Strategic Planning Update

12 November 2014
Strategic Planning Advisory Committee

- SPAC MEMBERS

- Consultant Dr. Jolene Koester, President Emeritus, CSU Northridge
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?
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

- Community Issues 10 36%
- Research 7 25%
- Support 6 21%
- Workload 5 18%
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%

Strategic Planning Advisory Committee
Chairs Meetings

- Identity/Investing in Marketability
  - Faculty Resources/Goodwill
  - Resources & Tenured
- Student Success

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identity/Investing in Marketability</td>
<td>12</td>
<td>20%</td>
</tr>
<tr>
<td>Faculty Resources/Goodwill</td>
<td>14</td>
<td>24%</td>
</tr>
<tr>
<td>Resources &amp; Tenured</td>
<td>12</td>
<td>20%</td>
</tr>
<tr>
<td>Student Success</td>
<td>21</td>
<td>36%</td>
</tr>
</tbody>
</table>
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

- Identity & Branding  16  41%
- Potential, Opportunities,  12  30%
  & Aspirations
- Leadership                  7  18%
- Resources                   4  10%
Community Meeting

- Education 9 28%
- Economic Vitality 8 25%
- Interdependence 6 19%
- Accessibility 5 16%
- Diversity 4 12%
## CSUSB Strengths:
(In response to question: What is great about Cal State?)

<table>
<thead>
<tr>
<th></th>
<th>Responses</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable</td>
<td>3</td>
<td>5%</td>
</tr>
<tr>
<td>Campus Climate</td>
<td>4</td>
<td>6%</td>
</tr>
<tr>
<td>Campus Scenery/Facilities</td>
<td>19</td>
<td>30%</td>
</tr>
<tr>
<td>Diversity</td>
<td>5</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>3%</td>
</tr>
<tr>
<td>Professors</td>
<td>7</td>
<td>11%</td>
</tr>
<tr>
<td>School Activities/Resources</td>
<td>26</td>
<td>41%</td>
</tr>
</tbody>
</table>

Total Responses: 64
### Class Meetings

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

**Total Responses: 59**
## Class Meetings

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

<table>
<thead>
<tr>
<th>Opportunity</th>
<th>Responses</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class availability/Resources</td>
<td>17</td>
<td>25%</td>
</tr>
<tr>
<td>Food Venues</td>
<td>8</td>
<td>12%</td>
</tr>
<tr>
<td>Parking/Transportation</td>
<td>12</td>
<td>18%</td>
</tr>
<tr>
<td>School Spirit/Campus Community</td>
<td>13</td>
<td>19%</td>
</tr>
<tr>
<td>Cost</td>
<td>11</td>
<td>16%</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
<td>9%</td>
</tr>
</tbody>
</table>

**Total Responses: 67**
### PDC Responses

<table>
<thead>
<tr>
<th>Code</th>
<th>N</th>
<th>% to Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand Services</td>
<td>3</td>
<td>42%</td>
</tr>
<tr>
<td>Expand Programs</td>
<td>2</td>
<td>29%</td>
</tr>
<tr>
<td>Expand Facilities</td>
<td>2</td>
<td>29%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>N</th>
<th>% to Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unique Programs</td>
<td>3</td>
<td>49%</td>
</tr>
<tr>
<td>Sports Teams</td>
<td>1</td>
<td>17%</td>
</tr>
<tr>
<td>Housing</td>
<td>1</td>
<td>17%</td>
</tr>
<tr>
<td>Better Public Transportation</td>
<td>1</td>
<td>17%</td>
</tr>
</tbody>
</table>
## PDC Responses

<table>
<thead>
<tr>
<th>Code</th>
<th>N</th>
<th>% to Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities</td>
<td>2</td>
<td>50%</td>
</tr>
<tr>
<td>Scholarships</td>
<td>1</td>
<td>25%</td>
</tr>
<tr>
<td>Unique Programs</td>
<td>1</td>
<td>25%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Code</th>
<th>N</th>
<th>% to Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ceremonies (Convocation, Commencement, SOAR)</td>
<td>3</td>
<td>75%</td>
</tr>
<tr>
<td>Expanding Community Relations</td>
<td>1</td>
<td>25%</td>
</tr>
</tbody>
</table>
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

“You also had a very good feeling about the last one.”
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!

“Go ahead. Nothing to worry about.”
Talk to Us

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