect information and make sure the messages get out a variety of ways so the strategic plan does not look predetermined. This is especially important because there is a lot of change on campus. Should get consensus as a campus.
- Don't forget that people are the fabric and foundation for our university. If we don't do much to retain people such as there are no career paths, good people leave; this needs to be addressed. When we do try to retain people, it falls on deaf ears. Should include something about this in the new plan.