



CALIFORNIA STATE UNIVERSITY  
SAN BERNARDINO



# Welcome

## **Strategic Planning Campus Forum**

**15 April 2015**

# Introductions

- SPAC Members
- Working Group Members



# Student Success

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

# Student Success Continued

## ***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 the 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 a baseline and then ensure that by 2020 at least 85% of students self-report positive engagement, sense of belonging and understanding of diversity and inclusion.
4. Increase student success by maintaining high academic standards while reducing the overall grades of D, F, Withdrawal, and Incomplete (DFWI) rate by two percentage points per year (compared to three-year rolling averages) through improved course learning conditions and enhanced co-curricular support.

# Student Success Continued

## ***Objectives Continued:***

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.
7. Use semester conversion to proactively increase student success and engagement.

# Student Success Continued

## **Strategies:**

- Enhancing Student Engagement and Learning
- Enhancing Instructional Quality
- Fostering the Success of Graduate Students

# Student Success Continued

## Strategies:

### ■ Enhancing Student Engagement and Learning

- Provide evidence-based academic and social support programs to help students succeed.
- Re-envision our current student cultural centers into a model informed by the research literature on student success and student identity development as well as our own anti-deficit-based research conducted at CSUSB.
- Ensure that student support programs are systematically delivered effectively and efficiently.
- 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.
- During the process of semester conversion, ensure that the ILOs are included among the guiding principles in curriculum redesign.



# Student Success Continued

## Strategies Continued:

### ■ Enhancing Instructional Quality

- Intentionally offer administrative support, stipends, re-assigned time, etc., to encourage and reward faculty as they continually improve their classroom teaching through integrating evidence-based and equity-based pedagogical strategies that enhance student learning and success. This could include faculty fellowships to promote the development of major- (or meta-major-) based High Impact Practices (HIP).
- The Teaching Resource Center will partner with groups from across campus to offer annual mini-conferences on effective teaching to which all faculty will be invited.
- In decisions about hiring new tenure line faculty, consider what our institutional patterns and the research literature tell us about where decreased class size would have the greatest impact on teaching effectiveness and on student success.
- New faculty hires will be required to attend workshops on effective teaching regularly throughout the first year of employment.
- Create a campus-wide High Impact Practices (HIPs) Advisory Board to coordinate the implementation, assessment, and institutionalization of high impact practices.
- Create Learning Communities (residential and non-residential) designed around evidence-based best practices that include cohorts, block scheduling, intentionally connected courses, peer mentoring, and structured learning supports (e.g., tutoring and Supplemental Instruction).

# Student Success Continued

## Strategies Continued:

### ■ Fostering the Success of Graduate Students

- Survey Graduate Student population with 60% participation and Graduate programs with 80%
- Establish Graduate HIPs (G-HIPs) for graduate students' success and implement them by December 2018.
- Develop and Implement Graduate Studies strategic plan

# Faculty & Staff Success

**Objective 1:** *Foster excellence in teaching to increase high impact practices, course redesign, contemporary teaching trends in general education, and discipline specific teaching practices by increasing support, funding, and release time for innovation and collaboration in teaching by 10 percent progressively over 5 years.*

## **Strategies:**

- Providing a 10 percent increase to the Teaching Resource Center will increase the number of teaching innovation grants, instructional trainings focused on high impact practices, pilot programs used to obtain larger external grants on innovative teaching practices, and the creation of collaborative projects across faculty units and disciplines to achieve national teaching standards in integrative learning.

# Faculty & Staff Success Continued

**Objective 2:** *Develop a tracking system for research, creative activities and scholarship activities, with a thrust on promoting high impact research, creative activities and scholarship involving interdisciplinary and international collaborators, and create a center of excellence for research, creative activities, and scholarship to facilitate that.*

## **Strategies:**

- Create a university-wide tracking system for research, creative activities and scholarship
- Create a center of excellence for research, creative activities, and scholarship

# Faculty & Staff Success Continued

***Objective 3: Increase funding, incentives, assigned time, and recognition for research, creative activities, and scholarship by 10 percent progressively over 5 years, to enhance the university reputation as a center of scholarship.***

# Faculty & Staff Success Continued

**Objective 4:** *Increase funding and faculty release to time to provide more student opportunities for supervised research and creative activities by 10 percent.*

## **Strategies:**

- Create a Research Center for undergraduates, graduates and faculty to connect and support one another and be paired across colleges for collaboration of research activities
- Establish a McNair Office to provide faculty the opportunity to mentor, explore and research in their discipline
- Allow release time for faculty to be engaged in student research projects.
- Create a database to track supervised research
- Support faculty mentoring of undergraduate and graduate students
- Establish an Excellence in Mentoring Award
- Establish an Undergraduate Fellowship Program, through the Office of the Provost

# Faculty & Staff Success Continued

**Objective 5:** *Create a plan by 2017 to track, provide and increase by 10 percent the meaningful opportunities for staff development and training, and advancement.*

## **Strategies:**

- Create and implement a Staff Development and Training Plan by 2017 that addresses the following areas:
  - Expand the current training offerings and implement a tracking and reporting process.
  - Identify career ladders and training opportunities for advancement. Establish career path models so that new and existing staff members understand their positions and see career opportunities for the future (road maps).
  - Make greater use of online courses and training to develop needed skills and talents.
  - Encourage staff to take advantage of university programs that enhance "quality of life"

# Faculty & Staff Success Continued

***Objective 6:*** Increase the diversity of tenured/tenure track, adjunct faculty and staff by 10 percent progressively over 5 years to recruit, retain and advance diverse faculty and staff and represent the communities we serve.



# Faculty & Staff Success Continued

***Objective 7: Rebuild the tenured and tenure track faculty by 50 progressively over 5 years.***

## **Strategies:**

- Increase Tenure/Tenure-Track Density to 65% by the end of the 5 years.
- Reduce the SFR to CSU system wide averages of a SFR of 22.5 by the end of the 5 years.
- Positive/Healthy Work-Life Balance

# Resource Sustainability & Expansion

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

## **Strategy:**

- Develop and execute a process to identify university priority areas of expertise, working with leadership, deans and other external stakeholders. Pursue public and/or private partnerships for those key areas of expertise.

# Resource Sustainability & Expansion Continued

***Objective 2: Increase by 5 percent per year revenue through a sustainable growth of full tuition paying students, including self-supported programs.***

## **Strategies:**

- Continue increasing enrollment of non-resident students at the rate of 150 students annually through 2020 by using targeted marketing campaigns focused on outreach to specific partner countries/universities based on high-demand academic disciplines.
- Evaluate tuition pricing, develop new certificate or degree programs, and increase number of targeted programs for the College of Extended Learning.

# Resource Sustainability & Expansion Continued

**Objective 3:** Increase 5-year philanthropic productivity average by 12% at the end of 2020.

## **Strategy:**

- 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.
- Secure an academic and/or programmatic university champion for each funding priority, who is responsible for collaborating with University Advancement to pursue funding opportunities.

# Resource Sustainability & Expansion Continued

**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.*

**Strategy:**

- Develop a process to provide increased grant writing support to effectively increase proposal.
- Provide improved program management to streamline management of grants, contracts, and extramural funding opportunities.

# Resource Sustainability & Expansion Continued

**Objective 5:** *Plan, implement 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 as CSUSB transitions from the quarter system to semesters by 2019.*

## **Strategy:**

- Initiate a feasibility study with internal and external constituencies to evaluate current usage of space on and off campus.

# Resource Sustainability & Expansion Continued

***Objective 6: Initiate and complete a campus process efficiency assessment study by the end of 2017.***

## **Strategy:**

- Engage campus process leaders to assess current campus efficiencies and to execute process improvements.

# Resource Sustainability & Expansion Continued

***Objective 7: Increase University entrepreneurial activities by developing infrastructure and processes to support the launch of innovative initiatives.***

## **Strategy:**

- Develop infrastructure and processes to support the launch of entrepreneurial and innovative activities.
- UEC will work with the board and campus constituents to launch policy review, complete necessary policy update and chart a path forward for expanding existing enterprises and/or launch new initiatives to enhance UEC contribution to CSUSB.



# Community Engagement & Partnerships

**Objective 1:** *Identify and prioritize strategic opportunities for aligning community needs with appropriate university resources for mutual benefit.*

## **Strategies:**

■ Create a funded, faculty-led office to support the mission of the Office of Community Engagement for the purpose of:

- Identifying existing university-community partnerships and community engagement activities;
- Soliciting multiple communities to identify existing and emerging community needs (political, economic, educational, social services, etc.);
- Reviewing and recommending adjustments to campus policies and procedures that create barriers to community engagement;
- Identifying needed changes in the alignment of campus organizations' structures to better support community engagement;
- Prioritizing and funding the development of new strategic opportunities that meet community needs and match university resources and expertise; and
- Institutionalizing mechanisms for ongoing deliberative public dialogue on issues of shared concern.

# Community Engagement & Partnerships Continued

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

## **Strategies:**

- By Fall 2017, develop and implement intensive professional development support for faculty and staff efforts to document, obtain recognition, and gain informed evaluation of community engagement for the purpose of professional advancement.
- By 2020, build capacity to increase, incentivize and sustain the number, visibility, and availability of community-based research over current levels.
- By 2020, build capacity to increase and sustain curricular and co-curricular service learning opportunities over current levels.
- By Fall 2017 establish a university fund to stimulate new community engagement initiatives.
- By Fall 2018 reward departments/units for noteworthy community engagement activities.

# Community Engagement & Partnerships Continued

**Objective 3:** *Publicize CSUSB's commitment to community engagement as a key component of the university's culture and image.*

## **Strategies:**

- By January 2017 develop a process to track and report how faculty, staff, administrators and students are publicly engaged.
- By Convocation 2018, publish and widely distribute an annual report on CSUSB's contributions to the community.
- Publicly celebrate faculty, staff, and students with awards for excellence in community engagement and collaborative work.
- Publicly celebrate community organizations, local government, educational providers, and businesses for their involvement with institutional programs (e.g., internships, cooperatives, etc.).
- Establish mechanisms for systematic public feedback on the university's engagement activities (focus groups, satisfaction surveys, etc.).
- By Fall 2016 ensure all recruitment advertisements for faculty, staff and executive positions reflect the university's commitment to community engagement.

# 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.*

## Strategies:

- Identify and document what makes us CSUSB through research and analysis by conducting a branding audit and soliciting feedback/survey responses from target audiences (prospective students, current student, faculty, staff, alumni and friends) by December 2015.
- Define and distribute unifying communication themes that can be utilized university-wide to clearly and succinctly articulate CSUSB's distinctive attributes/brand value/"our story" by March 2016. *(The idea is to have this done and in place when we come out of the 50<sup>th</sup> anniversary at the end of June 2016.)* Establish a task force to recommend short and long-term changes to reinforce and enhance our brand by 2017. *(Identify the gap and outline how to fix it.)*
- Develop a centralized comprehensive integrated marketing communication plan to reinforce our identity with internal and external audiences by January 2017.
- Invest sufficient resources annually to perpetuate the university's identity.

# Your Thoughts



# Save the Date

## **Town Hall**

7 May 2015

1 – 3:30 p.m.

Events Center & IW-120 (PDC)

# SPAC Timeline

- May 15: Working Groups submit their final Strategies
- May 31: SPAC finalizes draft Strategic Plan
- June 1: Present Strategic Plan for President's review

**Thank you for attending  
today's Strategic Planning  
Campus Forum**