DRAFT CSUSB Strategic Plan
2015

Vision Statement
CSUSB aspires to be a model for transforming lives.

Mission Statement
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.

Core Values

Inclusivity and Diversity	Social Justice and Equity
Innovation	Sustainability
Integrity	Transparency
Respect	Wellness and Safety

Strategic Priorities/Goals and Objectives
Student Success: Provide learning experiences to promote student success, achievement and academic excellence and prepare students to contribute to a dynamic society.

1. All students will participate in at least two High Impact Practices by graduation (e.g., SOAR, Freshman Seminar, student research).
2. Adopt the Institutional Learning Outcomes and use the assessment of the Institutional Learning Outcomes to guide continuous program improvement.
3. Conduct biennial surveys (including both the National Survey of Student Engagement (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.
4. Increase student success by maintaining academic standards while reducing the overall DFWi (D, F, withdrawal, incomplete) rate by two percentage points per year (compared to three-year rolling averages) through improved course learning conditions and enhanced co-curricular support.
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, 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. 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.
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 and Staff Success: Foster innovation, scholarship, and discovery for faculty and staff success.

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.
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.
3. Increase incentives and support faculty and staff to create increased opportunities for supervised research and creative activities for students by 10 percent.
4. Create a plan by 2017 to increase accountability and meaningful opportunities for staff development and training, and advancement by 10 percent.
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.
6. Develop a plan by 2017 to increase tenured and tenure track faculty density by 15 percent progressively over 5 years.
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 and Expansion: Steward resources for sustainability, and acquire new sources of funding.

1. Secure at least two nationally-recognized public-private partnerships to facilitate growth and innovation.
2. Increase net revenue by growing non-resident and College of Extended Learning enrollment by 150 each per year.
3. Increase 5-year philanthropic productivity average by 12% at the end of 2020.
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.
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.
6. Initiate and complete a campus process efficiency assessment study by the end of 2017.

Community Engagement and Partnerships: Serve and engage communities (local, regional/state, national, global) to enhance social, economic and cultural well-being.

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

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
3. By Convocation 2018, publish and widely distribute an annual report on CSUSB's contributions to the community.
4. By 2020, increase the number, visibility, and availability of community-based research.
5. By 2020, build capacity to sustain and increase curricular and co-curricular service learning opportunities over current levels.
6. Identify and remove at least 5 specific barriers to community engagement by 2020.

Identity: Build an identity that celebrates the uniqueness of our campus, promotes our accomplishments, and inspires involvement.

1. CSUSB will have a well-defined, supported, university identity as measured by students, faculty, staff, alumni and community perceptions by June 2020.
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.
3. Increase prospective students' perceptions of CSUSB as a university of choice by 5% by 2020.
4. Increase positive perception of CSUSB with internal and external audiences by x% over baseline by 2020.
5. Increase alumni engagement and commitment to CSUSB by x% over baseline by 2020.