CSUSB STRATEGIC PLAN IMPLEMENTATION PLAN 2015-2020

Student Success

OBJECTIVE	STRATEGY	PRIORITY YEAR	COST	RESPONSIBILTY	TIMELINE	EVALUATIVE DATA
Goal 1: Provide learning experiences that promote student success, achievement, and academic excellence and prepare students to contribute to a dynamic society.						
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 baseline measures and then design programming to ensure continual improvement. 4. Increase student success by maintaining high academic standards while reducing the overall DFWI (D, F, withdrawal, incomplete) rate through improved course learning conditions and enhanced co-curricular support. Aim to reduce the rate in lower division courses from 13% to 10% and aim to reduce the upper division rate from 8% to 6%, particularly through providing additional supports for students in courses with the highest DFWI rates. 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.	1. Intentionally offer additional administrative support, stipends, re-assigned time, etc., to encourage and reward faculty as they continually improve their classroom teaching through integrating evidence-based and/or equity-based pedagogical strategies that enhance student learning and success. 2. Create a campus-wide High Impact Practices (HIPs) Community of Practice to support the implementation of high impact practices. 3. Create student Learning Communities (residential and non-residential) designed around evidence-based best practices that may include cohorts, block scheduling, intentionally connected courses, peer mentoring, and structured learning supports (e.g., tutoring and Supplemental Instruction). 4. The orientation for new tenure track faculty hires will include a substantial component on effective pedagogy in higher education. 5. In decisions about hiring new tenure line faculty, consider what our institutional patterns and the research literature tell us about where decreased class size could have the greatest impact on teaching effectiveness and on student success Strategy 1: Contributes to objectives: 1, 2, 4, 5, 6	2015	*Please refer to SP Implementation Budget Draft*	1. VPAA with Director TRC 2. AVP DUGS & AVP DOS 3. AVP DUGS & AVP DOS with Academic Deans 4. VPAA 5. VPAA	2020	1.All undergraduate students will participate in at least three High Impact Practices (HIPs) by graduation starting with the fall 2015. 2. Adopt the Institutional Learning Outcomes and use the assessment of them to guide continuous program improvement. 3. Annual surveys Results 4.Reduction in the overall DFWI (D, F, withdrawal, incomplete).Reduction in the rate in lower division courses from 13% to 10% and aim to reduce the upper division rate from 8% to 6%. 5. 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.
	1. Provide evidence-based academic and social support programs to help students succeed. 2. Ensure that student support programs are systematically delivered effectively and efficiently. 3. 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. 4. During the process of semester conversion, ensure that the Institutional Learning Outcomes are included among the guiding principles in curriculum redesign. Strategy 2: Contributes to objectives: 1, 3, 4, 5, 6	2015	*Please refer to SP Implementation Budget Draft*	1. VPAA & VPSA 2. VPAA & VPSA; DUGS & DOS 3. DUGS and DOS with Academic Deans, support from VPAA & VPSA 4. VPAA		
	1. Conduct a graduate studies needs assessment that includes feedback from graduate students and graduate programs. 2. Develop, implement and disseminate a Graduate Studies strategic plan. 3. Explore, develop and implement effective practices in graduate education (potentially to include High Impact Practices at the graduate level) that promote retention, graduation and time to degree. Strategy 3: Contributes to objectives: 2, 3, 6	2015	*Please refer to SP Implementation Budget Draft*	VPAA with Dean of Graduate Studies and Academic Deans	2017	Complete a program evaluation of graduate education at CSUSB by 2017. From 2017 through 2020, these recommendations will be implemented.

CSUSB STRATEGIC PLAN IMPLEMENTATION PLAN 2015-2010

Faculty & Staff Success

OBJECTIVE	STRATEGY	PRIORITY YEAR	COST	RESPONSIBILTY	TIMELINE	EVALUATIVE DATA
**Goal 2: Foster innovation, scholarship, and discovery for faculty and staff success.**
1. Foster excellence in teaching to increase high impact practices and promote course redesign for contemporary teaching practices by increasing the number of faculty served by the Teaching Resource Center.	Provide a 10% increase in budget to the Teaching Resource Center to increase the number of faculty members that the TRC can support to participate in workshops, institutes, and other instructional trainings focused on high impact, evidence-based teaching practices, assessment of student learning such as e-portfolio, and the effective use of learning technologies and to redesign courses, in ways that integrate these high-impact, evidence-based teaching practices as part of semester conversation and in conjunction with the new Institutional Learning Outcomes (ILOs) and General Education Outcomes (GEOs).	15-16	*Please refer to SP Implementation Budget Draft*	Academic Affairs	2015-2020	Number of Faculty Served
	Provide a 10% increase in budget to support more faculty members to create pilot programs that can then be used to obtain larger external grants on innovative teaching practices and to create collaborative projects across faculty units and disciplines to achieve national teaching standards in integrative learning.	2015-16	*Please refer to SP Implementation Budget Draft*	Academic Affairs		Number of Grants Awarded
2. By fall 2017, create a Center of Excellence to promote high-impact research, creative activities, and scholarship involving interdisciplinary and international collaborators, and develop a tracking system to do the same.	Create a center of excellence for research, creative activities, and scholarship	2016-17	*Please refer to SP Implementation Budget Draft*	Academic Affairs	Fall 2017	Faculty Center for Excellence Open and Operational
	Create a university-wide tracking system for research, creative activities and scholarship	2015-16	*Please refer to SP Implementation Budget Draft*	Jeff Thompson & ITS	Fall 2016	System Live
3. Increase funding, incentives, reassigned time, and recognition for research, creative activities, and scholarship to enhance the university reputation as a center of scholarship.	Increase funding, incentives, and reassigned time to enhance support system for research, creative activities and scholarship by 10% progressively over five years	2016-17	*Please refer to SP Implementation Budget Draft*			
	Increase recognition and networking opportunities to enhance the university's reputation for research, creative activities and scholarship.	2017-18	*Please refer to SP Implementation Budget Draft*			Increased University Reputation
4. Increase funding and faculty reassigned time to provide more student opportunities for supervised research and creative activities.	Create an Office for Student Research within the Center of Excellence created in objective 2, supervised by a faculty panel to mentor and support undergraduate and graduate student, and be paired across divisions for collaboration of research activities.	2017-18	*Please refer to SP Implementation Budget Draft*			
	Increase support and recognition for faculty mentoring of student research.	2017-18	*Please refer to SP Implementation Budget Draft*			
5. By 2017, develop a plan to increase training opportunities for staff.	Through a University Committee, create and implement a Staff Development and Training Plan by 2017.	2017	*Please refer to SP Implementation Budget Draft*	Human Resources	2017	Plan and Funding in Place
6. Increase the diversity of tenure/tenure track faculty, adjunct faculty, and staff as well as improve the climate of inclusion and support.	Increase funding by 10% progressively over five-years to support recruitment strategies to strengthen diversity.	2015-16	*Please refer to SP Implementation Budget Draft*	Academic Personnel	2015-2020	Increase in Diversity among faculty and staff

OBJECTIVE	STRATEGY	PRIORITY YEAR	COST	RESPONSIBILTY	TIMELINE	EVALUATIVE DATA
	Improve the climate to support retention among faculty and staff.	2015-16	*Please refer to SP Implementation Budget Draft*	Academic Personnel	2015-2020	Retention of Faculty and Staff
7. Increase Tenure Track Density (TTD) based on projected student demand and FTES growth; and, decrease Student to Faculty Ratio (SFR).	Increase Tenure/Tenure-Track Density to at least 63.6% by the end of the 5 years.	2016-17	*Please refer to SP Implementation Budget Draft*	Academic Affairs	2016-2020	Increase in Tenure Density
	Reduce the SFR to 23.8 by the end of the 5 years.	2016-17	*Please refer to SP Implementation Budget Draft*	Academic Affairs	2016-2020	Decrease in SFR

CSUSB STRATEGIC PLAN IMPLEMENTATION PLAN 2015-2020

Resource Sustainablility & Expansion

OBJECTIVE	STRATEGY	PRIORITY YEAR	COST	RESPONSIBILTY	TIMELINE	EVALUATIVE DATA
Goal 3: Steward resources for sustainability, and acquire new sources of funding.						
1 . Secure at least two nationally-recognized public and/or private partnerships to facilitate growth and innovation	University stakeholders will engage in a collaborative process to identify key priorities and areas of expertise that are well-positioned to attract interest and support from public-private partners.	2015-16	*Please refer to SP Implementation Budget Draft*	University Advancement Academic Affairs Administration & Finance	2015-2020	# of viable, multi-disciplinary, university priorities and academic champions identified
	Prospective partner entities will be identified, cultivated and solicited, utilizing existing and new relationships with campus leaders, to secure funding, recognition and other tangible resources.	2015-20	*Please refer to SP Implementation Budget Draft*	see above	2015-2020	# of partnerships proposed and secured
2. Develop infrastructure; revise, update and create new processes by fall 20 I 7 to enable the University to launch and increase innovative entrepreneurial activities.	Cultivate a culture of entrepreneurship and innovation as a source of talent for innovation and as an incubator of business and social enterprises.	2015-16	*Please refer to SP Implementation Budget Draft*	Administration & Finance (University Enterprise Corp)	2015-2020	# of entrepreneurships established
	Develop collaboration between academic leadership, faculty, and administration to ensure an innovative, scalable approach to the development and delivery of entrepreneurial activities across the entire university.	2015-16	*Please refer to SP Implementation Budget Draft*	Administration & Finance (University Enterprise Corp) Academic Affairs University Advancement	2015-2020	see above
	Develop policy review/updates and develop pathway/process to expand existing entrepreneurial activities and launch new initiatives to enhance contribution to CSUSB.	2016-17	*Please refer to SP Implementation Budget Draft*	Administration & Finance (University Enterprise Corp)	2016-2017	see above
3. Increase non-resident revenue by 5% annually, and increase 5-year philanthropic productivity average by 12% at the end of 2020.	Continue current campus effort of increasing non-resident enrollment by 5% annually through 2020.	2016-17	*Please refer to SP Implementation Budget Draft*	Academic Affairs Administratin & Finance	2017-2018	Enrollment
	Lead a "visioning" process with internal and external stakeholders to identify fundable concepts based on the University's priorities, areas of strength and strategic [Also contribute to SPAC goal #5]	2015-16	*Please refer to SP Implementation Budget Draft*	University Advancement	2015-2020	Increased Private Support
	Secure an academic and/or programmatic University champion for each funding priority, who is responsible for collaborating with University Advancement to pursue funding opportunities. [Also contribute to SPAC goal #1 and 2]	2015-16	*Please refer to SP Implementation Budget Draft*	University Advancement Academic Affairs Administration & Finance	2015-2020	New funding received
4. Plan and implement a process by which existing resources (space, budget, staffing) are reallocated efficiently, increase off campus space utilization to 5% by 2020, and increase process efficiency by completing process mapping of 25 major and impactful functions across the University.	Initiate a feasibility study with internal and external constituencies to evaluate current usage of space on and off campus. [Also contribute to SPAC goal #4]	2015-16	*Please refer to SP Implementation Budget Draft*	Administration & Finance	2015-2016	Space Utilization Report
	By the end of 2017, complete and implement a campus process efficiency assessment to evaluate current campus inefficiencies and to execute process improvements.	2016-16	*Please refer to SP Implementation Budget Draft*	Administration & Finance	2015-2020	#of improvement identified and change implemented
5. 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.	Develop and implement a process to provide increased grant writing support and program management to effectively proposal and streamline management of grants, contracts, and extramural funding opportunities. [Also contributes to SPAC goal #2]	2016-17	*Please refer to SP Implementation Budget Draft*	Academic Affairs (Jeff Thompson)	2015-2020	# of proposal submitted and amount of award received

CSUSB STRATEGIC PLAN IMPLEMENTATION PLAN 2015-2020

Community Engagement & Partnerships

OBJECTIVE	STRATEGY	PRIORITY YEAR	COST	RESPONSIBILTY	TIMELINE	EVALUATIVE DATA
Goal 4: Serve and engage communities (local, regional/state, national, global) to enhance social, economic and cultural well-being.						
1. By 2017, identify and prioritize strategic opportunities for aligning community needs with appropriate university resources for mutual benefit.	Incorporate faculty into the university structures that guide and implement community engagement and provide increased staff support to the Office of Community Engagement.	2015	*Please refer to SP Implementation Budget Draft*	VP Academic Affairs, VP University Advancement	2015-2020	Performance Evaluation
	Identify existing community-university partnerships and community engagement activities; Identify existing and emerging community needs.	2015	*Please refer to SP Implementation Budget Draft*	VP Academic Affairs, VP Student Affairs, VP Information Technology	2015-2016	Database
	Review and recommend adjustments to campus policies, procedures and structures to eliminate barriers and provide support to community engagement activities.	2016	*Please refer to SP Implementation Budget Draft*	VP Academic Affairs, VP Administration and Finance, VP University Advancement	2016-2020	List of updated policies, procedures and structures, and increased number of community engagement activities
2. Increase the number of strategic community-university engagement activities by 2020.	A baseline will be established as a result of strategies in objective 1. Percentage increase will be determined in relation to existing levels.	baseline established by Fall 2016	*Please refer to SP Implementation Budget Draft*	VP Academic Affairs	baseline established by Fall 2016	Baseline data
	By fall 2017, develop and implement support systems for faculty and staff efforts to document, obtain recognition, and gain informed evaluation of community engaged scholarship and/or activities for the purposes of professional advancement.	2016	*Please refer to SP Implementation Budget Draft*	VP Academic Affairs	Develop 2016-Fall 2017 and implemented 2017-2020	RPT and other promotion success stories
	By fall 2017, significantly increase funds to stimulate new community engagement initiatives and community engaged research above current levels.	2015	*Please refer to SP Implementation Budget Draft*	VP University Advancement	Fund established 2015-Fall 2017 and implemented 2017-2020	Program reports, published articles
3. By 2020, build capacity to increase and sustain curricular and co-curricular service learning opportunities and/or community engagement activities.	A baseline will be established as a result of strategy B under objective 1. Percentage increase will be determined in relation to existing levels.	baseline established by Fall 2016	*Please refer to SP Implementation Budget Draft*	VP Academic Affairs	baseline established by Fall 2016	Baseline data
	By fall 2017, significantly increase funds to stimulate new curricular and co-curricular service learning activities.	2015	*Please refer to SP Implementation Budget Draft*	VP University Advancement	Fund established 2015-Fall 2017 and implemented 2017-2020	Program evaluation and assessments
4. By fall 2018, publicize CSUSB's commitment to community engagement as a key component of the university's culture and image with the establishment of recognition and reward system for excellence in community engagement and collaborative work.	By January 2017, develop a process to track and report how faculty, staff, administrators and students are publicly engaged.	2016	*Please refer to SP Implementation Budget Draft*	VP Information Technology, VP Administration & Finance	2016-January, 2017 to develop, implement 2017-2020	Database

OBJECTIVE	STRATEGY	PRIORITY YEAR	COST	RESPONSIBILTY	TIMELINE	EVALUATIVE DATA
	By fall 2016, ensure all recruitment advertisements for faculty, staff and executive positions reflect the university's commitment to community engagement.	2015	*Please refer to SP Implementation Budget Draft*	VP Administration & Finance	2015-Fall, 2016 to develop, implement 2016-2020	Review of recruitment advertisements
	By 2020, establish mechanisms for systematic public feedback on university's engagement activities.	2017	*Please refer to SP Implementation Budget Draft*	VP Academic Affairs, VP Student Affairs, VP Information Technology	2017-2020	Web-based application established

CSUSB STRATEGIC PLAN IMPLEMENTATION PLAN 2015-2020

Identity

OBJECTIVE	STRATEGY	PRIORITY YEAR	COST	RESPONSIBILTY	TIMELINE	EVALUATIVE DATA
**Goal 5: Build an identity that celebrates the uniqueness of our university, 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.	Engagement in a process that identifies what makes CSUSB distinctive, including unifying communication themes.	2015-2016	*Please refer to SP Implementation Budget Draft*	OSC/Advancement will pursue contracting a third-party Brand Management firm to conduct interviews with constituents, establish CSUSB and CSUSB Palm Desert Campus brand, brand identity, and brand messaging for overall campus, individual colleges and departments, Programs and Institutes, and auxiliary departments (Admissions, Student Services)	September, 2015: Evaluation of third-party brand identity firm; October, 2015: Selection of third-party brand identity firm; November, 2015-January, 2016: Client Input - Form a Campus Brand Committee consisting of representatives from administration, deans, faculty, staff, students, alumni (University of Alaska model); February, 2016: Recommendations and initial Brand Identity Draft in consultation with Campus Brand Committee, including identifying an documenting what differentiates CSUSB brand through survey responses from target audiences; May, 2016: Completion of Brand Identity Plan; June, 2016: Full implementation of Brand Identity Plan, with distinctive and unifying communication themes across CSUSB, CSUSB Palm Desert, colleges and departments; By 2020, CSUSB will have a well-defined, supported university identity as measured by students, faculty, staff, alumni, and community perceptions	1. Consistent Brand Messaging utilized University-wide and College-specific across all print/electronic/digital mediums; 2. Brand recognition at local, regional, national level - prospective students, media outlets, alumni, US News & World Report, Higher Education (by discipline); 3. Develop a message that is utilized by 100% of faculty, staff, and students on and off campus; 4. Evaluate process, including the establishment and increasing of brand awareness; knowledge of brand among targeted constituents; and, increase in preference/recognition of CSUSB brand among constituents and core targets
	Develop a centralized comprehensive integrated marketing communication plan to reinforce our identity with internal and external audiences by January 2017.	2015	*Please refer to SP Implementation Budget Draft*	OSC	August, 2015: Initial DRAFT completed - Comprehensive, integrated marketing and communications plan; November, 2015: Completion of Comprehensive Plan (minus Brand Identity Plan - to be added upon completion in June, 2016); June, 2016: Full rollout of five-year Marketing and Communications Plan (with Brand Identity Plan and full Media Mix implementation across multiple in-house and external digital and print platforms	Beginning in the summer, 2015, Cal State San Bernardino will implement a coordinated five-year Office of Strategic Communication Marketing and Communications Plan based on fulfilling the overall goals and strategic plan. As we move forward during the next five years, OSC will focus on the following areas: Core Themes and Values; Recruiting Students; Enhancing the current student experience; Recruiting and retaining Faculty; Energizing Alumni, Donors, Corporate, and Sacramento legislators and providing assistance in all Advancement/Alumni/Development Efforts; Enhancing and building on the CSUSB reputation with U.S. News & World Report survey voters and peer institutions; Promoting our Faculty, Academic Programs, and scholarly work.
	Invest sufficient resources annually to perpetuate the university's identity.	Annual	*Please refer to SP Implementation Budget Draft*	OSC/Advancement	Annual - Budget to include sufficient funds for print, electronic, and digital resources; additional staffing (Social Media; Traffic Manager) to adequately meet implementation of a Comprehensive Marketing and Communications Plan within the Office of Strategic Communication	Outcomes need to match monetary resources, including implementation and measurable rate of return on Comprehensive Marketing and Communications Plan, development of Office of Strategic Communication, and successful rollout of Brand Identity campaign

OBJECTIVE	STRATEGY	PRIORITY YEAR	COST	RESPONSIBILTY	TIMELINE	EVALUATIVE DATA
2. Create a vibrant and memorable student life experience that reinforces the university's identity to increase student engagement in campus activities by 10% by 2020.	Create, identify and update gathering spaces on campus to encourage student engagement.	2016-2017	*Please refer to SP Implementation Budget Draft*	OSC, Student Services, Advancement, ASI, Finance and Administration - Work together with administration, student services, student leadership to identify current gathering spaces, logical future gathering spaces as the campus expands within future master plan	Fall, 2015 - Develop committee structure; January, 2016 - Form student-led committee; March, 2016 - Recommendations to Finance/Administration; June, 2016 - Blend recommendations within overall campus master plan; Fall, 2016 - Begin implementation of gathering spaces master plan; 2017-2018 - Modify gathering spaces plan based on student input and completion of building projects, including new Student Housing & Dining Commons project	Develop and implement a device to measure attendance/foot traffic at new gathering spaces; Evaluate data based on usage and make modifications as necessary, including adding/eliminating spaces; changing/adding amenities to spur additional foot traffic; Evaluate meeting spaces based on new Student Housing & Dining Commons project - Ongoing - 2015-2020
	Identify, define and brand CSUSB traditions and signature events.	2017	*Please refer to SP Implementation Budget Draft*	Led by ASI with Student Services and Alumni Affairs (Assistance from OSC, President's Office)	Fall, 2015: Cooperative agreement with ASI to identify potential CSUSB traditions and student-based signature events; Fall, 2015: Develop an Alumni Team (on campus and active, interested alumni) to develop and implement potential CSUSB Alumni Tradition Events (ie Homecoming)	2017: Rollout of new student-based and alumni-based traditions and signature events (two per year through duration of five-year plan)
3. Increase prospective students' perceptions of CSUSB as a university of choice from 68% to 78% by 2020 as measured by 2012 Institutional Research (IR) campus quality survey.	Develop student-to-prospective student campaign to promote CSUSB as a first-choice option for all students including a "We Are CSUSB" YouTube video competition.	2015	*Please refer to SP Implementation Budget Draft*	OSC (Videography/Marketing)	Summer, 2015: Identify product (students; script; messages; Audience analysis (different student groups - Inland Empire/Coachella Valley; Out of region; by unit/college; Develop message (create video to match audiences); Fall, 2015 - Launch YouTube campaign with students in conjunction with beginning of fall term; November, 2015 - Announce/Select winner of YouTube campaign; December, 2015 - Post YouTube "We are CSUSB" winners (Repeat program every semester)	YouTube visits (analyze competitor schools and set benchmark goals for YouTube visitors); Create a new measuring tool for prospective students (How did you find out about CSUSB? - YouTube); Measure applicants and eventually admitted students who selected/discovered CSUSB through YouTube video campaign
4. Increase positive perceptions of CSUSB with internal and external audiences by 10% over baseline by 2020.	Brand the university based on our uniqueness and values by creating communication tools including a media kit and other promotional products	2016-2017	*Please refer to SP Implementation Budget Draft*	OSC (Creative Services)	Fall, 2015: Work with faculty members across disciplines to analyze needs and develop "CSUSB In a Box" Resource Kit, including updated university-wide power point presentation tool, promotional items that faculty, students and staff can utilize in a variety of settings, including academic conferences, lectures, public speaking events; Winter, 2016: Create materials, including digital and printed pieces (table top displays, CSUSB promotional handout pieces)	Faculty, Staff, and Student utilization of the "CSUSB In a Box" Resource Kit - Measureable outcomes including 100% usage by CSUSB faculty, students, and staff; Increased reputational bounce among peer institutions, improvement in faculty recruitment and retention percentages
	Regularly update website and other distribution sources with real time messaging to tell our story, promote our achievements and publicize campus events	Fall, 2015 - Rollout of new website; 2016 - Ongoing website (Tier II and III development; college-specific web pages)	*Please refer to SP Implementation Budget Draft*	OSC, Website Core Team	Summer, 2015: Hire third-party firm to partner in completion of front- and back-end website development; September, 2015: Launch new CSUSB university-wide website (Phase I) with consistent brand images, messaging; Ongoing: Launch Phases II and III with increased functionality and consistent brand across all campus units	January, 2016: Nationally-recognized website that is functional, assists with student and faculty recruitment, and meets accessability requirements; Fall, 2016: Similar to YouTube campaign -- Measureable results in prospective students, applicants, and eventual admitted students based on website experience

OBJECTIVE	STRATEGY	PRIORITY YEAR	COST	RESPONSIBILTY	TIMELINE	EVALUATIVE DATA
	Integrate the campus internet radio station with Media Services, the Coyote Chronicle, and Communication Studies television studio.	2016	*Please refer to SP Implementation Budget Draft*	OSC, CAL, Coyote Advertising; Coyote Radio; Department of Communications Studies	Fall, 2015: Complete creating the working relationship with OSC, Coyote Advertising, Coyote Radio, and Department of Communication Studies within CAL - Merge functions within Marketing/Public Relations division of newly-formed OSC; Spring, 2016: Merge campus internet radio station, Coyote Chronicle (converted exclusively to digital with content provided by OSC staff and student writers, and CS television studio (digital and online video products for prospective students, media, and as a faculty resource (faculty retention - promotion of faculty scholarship and research)	Summer, 2016: Completion of project, merging all units within OSC; Effective multi-media team performing marketing, public relations, advertising, creative services, media relations, radio/television production and programming geared to recruiting students, retaining and training students in the communications field, recruiting faculty, showcasing faculty, programs, and institutes, and energizing Inland Empire and Coachella Valley
5. Increase alumni engagement by 10% as measured by alumni activity report by 2020.	Develop a minimum of 2 major annual events that celebrate alumni accomplishments and attract over 300 distinct alumni.	2015-2016 (50th anniversary celebration); Ongoing follow-up activities in 2017-2020	*Please refer to SP Implementation Budget Draft*	Alumni Affairs, Advancement, Development, OSC	During the 2015-2016 AY, utilize the 50th anniversary celebration to provide alumni with a positive on-campus experience; Summer, 2016 - Based on alumni feedback, unveil first two major annual events for 2016-2017; Fall, 2016 - During first major annual event, announce Alumni/Student Current Events Working Group; 2017-2020 - Current Events Working Group, utilizing alumni database, will seek feedback and introduce two major annual events; Evaluate attendance and feedback from attendees and non-attendees at each event	Alumni/Student Current Events Working Group will utilize campus website (Alumni page) to provide open feedback forum for alumni, creating an evaluative tool to add/drop/modify annual events
	Develop more career networking opportunities for Alumni.	2016-2020	*Please refer to SP Implementation Budget Draft*	Alumni Affairs, Advancement, Development, Career Services, OSC	Spring, 2016 - Led by Career Services and existing alumni employer database, kick off with local-based networking event; Develop successful model in spring, 2016 and expand program (via alumni database and website) to include regional locations in California; By 2017, add national regional alumni networking events	Measure overall attendance and demographics at each alumni networking event, measuring geographic, demographic, income level, activity within CSUSB, on-campus attendance. By 2020, measure actual effectiveness of career networking events by job interviews, job placements, and overall satisfaction of current alumni and student attendees
	Increase the number of contactable alumni of record in alumni database.	2016-2020	*Please refer to SP Implementation Budget Draft*	OSC, Alumni Affairs	Ongoing work, including adding new alumni database software package in 2016	Increased percentage of accurate alumni records