



CALIFORNIA STATE UNIVERSITY
SAN BERNARDINO



Strategic Planning Process

California State University,
San Bernardino

10 March 2015

Goal

Facilitate process that builds from areas of strength, promise and opportunity to create a Strategic Plan that will guide the future of CSUSB 2015-2020.

Steps & Schedule

- | | | |
|-------------------------------------|------------------------------|------------------|
| 1. Preparation ✓ | “Getting Started” | Aug. – Oct. 2014 |
| 2. Town Hall Meeting ✓ | “Bringing Everyone on Board” | Oct. 2014 |
| 3. Strategic Research ✓ | “Discovering the Dots” | Oct. – Dec. 2014 |
| 4. Draft Vision, Mission & Goals ✓ | “Connecting the Dots” | Jan. 2015 |
| 5. Formulate the Desired Outcomes ✓ | “Charting the Course” | Jan. – Mar. 2015 |
| 6. Determine the Strategies | “Setting the Sails” | Mar. – May 2015 |
| 7. Draft/Review Strategic Plan | “Beginning the Journey” | May 2015 |

Step 2 (October)

Initial Meetings:



Town Hall Meeting

Small Group Discussions



Step 3 (October/November)

Strategic Research:

Conversations with:

- Faculty, Staff, Students
 - Campus Leaders
 - In class
- Leadership Retreat
- Town Halls
- Campus Forums

Goal: Engage everyone

Analyze Existing Data

Gather Additional Information

Step 4 (January)

■ Second Town Hall and Small Group Discussions

- Core Values; Vision; Mission; Strengths, Needs; Major Forces; Planning Assumptions; Strategic Priorities/Goals



Step 5 (January/February)

1. SPAC refined values, mission, vision, strengths and needs, planning assumptions, strategic priorities/goals
2. SPAC created a cross-divisional Working Group for each of the five Goals
3. Revenue estimations underway



Step 5 (Cont.)

Formulate Objectives – “Charting the Course”

- Working Groups have identified draft objectives for each goal
 - Objectives are quantifiable/measurable/verifiable
- Third Town Hall, March 10 to consider draft Objectives

Elements of a Strategic Plan

- ✓ What are the fundamental beliefs?
- ✓ Looking into a crystal ball, what is our ideal future?
- ✓ Who are we?
What do we do?
Whom do we serve?
How are we different?

- ✓ What do we have to do to achieve Mission and move forward?
- ✓ How will we know when we have arrived?

Desired Outcomes

What are we going to do to achieve our Desired Outcomes?

Why? What? Examples



✓ ← Strategic Position

← Inside ⇌ Outside

Next Steps

Step 6 (March-May 2015)

Working groups and SPAC develop strategies (What will CSUSB do to achieve objectives?)

- Organized around goals
- Work across organizational lines
- Emphasis on “big ideas”
- Strategies are elaborated expressions of an idea, including basic elements, descriptions, and models

Step 6 (Cont.)

Fourth Town Hall Meeting
(May 7, 2015) to present draft strategies to
University community



Thank You

- Strategic Planning Advisory Committee
- Working Groups



Core Values

Inclusivity and Diversity

Innovation

Integrity

Respect

Social Justice and Equity

Sustainability

Transparency

Wellness and Safety

Progression of Vision

November 2014:

CSUSB will be a premier comprehensive university of first choice of students in our service area with a global perspective.

November 25, 2014:

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

December 10, 2014:

CSUSB will be the premier comprehensive university of choice in the region for students, faculty, staff and external constituencies.

December 12, 2014:

CSUSB will be the region's premier comprehensive university of choice.

January 29, 2015:

The vision of CSUSB is to transform the lives of our students, faculty and staff to achieve their goals.

February 12, 2015:

CSUSB aspires to be a model for transforming the lives of our diverse students, faculty and staff so they can achieve their goals and become responsible and successful members of society.

Vision

CSUSB aspires to be a model for transforming lives.

Progression of Mission

October 29, 2015:

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 and the arts, while cultivating the personal, moral and intellectual development of our students, faculty and staff.

November 10, 2014:

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.

November 21, 2014:

Within a culture of inclusivity and collegiality, and as a minority serving institution, the mission of CSUSB is to ensure student learning and success; to conduct research and creative activities and to be actively engaged in the well-being of our communities. We pursue our mission while cultivating the personal, ethical, and intellectual development of our students, faculty and staff.

Progression of Mission (Cont.)

November 25, 2014:

With a culture of inclusivity and collegiality, and as a minority serving institution, the mission of CSUSB is to ensure student learning and success; to conduct research, scholarly, and creative activities and to be actively engaged in the well-being of our communities. We pursue our mission while cultivating the personal, ethical, and intellectual development of our students, faculty and staff.

December 12, 2014:

CSUSB is committed to principles of ensuring student learning and success; to conduct research, scholarly and creative activities, and to being actively engaged in the economic vitality of our region. These principles endure in the university's commitment to the value of diversity, in its tradition and standards of excellence. We pursue our mission while cultivating the professional, ethical, and intellectual development of our students, faculty and staff to thrive in a global economic society.

Progression of Mission (Cont.)

January 15, 2015:

CSUSB is committed to ensuring student learning and success; to conducting research, scholarly and creative activities, and to being actively engaged in the vitality of our region. These principles endure in the university's commitment to the value of diversity and intercultural competence, in its tradition and standards of excellence and in its dynamic engagement in our region and in California. We pursue our mission while cultivating the professional, ethical, and intellectual development of our students, faculty and staff to thrive in a globally connected society.

January 29, 2015:

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 to thrive in a globally connected society.

February 12, 2015:

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 in a globally connected society.

Mission

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.

Goals

1. **Student Success:** Provide learning experiences to promote student success, achievement and academic excellence and prepare students to contribute to a dynamic society.
2. **Faculty and Staff Success:** Foster Innovation, Scholarship, and Discovery for Faculty and Staff Success.
3. **Resource Sustainability and Expansion:** Steward Resources for Sustainability, and Acquire New Sources of Funding.

Goals (Cont.)

- 4. Community Engagement and Partnerships:** Serve and engage communities (local, regional/state, national, global) to enhance social, economic and cultural well-being.
- 5. Identity:** Build an identity that celebrates the uniqueness of our campus, promotes our accomplishments, and inspires involvement.

Student Success

Objective 1:

All students will participate in at least two High Impact Practices by graduation (e.g., SOAR, Freshman Seminar, student research).

Student Success (Cont.)

Objective 2:

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

Student Success (Cont.)

Objective 3:

Conduct biennial surveys (including both the NSSE and locally developed) to assess students' sense of belonging, engagement and inclusion. Develop a method to reach a statistically valid and generalizable response rate on the NSSE.

Student Success (Cont.)

Objective 4:

Increase student success by maintaining academic standards while reducing the overall DFWi rate by 2 percentage points per year (compared to 3-year rolling averages) through improved course learning conditions and enhanced co-curricular support.

Student Success (Cont.)

Objective 5:

Meet or exceed the CSU's *Graduation Initiative 2025* targets with a 4-year graduation rate in 2020 of 15% or higher, a 6-year graduation rate of 52% or higher, and an URM/non-URM achievement gap of 0%. For transfer students, by 2020 achieve 36% 2-year and 72% 4-year graduation rates. Reduce by half the achievement gaps for males, Pell-eligible students. Decrease average time-to-completion for students who enroll as freshmen from 5.6 to 5.0 years, and for transfer students from 3.1 to 2.7 years by 2020.

Student Success (Cont.)

Objective 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.

Student Success (Cont.)

Objective 7:

Develop assessment plans for all programs, GE and ILOs. Complete the assessment cycle (through meaningful “closing the loop” activities), for programs and at least one ILOs and two GE outcomes.

Student Success (Cont.)

Objective 8:

To facilitate meaningful continuous improvement, develop templates, guides and examples of evidence appropriate for assessment and action plans for programs to use in the self-study process.

Faculty & Staff Success

Objective 1:

Increase by 10 percent the amount and quality of research, creative activities, and scholarship to enhance the university reputation as a center of scholarship.

Faculty & Staff Success (Cont.)

Objective 2:

Increase funding, incentives, assigned time, and recognition by 10 percent progressively over 5 years, and create a center of excellence for research, creative activities, and scholarship.

Faculty & Staff Success (Cont.)

Objective 3:

Increase incentives and support faculty and staff to create increased opportunities for supervised research and creative activities for students by 10 percent.

Faculty & Staff Success (Cont.)

Objective 4:

Create a plan by 2017 to increase accountability and meaningful opportunities for staff development and training, and advancement by 10 percent.

Faculty & Staff Success (Cont.)

Objective 5:

Increase the diversity density by 15 percent progressively over 5 years to recruit and retain diverse faculty and staff that represent the communities we serve.

Faculty & Staff Success (Cont.)

Objective 6:

Develop a plan by 2017 to increase tenured and tenure track faculty density by 15 percent progressively over 5 years.

Faculty & Staff Success (Cont.)

Objective 7:

Increase support, funding, and release time for innovation and discovery in teaching, advising, and student support services by 10 percent progressively over 5 years.

Resource Sustainability & Expansion

Objective 1:

Secure at least two nationally-recognized public-private partnerships to facilitate growth and innovation.

Resource Sustainability & Expansion (Cont.)

Objective 2:

Increase net revenue by growing non-resident and College of Extended Learning enrollment by 150 each per year.

Resource Sustainability & Expansion (Cont.)

Objective 3:

Increase 5-year philanthropic productivity average by 12% at the end of 2020.

Resource Sustainability & Expansion (Cont.)

Objective 4:

Increase 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.

Resource Sustainability & Expansion (Cont.)

Objective 5:

Initiate and complete a process by which existing resources (space, budget, staffing) may be re-allocated across campus units based on recent, current, and projected growth, demand, and innovation.

Resource Sustainability & Expansion (Cont.)

Objective 6:

Initiate and complete a campus process efficiency assessment study by the end of 2017.

Community Engagement & Partnerships

Objective 1:

By June 2017, institutionalize mechanisms for ongoing deliberative public dialogue on issues of shared concern.

Community Engagement & Partnerships (Cont.)

Objective 2:

By fall of 2017, develop a plan to support faculty and staff efforts to document, obtain recognition, and gain informed evaluation of community engagement for the purpose of professional advancement.

Community Engagement & Partnerships (Cont.)

Objective 3:

By Convocation 2018, publish and widely distribute an annual report on CSUSB's contributions to the community.

Community Engagement & Partnerships (Cont.)

Objective 4:

By 2020, increase the number, visibility, and availability of community-based research.

Community Engagement & Partnerships (Cont.)

Objective 5:

By 2020, build capacity to sustain and increase curricular and co-curricular service learning opportunities over current levels.

Community Engagement & Partnerships (Cont.)

Objective 6:

Identify and remove at least 5 specific barriers to community engagement by 2020.

Identity

Objective 1:

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

Identity (Cont.)

Objective 2:

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

Identity (Cont.)

Objective 3:

Increase prospective students' perceptions of CSUSB as a university of choice by 5% by 2020.

Identity (Cont.)

Objective 4:

Increase positive perception of CSUSB with internal and external audiences by x% over baseline by 2020.

Identity (Cont.)

Objective 5:

Increase alumni engagement and commitment to CSUSB by x% over baseline by 2020.

Small Group Discussions

- Small Group Discussions (40 min.)
 - Select one person to facilitate and report out
 - Record thoughts on clarity and missing items
 - Highlight the top 3 ideas for each question
- Large Group Presentation (40 min.)
 - Facilitators will report answers to questions
 - Questions and comments from the floor

Guidelines

- Focus on ideas and concepts
- Feel free to speak your mind
 - “What’s said here, stays here”
- Rank doesn’t matter
- Encourage everyone to talk

Small Group Questions

Each small group will address questions about the goal objectives assigned to their group:

1. Do the proposed objectives address the most strategic areas of progress for CSUSB for the next five years?
2. Are the proposed objectives clear and understandable?

Large Group Presentations

Responses are community feedback
to SPAC

Use this link to provide additional
input:

[http://www.surveygizmo.com/s3/1845
772/7c0d32e89706](http://www.surveygizmo.com/s3/1845772/7c0d32e89706)

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