

# Strategic Planning Update

12 November 2014

# Strategic Planning Advisory Committee

- SPAC MEMBERS
- Consultant Dr. Jolene Koester,  
President Emeritus, CSU Northridge

# The note on the SPAC door

Dear Optimist, Pessimist,  
and Realist,

While you guys were busy  
arguing about the glass  
of water, I drank it.

Sincerely,  
the Opportunist

# Overview

- SPAC Work
- October Campus & Community Meetings
- Results
- What have we learned to date?
- Where do we go from here?
- Questions?

# SPAC WORK

# Reviewed the Following Documents Vis-à-vis Strategic Planning

- CSU Strategic Plan
- CSUSB Accreditation Report
- Institutional Learning Outcomes (Draft)
- CSUSB Strategic Plan (2009)
- Other higher education strategic plans

# Initial Survey

- Sent to Campus Community regarding Mission, Vision and Need for Core Values
- Results
  - 715 Responses
  - Many said that they would like to see the Mission and Vision revised
  - Overwhelming number of responses indicated a need for ***Core Values***

# CSUSB Vision (Draft)

*CSUSB will be a premier comprehensive university of choice for students.*



# Core Values (Draft)

- *Excellence*
- *Social Capabilities (maximizing what individuals are capable of doing), Diversity, Inclusiveness*
- *Integrity and Transparency*
- *Effective Leadership and Stewardship*

# Mission (Draft)

*Within a culture of inclusivity and collegiality, and with attention to the needs of our geographic region, the mission of California State University San Bernardino is to produce and disseminate knowledge while cultivating the personal, moral and intellectual development of our students, faculty and staff.*

# October Campus & Community Meetings (Methods)

# Questions to the Campus Community

- Five questions were asked of the faculty, staff and academic leadership
- Three questions were asked of CSUSB students

# Campus Respondents

- Students in five classes (158)
- Leadership Retreat (n=130)
  - Associate and Assistant Deans and Chairs, state-side and auxiliary MPP's, Cabinet, ASI officers, and Faculty Senate Executive Committee
- Town Hall (300)
  - CSUSB staff, faculty, and students, including PDC

# Campus Respondents (continued):

- Faculty (n=17)
- Cabinet (n=11)
- Chairs (n= 24)
- Community Leaders (n=19)
- Deans (n=7)
- Faculty Senate EC (n=10)
- Student Leadership (n=9)
- Vice Presidents (n=11)

# Respondents: Online Survey

- Faculty (n=117)
- Staff (n=115)
- All MPP's (n=64)
- Students (n=388)
- Community stakeholders (n=20)

# Coding Methods

- Familiarized with the data set
- Two people reviewed each data set
- Created codes
- Searched and defined themes among the codes
- Recurrent themes will aid in development of the Strategic Plan



# Results To Date

# Faculty Senate Executive Committee

- Morale is low 5 50%
- Need Resources 5 50%
- Campus Culture is  
changing 2 20%
- Maintain an Inclusive  
Process 2 20%

# Leadership Retreat

- Student Success, Student Engagement, Academic Excellence 44 26%
- Need Resources 40 22%
- Inclusive/Transparent 30 17%
- Identity & Brand 30 17%
- Data Driven 17 9%
- Vision, Mission, and Core Values 17 9%

# CSUSB Cabinet

- Need Resources 9 50%
- Recognize our Demographics 4 22%
- Campus Culture is Changing 2 11%
- Academic Excellence 2 11%

# Faculty Meeting #1

# Faculty Meeting #2

• Morale is low	23	46%
• Academic Freedom and Excellence	15	30%
• Student Success	8	16%
• Need Resources	6	12%
• Identity	4	8%
• Changing Campus Culture	4	8%
• Recognize Demographics	2	4%

# Chairs Meetings

• Identity/Investing in Marketability	12	20%
• Faculty Resources/Goodwill	14	24%
• Resources & Tenured Institutional Capacity	12	20%
• Student Success	21	36%

# Deans Meeting

• Identity	11	26%
• Collaboration & Engagement	10	24%
• Care (Student/Faculty Success)	9	21%
• Creativity & Innovation	7	17%
• Managerial Efficiency	5	12%



# Assoc. & Asst. VPs Meeting

# Community Meeting

• Education	9	28%
• Economic Vitality	8	25%
• Interdependence	6	19%
• Accessibility	5	16%
• Diversity	4	12%

# Class Meetings

<b>CSUSB Strengths: (In response to question: What is great about Cal State?)</b>	<b>Responses</b>	<b>%</b>
Affordable	3	5%
Campus Climate	4	6%
Campus Scenery/Facilities	19	30%
Diversity	5	8%
Other	2	3%
Professors	7	11%
School Activities/Resources	26	41%
Total Responses: 64		

# Class Meetings

<b>CSUSB Challenges: (In response to question: What would you like to say about CSUSB but can't because it's not true?)</b>	<b>Responses</b>	<b>%</b>
Class availability/Resources	18	31%
Cost	4	7%
Food Venues	7	12%
Parking/Transportation	10	17%
School Spirit/Campus Community (internal/external)	20	34%
Total Responses: 59		

# Class Meetings

**CSUSB Opportunities: (In response to question: If you were President of CSUSB for one month, what would you change?)**

	<b>Responses</b>	<b>%</b>
Class availability/Resources	17	25%
Food Venues	8	12%
Parking/Transportation	12	18%
School Spirit/Campus Community	13	19%
Cost	11	16%
Other	6	9%
Total Responses: 67		

# PDC Responses

Code	N	% to Total
Expand Services	3	42%
Expand Programs	2	29%
Expand Facilities	2	29%

Code	N	% to Total
Unique Programs	3	49%
Sports Teams	1	17%
Housing	1	17%
Better Public Transportation	1	17%

# PDC Responses

Code	N	% to Total
Facilities	2	50%
Scholarships	1	25%
Unique Programs	1	25%

Code	N	% to Total
Ceremonies (Convocation, Commencement, SOAR)	3	75%
Expanding Community Relations	1	25%

# Processing of Responses

- Everyone's responses were taken into consideration
- The following categories are emerging:
  - Student Success
  - Faculty and Staff Success
  - Resources
  - Identity
  - Community Engagement



# Stay Optimistic



# Where Do We Go From Here?

- Continue to gather and synthesize data
- Revise DRAFT mission statement, vision statement, core values, and goals
- Next Forum is December 2nd

# Next Town Hall Meetings

- 21 January 2015
- 10 March 2015
- 7 May 2015

# Our Projected Timeline

- January: Mission Statement  
Vision Statement  
Core Values
- February/March:
  - 3-4 Strategic Priorities
  - Working Groups formed for each Priority

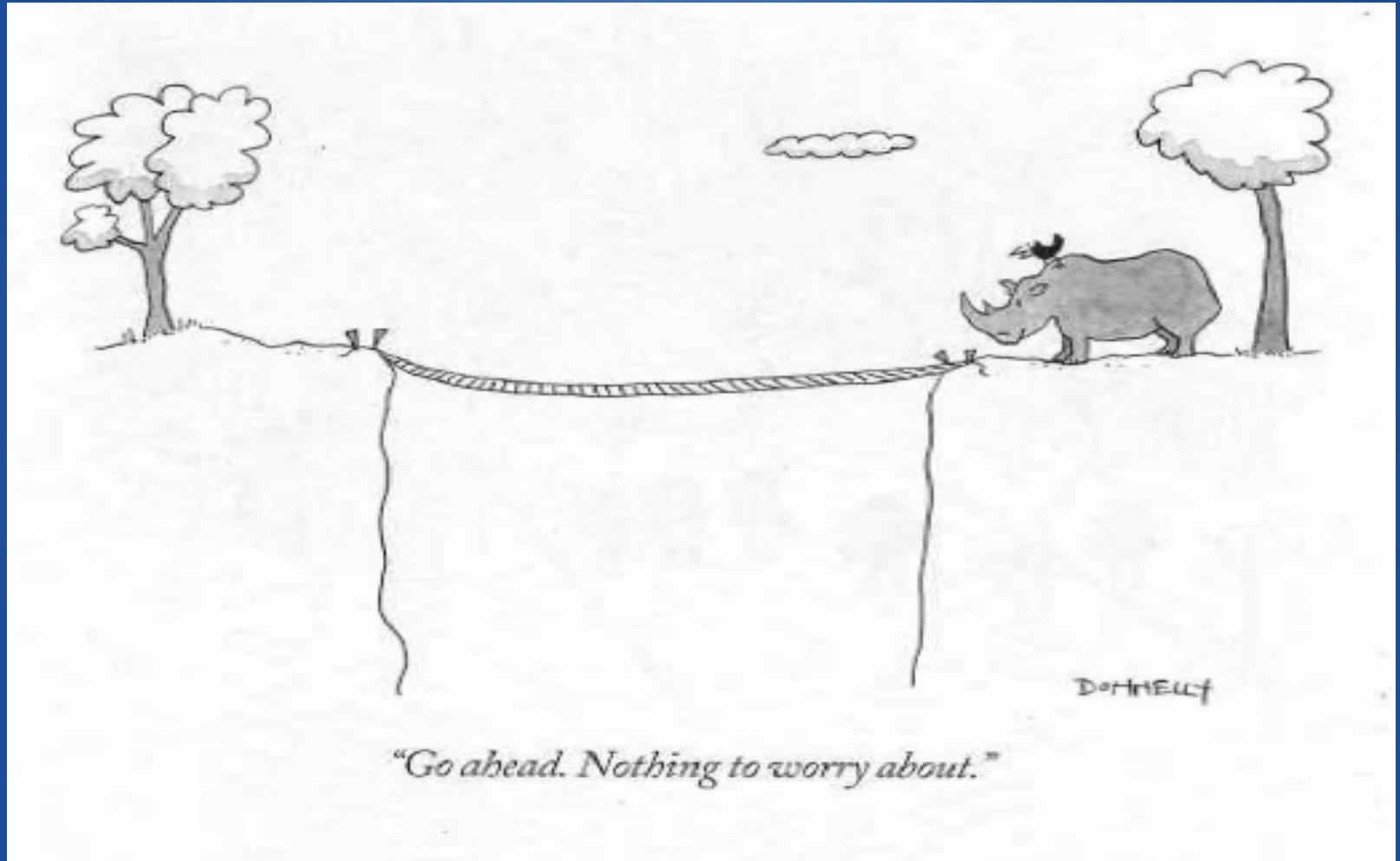
# SPAC Working Groups

- Broad Campus Representation (4-6 people/Group)
- Write Goal Statements for Each Strategic Priority
- Develop Measurable/Verifiable Objectives and Strategies

# Our Projected Timeline

- April: SPAC Finalizes Strategic Plan Draft
- May: Draft Presented to President Morales

# No Worries; We have this one!



# Talk to Us

- Website: [www.csusb.edu/strategicplanning](http://www.csusb.edu/strategicplanning)
- Facebook: <https://www.facebook.com/csusbstrategicplan>
- Twitter: <https://twitter.com/CSUSBSPAC>
- Surveys:
- <http://www.surveygizmo.com/s3/1845772/7c0d32e89706>
- <http://www.surveygizmo.com/s3/1870177/LastChanceAboutCSUSBStrategicPlanning>



# Questions/Comments?

# Questions asked of the Campus Community

1. Looking to the years ahead, as if peering into a crystal ball, what do you see as the ideal future for CSUSB?  
“CSUSB is.....”
2. You’ve been asked to talk to a small group of individuals who are considering attending CSUSB about the things that they will get here that are truly different from other schools. What do you wish you could say, but can’t?

# Questions asked of the Campus Community

3. You have the opportunity to talk with donors considering a very large unrestricted gift to CSUSB. What ideas would you pitch to them that build off CSUSB's areas of strength and promise, or that address a need that would be extraordinarily exciting to work on and would better serve students and community (e.g., programs, special initiatives)?
4. What are the traditions, commitments, and places that tie us together and are uniformly held dear by the CSUSB community?
5. What are the major and subtle forces or issues – global, national, regional, and local – that will affect the future of the campus?

# Questions asked of Students

1. What is good/great about CSUSB?
2. What do you wish you could say about CSUSB, but can't, because it isn't true?
3. If you were the President of CSUSB for 1 month, what would you change?