

Strategic Planning Survey #1

Overall results indicate that the current mission (53%) and vision (54%) statements do not need revision. While students and other respondents report that we do not need a new mission statement, faculty, staff, and administrators/MPPs indicate that we need a new mission statement. In addition, staff and students state that we do not need a new vision statement while faculty and administrators/MPPs indicate that we need a new vision statement. Other respondents remain split on the vision statement question. However, there is general consensus among various campus community groups (79%) that CSUSB needs to develop Core Values.

1. Notwithstanding the social and educational issues influencing society, should the university's current mission statement be revised?												
	Faculty	Staff	Student	Admin/MPP	Other	Total	Faculty	Staff	Student	Admin/MPP	Other	Total
Needs revision	50	48	57	47	7	209	43%	42%	15%	73%	30%	30%
Does not need revision	46	47	255	12	12	372	39%	41%	66%	19%	52%	53%
Don't know/No opinion	21	20	76	5	4	126	18%	17%	20%	8%	17%	18%
Grand Total	117	115	388	64	23	707	100%	100%	100%	100%	100%	100%

2. Should we revise the university's current vision statement?												
	Faculty	Staff	Student	Admin/MPP	Other	Total	Faculty	Staff	Student	Admin/MPP	Other	Total
Needs revision	59	46	77	43	9	234	50%	40%	20%	67%	39%	33%
Does not need revision	44	49	263	15	9	380	38%	43%	68%	23%	39%	54%
Don't know/No opinion	14	20	48	6	5	93	12%	17%	12%	9%	22%	13%
Grand Total	117	115	388	64	23	707	100%	100%	100%	100%	100%	100%

3. Should the University develop Core Values (e.g., Excellence, Collaboration, Integrity, Social Capabilities, Environmental Stability) to serve as the essence of our campus community?												
	Faculty	Staff	Student	Admin/MPP	Other	Total	Faculty	Staff	Student	Admin/MPP	Other	Total
Yes	74	98	313	53	19	557	63%	85%	81%	83%	83%	79%
No	27	7	26	6	1	67	23%	6%	7%	9%	4%	9%
No opinion	14	10	47	5	2	78	12%	9%	12%	8%	9%	11%
No answer	2		2		1	5	2%	0%	1%	0%	4%	1%
Grand Total	117	115	388	64	23	707	100%	100%	100%	100%	100%	100%

Note: Other respondents are alumni, retired faculty, community members, and those with multiple affiliations such as staff and student, faculty and student, or staff and alumni.

1. Should the university's current mission statement be revised? Comments

- ..."close student contact with faculty" gives me the chills. "driven" could be replaced with "exemplified" (Staff)
- I don't see how the campus is innovative. 2. Some of the faculty are rude and don't do much to help their students. 3. When I was finishing my undergraduate studies there, it was very difficult to study in the LIBRARY (out of all places) because: a) students were loud and disrespectful towards those that actually went to the library to study and b) there weren't enough study rooms available. (Other)
- A University's central mission is education and scholarship. This mission statement emphasizes extra-curricular opportunities at the expense of what should be the university's CORE mission- education. Faculty, courses, degrees, opportunities for scholarship and research are barely mentioned. Life of the community, student support, interaction with staff are all important, of course, but only to support our success at the core mission of a university. It seems as though this mission statement was written by the administration, whose role in universities across the country has been growing exponentially at the expense of faculty and scholarship. (Faculty)
- aren't we a public university committed to teaching, research, outreach, and engagement? we should be providing a social, cultural, environmental, and healthy setting....I would like us to be seen as a place where well-being is central for all of us. (Faculty)
- As I've learned throughout my upper-division Management courses, Mission Statements should be short, concise, and using language easily understood by the masses. (Student)
- At what reading grade level do you want this to be set? The Flesch-Kincaid Grade level for this statement is 19 and reading ease 8.2. (Admin/MPP)
- boring and bland (Student)
- California State University, San Bernardino offers a challenging and innovative academic environment. - Not good as an introduction of mission statement. - The university seeks to provide a supportive and welcoming social and physical setting - this is about a background of a mission statement but not as a part of mission. - The university provides students the opportunity to engage in the life of the campus, interact with others of diverse backgrounds and cultures, as well as participate in activities that encourage growth, curiosity and scholarly fulfillment. -Again, this statement is about building a background of the mission. - Through its branch campus in Palm Desert, the university mission extends to the Coachella Valley. - a political statement- The mission captures succinctly the focused common commitments/goals of all stakeholders and should reflect unique conditions of the institute. (Faculty)
- California State University, San Bernardino offers a challenging and innovative academic environment. The university seeks to provide a supportive and welcoming social and physical setting where students, faculty and staff feel they belong and can excel. Might be improved by making it along the lines of: "California State University, San Bernardino seeks to offer a challenging and innovative academic environment by providing a supportive and welcoming social and physical setting where students, faculty and staff feel they belong and can excel." However, supportive social and physical settings do not support the assertion that CSUSB offers a challenging and innovative academic environment. That should be the mission, and the rest should support that statement. Moving down the paragraph, it seems you've made the mission statements of established fact, and made the supporting work to the mission the mission. Does that make any sense? You're only getting a few minutes of my time on this. Maybe you shouldn't take it too seriously. (Student)
- California State University, San Bernardino offers a challenging and innovative academic environment. The university seeks to provide a supportive and welcoming social and physical setting where students, faculty and staff feel they belong and can excel. (While the idea of supporting students is nice, I still hear too many horror stories from students of lost records with no apology or admission of responsibility from the office in charge. We must do a better job. Also, given the current, more corporate organizational structure of the university, it is much harder than in years past to feel a real sense of belonging. The fact that faculty and staff cannot directly contact the president or -- in the case of staff -- even vice presidents -- creates a barrier between administrators and their employees. This structure the university has never known in its almost 50 years of existence. Certainly, administrators are extremely busy and employees must respect their time. But the barriers created by the lack of access to administrators at key times has greatly stifled and slowed communication. Administrators must understand that if this is the organizational model they want to follow (or, "this is just how things are now"), this may result in a workforce that feels less connected to their administrators and to their vision for CSUSB.) "The university provides students the opportunity to engage in the life of the campus, interact with others of diverse backgrounds and cultures, as well as participate in activities that encourage growth,

curiosity and scholarly fulfillment." (CSUSB has done an incredible job in this area with the many clubs, cultural events and festivals.) (Staff)

- Could be a little shorter. (Student)
- diversity is more than background and culture, gender, sexuality, race, ethnicity, culture...etc... (Admin/MPP)
- Does not flow well. Is not clear in its purpose. (Staff)
- don't know if we can say "close student contact" anymore with the increase in course side. I would love to do it, but with classes of 260... (Faculty)
- Everything is good except for the "to engage in the life of the campus" part. (Student)
- Far too long. A mission statement should be one sentence at the most and be direct, simple and memorable. (Faculty)
- higher education institutions are facing a pivotal moment in time and a closer look at the mission is in order. Our mission statement should align with our basic core values and be stated at a level that will be true for the next 10 years and beyond. (Admin/MPP)
- How does CSUSB make a difference in the lives of its students? (Other)
- How does the school connect people driving to campus together. (Student)
- How will it impact the lives of student in profound ways besides just allowing students to engage with other students and faculty? It needs to talk about how the institution sets an educational foundation for its students.does CSUSB set you up for a bright future? (Student)
- I believe that there will be an increasing reliance on web-based instruction. However, we should retain the element of social and physical setting in the mission statement to emphasize the importance of a physical campus. (Faculty)
- I believe the Mission State is too long. It should include a statement regarding our commitment to a diverse and inclusive community. (Admin/MPP)
- I don't think the mission statement need revision; however, we need to do a better job disseminating the message to all stakeholders. This way, we ensure employees, students, and the community understand CSUSB's purpose and reason for being. (Other)
- I feel it highlights CSUSB's most important attributes at this time. (Student)
- I felt like I was reading a comprehension test where I need to answer which sentence doesn't belong. The statement doesn't flow well. (Student)
- I like the overall Mission Statement as it is, but I do think a revision would help support a new Strategic Plan and its implementation. (Admin/MPP)
- I might include the phrase 'job skills and training' (Faculty)
- I notice right away that the second sentence was grammatically incorrect. It used (and) to many times instead of using commas. (Student)
- I suggest mentioning our commitment to the community, we are committed to them, right? (Faculty)
- I think activities could include somehow include creative activity. (Faculty)
- I think CSUSB is current with the needs of the community. (Student)
- I think it's rather long. Perhaps the University would be better served with a more concise Mission that all faculty and staff could understand, remember, and easily speak to. (Faculty)
- I think mission statements are silly. (Faculty)
- I think that the statement is pretty good as it stands, but I imagine that a bit of tinkering would have the potential to improve it. (Faculty)
- I think that we've created systemic barriers to living up to it. Someone should look at why our campus is not used more often by civic groups. We could be the center of intellectual and cultural activity, It would be easy because it is so difficult to find free meeting space in the IE. But if anyone comes here it is \$5 for parking, So groups like the League of Women Voters search for restaurants to host meetings. The restaurants become more central to that part of the life of our community than we do. (Faculty)
- I think the line "The university provides students the opportunity to engage in the life of the campus, interact with others of diverse backgrounds and cultures, as well as participate in activities that encourage growth, curiosity, and scholarly fulfillment" should updated. Suggestion: "The university provides students, faculty, staff, and the larger community opportunities to engage in campus life, benefit from a diversity of people and ideas, as well as participate in activities that promote personal development and intellectual engagement." (Faculty)
- I think the statement should be easy for just about everyone on campus to agree with. However, if this statement is intended to guide me as a faculty member in setting priorities, I'm not sure it does that. (Faculty)
- I would like to see a statement about social justice and service to the community added to this very good mission statement. (Admin/MPP)
- I would like to see an emphasis on challenging students, faculty, staff, and alumni from diverse academic and social backgrounds to achieve levels of excellence

beyond expectations. We do a great job reaching out, and this mission statement reflects that. (Staff)

- I would mention that we are the only Cal State campus in Riverside and San Bernardino Counties with SB County as the lowest income county in the state we are here to build strong relationships within the community, boost self esteem among lower income and marginalized populations and offer hope and bright futures to younger generations who might never, otherwise, consider college as an option. We also serve the community as a commuter campus with one of the best online educational programs anywhere....allowing distance learning for those who cannot travel to our campus due to disabilities, poverty, work schedules and other restrictions that would sabotage education. CSUSB is a guiding light, an anchor and a fortress for communities that are struggling and populations that might otherwise remain in the dark, be forgotten or ignored. Our commitment to diversity is one of our greatest accomplishments and we are emerging as a bastion of equality and diversity with cutting edge programs that transcend traditional university offerings (LEAD, Pride Center, GSS Minor, etc) making CSUSB truly a "University of the Future" for previously forgotten populations. Our Mission Statement is just OK, way too boilerplate and does not do justice to our distinguished university. We are not just "improving the regions quality of life" we are creating and molding it for future students and seeking to make college available and acceptable to all people, not just a small minority of elite. I am very proud of the fact that we are predominantly a minority campus whose students do NOT have wealthy parents footing the bill...our students work, raise families, assist the community, vote, participate in extracurricular activities and are the very fabric of the future. We ARE the future at CSUSB.... (Student)
- If a revision is eminent, I presume there are different way's of stating the exact same thing. (Staff)
- If revised it would be nice to include statements about accessibility, veterans and online students as these students under our current structure are often overlooked. (Staff)
- If you want to improve the region's quality of life you should first pay the people who perform the teaching and research and who actually educate the students. Some faculty are suffering demeaning inequalities, the university should lead by example. Actions speak louder than words. (Faculty)
- In addition to having students, faculty and staff feel they belong and can excel, include some language regarding that they can feel respected and be treated fairly. One challenge facing the staff and faculty are pay inequities,

which is a large challenge in recruiting and retaining excellent employees. This also transfers to students, as they see and can be deeply discouraged by the existing pay inequities. (Faculty)

- In the beginning should say innovative before challenging (Student)
- In the last paragraph "activity" seems too vague. Maybe "enrichment," or something similar, to indicate the value of our institution. (Student)
- In the near future there will be increased focus from the Chancellor's Office on ethical behavior in all campus communities. It would be smart to insert a small phrase in the mission statement that incorporates something along the lines of: "... in an ethical environment." I see many places where the "ethics concept" could easily be merged into the mission statement verbiage. (Admin/MPP)
- In what ways does CSUSB help students to excel? (Faculty)
- Inaccurate and/or impossible to achieve. CSUSB is not a challenging and innovative environment. It does a great job with limited resources, but.... The university is not "preeminent center of intellectual and cultural activity." (Admin/MPP)
- Include a statement on health and wellness. (Staff)
- Include accomplishments or prestige awarded the University. Forward thinking or global reaching ideals. (Student)
- Integrate the new ILOs in order to incorporate what knowledge and skills students will acquire while they are students. Read the NSSE or other comments! Students feel totally disconnected from each other, faculty, and staff. (Staff)
- It appears that the mission statement has more words than it needs and should be simplified. (Student)
- It could have a greater emphasis on the education part of school. (Student)
- it is a nice advertisement but has no basis in any facts that I am aware of. (Staff)
- It is to long needs to be more concise (Staff)
- It is to the point. (Student)
- It is too long. It needs to be more concise and something that everyone--faculty, staff and students--can have a clear understanding of. (Admin/MPP)
- It mixes passive or hopeful statements with definitive ones making the goals less clear. Furthermore, there is no clear companion statements about actions being taken for the achievement of those goals. Fundamental statement about education or learning isn't included in the mission statement. What is the purpose of the University? (Admin/MPP)

- It mostly reflects the roles of a public university (Student)
- It needs to be shorter and more focused (Admin/MPP)
- It needs to have an area where it talks about how it specifically will engage and affect the local community. (Student)
- It seems extremely repetitive. (Student)
- It seems repetitious. I would try to make it more succinct and combine the whole statement within the first two paragraphs. (Student)
- It seems to long. (Student)
- It should be tightened, shortened with emphasis on most important goals such as those expressed in the second paragraph. Repetitions should be eliminated. (Student)
- It should focus more on the educational mission. "A preeminent center of intellectual and cultural activity"? Why not have a reachable mission? (Faculty)
- It sounds thought out (of course) and appears to be very welcoming (Student)
- It would be good to add a bit more to the research opportunities available to interested students through certain offices like the OSR. It's great that CSUSB focuses on teaching, but it would be better if the students are made aware that research opportunities are available as well. (Student)
- It would be nice to reduce the length of the mission statement for all to remember and embrace. (Admin/MPP)
- It's bland, but adequate. (Staff)
- Its overarching mission is well stated and any specific changes should be addressed in the goals and objectives. (Other)
- It's very impersonal and jargon-heavy. I realize it needs to be polished and professional, but shouldn't it also be sincere? (Faculty)
- Looks great! (Student)
- Maybe include a statement regarding preparation for career achievement. (Student)
- Mission statement is too long. Focus! (Faculty)
- Mission statements ideally are short, pithy, aren't platitudinous (as this one is), and leave the reader with a distinct impression of some positive kind. (Faculty)
- more "action" language; embrace passion in the words (Student)
- more emphasis on excelling outside of the classroom. most students only try to do well inside their classes and not outside of them. (Student)
- Most mission statements are obvious, they all believe in success, this mission statement needs to feel unique, show the alumni why they can call this place a home and don't be statistic. (Student)
- Most students go to CSUSB to get the degree, qualifications, and training to get good jobs. It's all about preparing for a decent career; but this aspect of what people want from CSUSB is missing from its mission statement. (Faculty)
- Needs a bit more concerning diversity and the needs of our diverse region. (Admin/MPP)
- Needs support to validate the claims made in the statement (Student)
- Needs to be tighter but the content is good (Admin/MPP)
- Needs to be totally scrapped. This is complete "blah, blah, blah." A mission statement should be a "statement" not three paragraphs!! Our mission needs to be a simple, one sentence statement: The mission of CSUSB is to educate and graduate students who are intellectually and ethically prepared to participate successfully in a highly diverse and competitive global environment. (Faculty)
- No specific recommendations, I just believe that Mission/Vision should be revisited every few years. If no changes, that's OK. (Admin/MPP)
- No. I don't think that it needs a revision. However, we need to try harder to implement it. (Student)
- ok as it is (Staff)
- On the second paragraph I think we should explain what are exactly the university commitments all of the groups: students, faculty, staff and community. It is too vague. (I suggest to expand this window to 80 x 5. I can read what I have wrote) (Staff)
- Oxford comma, please, on your lists. (Faculty)
- Part on research excellence needs to be adhered to more since honestly not enough is being done for it. (Student)
- Perhaps address the university's role in promoting tech transfer and building the economy of the inland region as well as the raising the standard of living for its inhabitants. (Faculty)
- Perhaps we should say something more like interacting with others in the rich diversity of the communities we serve (Faculty)
- President Morales has stated that we are a comprehensive university, and as such our mission statement should have statements relating to research and service to our service area. (Faculty)
- Probably needs to be shorter and more focused. It suggests the question, "What do we NOT do?" (Faculty)
- provides opportunity for community involvement while providing life skills outside of academia and for future careers. (Other)

- Providing citizens prepared for the demands of dynamic economy should be a stated goal of the institution. (Student)
- put the second paragraph first, it is the meat (Staff)
- Reads as just a description, not a statement of mission. (Student)
- Reads great only got caught up on "to engage in the life of the campus". (Student)
- reflects the schools multi-cultural acceptance; embraces diversity and that the institution is committed to serving students' needs and immediate community around it. (Other)
- remove "challenging". Please do not include social justice anywhere in the mission or vision. (Staff)
- Seems like run-on sentences to me and there was a missing comma in the second sentence. (Student)
- Seems typical, fine the way it is. I think you should include something about the "come here go anywhere" motto. (Student)
- Should be slightly updated with word-smithing and maybe something about preparing students for the workplace. (Admin/MPP)
- Should specify which cultures and backgrounds the university seeks to support. (Student)
- should/can we state the university is the "preeminent center of intellectual ... in Southern California?" I agree with the idea of elevating our stance, but is this opinion or fact? (Staff)
- Since you've identified the specific University in the first sentence, all subsequent sentences should also capitalize University. I'd prefer that a serial comma be used. It's much more widely accepted. Seems that the tradition of close student contact is a much better (and unique) selling point than the welcoming physical setting. May consider moving closer to the beginning of the statement (thus, emphasizing its importance). (Faculty)
- Some sentences seem redundant. (Student)
- Sounds very passive, for example in the 2nd sentence, "The university seeks to provide..". Recommend: "The university provides..." Recommend changing 3rd sentence to "The university engages students in campus life, promotes interaction among individuals and groups of diverse backgrounds..." (Staff)
- Statement is a bit redundant. Our commitment to access and excellence needs to be more strongly stated - highlight financial, geographical, and programmatic access. Rather than simply stating "positive difference" in student lives explicitly state social mobility, increasing life chances, etc... I would also argue that we should proudly note our designation as a Hispanic Serving Institution.

We are not just a Hispanic enrolling, but a Hispanic serving institution. (Faculty)

- Talk less, but say more. This statement is too wordy, I wouldn't read it unless I had to. There isn't much in here that I haven't heard in any other mission statement. (Student)
- The current campus clima (Faculty)
- The current mission statement covers all aspects of not only what CSU San Bernardino offers, but all their goal and purpose for the campus. (Student)
- The current mission statement is very long and confusing. I think it is hard to figure out exactly what the mission is from all of these statements. (Admin/MPP)
- The current statement seems generally appropriate. Maybe it could use some tweaking but, at first reading, nothing jumps out at me. (Faculty)
- The first paragraph doesn't even mention the primary purpose for being here, learning. Sounds like a social club, as is. (Faculty)
- The first paragraph seems to refer to many different items and their significance to the university's mission may be a bit more clear if they were in separate paragraphs or the paragraph itself should be re-worded to flow a bit better. Also, the third paragraph refers to our region as "Inland Southern California". This is the first time I've read something like this. Can someone confirm that we really are "Inland Southern California" or should this read "Inland Empire" or simply "Southern California"? (Staff)
- The issue of diversity of the students and university community needs to be included. (Faculty)
- The last paragraph states: "...improving the region's quality of life..." I don't see any mention in the mission statement of the importance of providing an environment that promotes health and wellness to all faculty, staff and students. Health is the core for all students to succeed, without it, there's poor grades and eventually withdrawal from the university. Quality of individual health and the community environment are quintessential to student success and retention. Health is an imperative, without it, there's no success nor quality of life. (Staff)
- The mission needs to be simple and direct. It should be no longer than your first paragraph. Stakeholders can remember a message that is simple and easy to adopt. (Faculty)
- The mission of the university is to EDUCATE. Nowhere in the current statement is that verb found. (Faculty)
- The mission statement is too lengthy. (Staff)
- The mission statement is too long and loses meaning as it rambles on and on. the 2nd and 3rd paragraphs need to

be integrated into the 1st without lengthening the 1st paragraph. It is far more detailed than it needs to be. It is embarrassing how it rambles. (Student)

- The mission statement is too long and nobody knows it. (Admin/MPP)
- the Mission Statement needs revision if it is stating facts, as opposed to simply PR or an aspirational statement. If it is based in fact, then we need to hire more tenure track faculty and full time staff to achieve the 'close contact' mentioned. Furthermore, if we are indeed a preeminent center for intellectual and cultural activity, we need to support these activities from our faculty, students and staff through grants, fellowships and stipends of meaningful amounts- which we do not. (Faculty)
- The mission statement seems very long. (Staff)
- The mission statement should include information about graduation, retention, and student success. (Admin/MPP)
- The opening sentence states an "innovative academic environment" when many of the courses are still taught just by reading PowerPoints, overhead slides and doing examples on a chalkboard. For some courses this is appropriate but for others courses are still being taught in the same manner as when CSUSB started. "Scholarly fulfillment" is only readily available to some of our students; it cannot be found in all of the colleges across campus. Not all of the students have this available to them; especially when it comes to student research. In my opinion a mission statement should embody all that is available to each and every student; not to some students depending upon what their major is. (Staff)
- The phrase "university seeks to provide" is extremely passive -- what does the university actually do? Needs a more assertive tone. What criteria was used to determine that CSUSB the the "preeminent center?" I think this is really over-stating. Would be more impressive to talk about the actual impact CSUSB has made in students' lives and how this has impacted local communities. (Staff)
- The revision would be to make it more direct and concise. (Staff)
- The second paragraph is the most important. The other two - social connections and physical infrastructure plus center of intellectual/cultural activity (UCR would differ) are supportive of the first. (Admin/MPP)
- The statement is good, but it has too much detail about the experiences. It would be better summarized and leave the detail for other statements. (Student)
- The statement needs to emphasis the value of faculty and staff. (Faculty)
- There have already been, over the past 2 years, numerous changes, none beneficial, non necessary. Don't add to the chaos and dissatisfaction. (Staff)
- Third sentence in the first paragraph should be the leading sentence. Need to focus on diversity, collaboration, and promoting an education that will serve the citizens and economy here in the Inland empire and throughout the globe, through skills, knowledge and..... (Admin/MPP)
- This sounds disjointed, without focus, trying to touch every base, trying to be everything to everyone. (Other)
- Though the mission states a focus on education, perhaps the other aspects of the mission statement try to be all encompassing and too far reaching. It is important for the school to recognize its duty to educate and improve its "clients" academically first and be distracted with other aspects second. (Student)
- Too broad/vague. (Staff)
- Too fluffy. (Admin/MPP)
- Too long (Student)
- Too long and not focused (Admin/MPP)
- Too long! All the content gets lost. (Faculty)
- Too long. (Staff)
- Too long. Too many buzzwords. Mission statement by committee. Trying to say too much while saying nothing at all. Should be more concise for my taste. (Student)
- Too much time spent on the rhetoric, not the mission itself. (Student)
- Too wordy. Mission statement should be at least somewhat known by every employee on campus to have a better sense of the goals/ purpose of the university. (Staff)
- Very little is mentioned about pdc, I feel that it should elaborate more on this major part of the university. (Student)
- very long, goes from "seeks to provide" to "provides" rather than seeking, the last paragraph, like the sentence in first paragraph isn't a mission, it's a "we are" - also too long (Student)
- WAY too long. Needs to be short and focused. No more than 2 BRIEF sentences. This does not say anything specific or distinctive about us (except, perhaps, that we serve Cochella Valley-- but region should not be the only thing that defines us). (Faculty)
- We should also have some wording in there that addresses the health and wellness of our campus community. (Faculty)
- We should prepare students with a marketable career and help with job placement. (Staff)
- Weirdly restricting for a college campus. (Student)

- Well stated. Just enough 'fact vs feeling' messages. (Student)
- While i think the mission statement should remain the same, more work is needed in "providing a supportive and welcoming social and physical setting....." (Admin/MPP)
- While students are a central goal for the University, our mission should also state we are committed to a healthy, safe, and stimulating environment for our employees. Our Mission should also include a commitment to serving the the public. We are a state university and our mission is to our citizens as well as our students and employees. (Faculty)
- Yes, it should include something about the amazing population that we serve. (Staff)
- Yes. Generally a mission statement is much more succinct. The current statement is accurate and relevant, but just far too long. (Admin/MPP)
- You may want to revise the last paragraph. (Staff)

2. Should we revise the university's current vision statement? Comments

- A leading contributor to the growth...of the state and nation?? This ambitious vision statement is quite ironic when one remembers the dismal state of faculty and staff salaries... (Faculty)
- A new vision may add a global perspective that would serve its international student population. (Staff)
- A vision statement should express goals for how CSUSB plans to meet future challenges and should tie to the Mission statement and its plans for serving the diverse community. Remove repetitions! (Student)
- Add info about Palm Desert Campus similar to the mission statement. (Staff)
- add the "come here go anywhere" motto to this for sure (Student)
- Again I believe this should be more concise so students can connect to it. (Staff)
- Again, i don't think the vision needs to be re-stated, i think we need to live up to the vision. (Admin/MPP)
- Again, I think the vision statement should be shorter. It should be one sentence that engages and rallies faculty, staff and students. (Faculty)
- Again, no need for revision, but we should ensure that all departments understand how their activities align to this vision. This will help department prioritize activities and allocate resources adequately. (Other)
- all the current buzzwords are in there (21st century, global,, state and nation, etc.), but little else that would put some CSUSB--specific meat on those bones (Faculty)
- Although implied, just how the university will contribute to the region's growth is vague. The vision statement should include our core purpose: education. (Staff)
- Although vague, the vision statement mentions their goals and the direction they intend to take. (Student)
- Based upon the provided definition of a Vision Statement, no direction for meeting the goals is provided. (Admin/MPP)
- But we need to live up to it. (Faculty)
- by preparing leaders - we mainly prepare practitioners not leaders. (Faculty)
- by Preparing leaders for the 21st century Is it not too 2000 & late for that? What about "Preparing leaders with a necessary global outlook" (Student)
- California State University, San Bernardino will not only be a leading contributor to the growth and development of the region, but it will have an impact at state and national levels as well. (Student)
- change by "preparing leader". All cannot lead and all cannot follow, we should express that we are preparing our students to be good stewards of our future, by preparing them..... (Admin/MPP)
- Close: hopefully some of our smarty-pants will start companies here. The employment opportunities aren't very good in San Bernardino, and we need university products to create companies. (Faculty)
- Contribution through engagement, research, and partnerships would advance the institution's role in the Inland Empire. (Student)
- CSUSB is a lead contributor to the growth, development and economic well being of the region, state and nation The University serves the the community by preparing leaders by developing skill sets of the 21st century needs that encompass education, social, economic, political, cultural and environmental; all contribute to the global perspective encompassing region, state and national interests. (Student)
- CSUSB should be a leader in green energy specifically and help build San Bernardino as a clean energy city. (Faculty)
- Cut the first sentence. the 2nd says enough. But cut out the reference to "21st century". It is hackneyed and trite. (Faculty)
- Define region in the statement (Student)

- Does not give any indication of what our role is for the students. It is not clearly focused on students and what our role is with them. (Staff)
- drop "in particular" it limits rather than includes (Student)
- Existing statement does not meet the definition provided (Admin/MPP)
- First sentence seems awkward. (Student)
- Fits the aspirational better than the mission. But the first sentence should say "be a leading contributor through education to the growth . . ." (Faculty)
- How aspirational should the vision statement be? As it stands, this seems to be a very high reaching statement considering the demographics of the student body. Additionally, it is very vague. While this allows it to cover many possible, positive outcomes and goals, would it be more helpful if it were more specific? (Other)
- How will CSUSB leading contributor? How does the university serve... ? (Other)
- I believe that the Vision statement should reflect the uniqueness of CSUSB- perhaps some information springing from WASC would help with this. (Admin/MPP)
- I can see the goal, but the objective is vague. (Staff)
- I don't see a need for revision as long as we stay current. (Student)
- I don't think most of our students know how to think globally. Many want to stay in the region after graduation and we don't push them too hard to do otherwise. I'm not sure what the numbers look like but when only a small number actually leave the region, it keeps our impact local. Our students don't see what is possible for them beyond the IE or for the truly adventurous, Los Angeles. (Staff)
- I haven't seen the other questions, so this might be premature, but why not have a statement along the lines of a faculty that seeks to engage in research that will help communities in the IE and beyond? There are plenty of scholars whose work has or can have a direct impact on communities in the region through research, collaborative partnerships/consulting etc... (Faculty)
- I know a vision statement is aspirational but as it is written, I'm not really struck or inspired. (Staff)
- I like it. (Student)
- I think if we revise the mission statement we should review and possibly revise the vision statement. (Admin/MPP)
- I think it needs to specify what region, ex. ...to the growth and development of the region, in particular, as well.... (of the region) seems a little broad or unknown. Maybe change it to (its region) meaning the San Bernardino region. Also, on the second paragraph (by preparing leaders for the 21st century) sounds like the 21st century is not here yet when in fact we are living in the 21st century, maybe like (preparing leaders in the 21st century or preparing the 21st century leaders). Also, the last part about the skills needed (educational, social,) will be better if it is in order of importance, for example cultural advancement should not be put after economical or even last in the sentence. I think the word "cultural" is our first method of learning or it should be, then educational, then environmental, then social, then economical, and so on. (Student)
- I think it's important to say something about serving the needs of our diverse world. (Faculty)
- I think vision statements are even sillier. (Faculty)
- I would like to see diversity included into this statement, perhaps, "preparing diverse leaders for the 21st....." (Student)
- I would like to see something added about increasing opportunities for underserved populations. (Admin/MPP)
- If CSUSB "...will be a leading contributor to the growth and development of the region..." then again, we should lead by example by providing a campus community that values health, wellness and promoting a campus culture that conveys these messages to the community at large. For starters, a tobacco-free campus would send out a positive message that we care for the student's, faculty and staff wellbeing and create a protective environment from health risks. (Staff)
- If I didn't know this was a vision statement for a university, I would have thought it was from a for-profit diploma mill. (Staff)
- If the CSU is to truly contribute to the growth and development of the region, perhaps something can be done about the somewhat desolate, if not downright scary, parts of San Bernardino immediately surrounding the campus. (Student)
- If we are global why not have international students etc in the vision (Faculty)
- In contrast to the Mission statement (too broad), this feels too narrow, not very "vision-ary." (Other)
- include "scientific" or "intellectual" advancement. (Faculty)
- Include medical, communication, and scientific (Student)
- Instead of 'preparing leaders' it could be preparing citizens with critical thinking skills... (Other)
- Is a good vision statement but it leaves out the growing number of international students and our impact in those countries. (Admin/MPP)
- is a leading contributor (Staff)

- Is this true? "...leading....the state and the nation." (Staff)
- It also seems long, and the last sentence of the first paragraph and the first sentence of the second paragraph are repetitive. (Student)
- It is missing commas and could use some revising. (Student)
- It sounds good, but may need revision to better explain what we can do more directly. (Admin/MPP)
- It subtly explains how the goals will be met. (Student)
- It's needs to be a bit less broad. (Student)
- Its so blah and not visionary enough. We are the pre-eminent institution serving the IE, yet there's nothing in this statement that shows pride, vision, passion. (Admin/MPP)
- Just changed the last paragraph/sentence. California State University, San Bernardino will be a leading contributor to the growth and development of the region, in particular, as well as the state and nation. The university will serve the region, state, and nation by preparing global leaders and innovators for the 21st century. (Faculty)
- May not need to chiefly emphasize contribution to regional development by adding ", in particular," (Faculty)
- Maybe it is a little unambitious to be "preparing leaders for the 21st century" considering that we are about 15% of the way through the 21st century already and who knows when this statement will be revised again. How about preparing leaders for "the opportunities and challenges of the future" or something similar? (Faculty)
- Missing student centered (Admin/MPP)
- More definition (Admin/MPP)
- Much better than the Mission statement. But still could be shorter. Delete the first sentence (it says what we are, not what we aspire to be). (Faculty)
- my question is what region? (Staff)
- Need to be clear what the university be knowing for. (Faculty)
- needs more creative aggression (Student)
- Needs more specific information on issues we plan to fix (Student)
- needs something about a global society (Admin/MPP)
- Needs to be inclusive of the community where we are located and those we serve as we move forward (Student)
- Not very specific about what type of growth and development nor how they will prepare leaders with a global outlook. (Student)
- Our reach is actually very global with all of our various international organizations on campus. (Staff)
- our vision is to be the leading public university in teaching, engagement, and then a blend of what is written above...and add a focus on sustainability (Faculty)
- Our vision needs to include a commitment to ethics, integrity, diversity and a commitment to engagement with the community. (Faculty)
- Oxford comma. (Faculty)
- Peculiar sentence:"...development of the region, in particular, as well as the state and nation." Instead, restate mission wording of " ..development of the [Inland Southern California] region, the state and nation." --- K.O'Donnell-#004902465...I don't mind if you know I said it :) (Student)
- Perfect and to the point. (Student)
- Perhaps saying, "community centered leaders" (Faculty)
- Perhaps tighten up the wording. (Faculty)
- Same as above (Faculty)
- Seems broad and general. What makes CSUSB any different from all of the other possible postsecondary options available to students in the area? (Faculty)
- seems too broad (Faculty)
- Should contain something narrower or further descriptive (Other)
- Shouldn't the second statement come first as it is our primary purpose? (Faculty)
- Since the focus of the vision statement is the region, should the region be defined as Inland Southern California? (Staff)
- Some of the stamens in No. 1 should be use here. (Faculty)
- Sounds a bit generic. needs to be more context specific. (Faculty)
- Sounds good. Based on the ranking that CSUSB has now we are doing well with our vision and Mission. (Admin/MPP)
- Specify more about the skills needed for those leaders in the 21th century (Student)
- Succinct and doable. Leave as is. (Admin/MPP)
- take out with a global outlook and just have it read " The university will serve the region,state, and nation by preparing leader for the 21st century with the skills needed..... (Student)
- The current statement should emphasize preparing them for the rigors of a vastly changing business & political environment. Instilling in them a sense of ethics & integrity that positions them to be vanguards in their professional discipline. (Faculty)
- The current vision statement focuses on the need of the institution in relation to the region, state, and nation.

Not from a student perspective. Is it unique to our institution? (Admin/MPP)

- The current vision statement strikes me as quite broad and general. If it could be revised to provide a clearer sense of CSUSB's particular vision that may be helpful. (Faculty)
- The first part sounds like rhetoric and is clunky. The second part is much better, but the last 8 words of it could probably be replaced with one good word. (Student)
- the first sentence is awkward! I suggest removing 'in particular'. (Faculty)
- The first sentence seems oddly written. The transition betweenthe region, in particular, as well....does not sound grammatically correct. (Staff)
- The reference to globalization ("a global outlook") is leading and implies a needless politicization of the student's educational experience considered as a whole. I do not mean that students shouldn't be exposed to ideas and politics that challenge them, only that we shouldn't presume what "outlook" we are morally qualified or justified to impose on students. I might suggest "awareness" instead of "outlook" as a rephrasing that more-or-less preserves the original's meaning without presuming to dictate the student's ultimate political alignment. (Faculty)
- The resources provided here at the campus do not compete with other Cal State Universities. For example, the music technology courses offered have the 9th edition of Pro Tools while Norco Community College has the 11th edition (Student)
- The second statement is fine. The first statement is unclear- how does a University contribute to the growth and development of a region? In my opinion, this is done through the core mission of a university, which is to provide education and research that creates an informed, engaged, skillful citizenry in a democratic society. (Faculty)
- The second statement is more of a vision statement than the first. (Admin/MPP)
- The statement is not very dynamic. It reads very bland. The term "leading contributor" sounds as if we are going to be one of many as opposed to the leader. (Student)
- the statement is well within its vision; the school is already walking the talk. its cyber security center is renowned by federal government and the school even holds events on campus that welcomes community , for example sports disabilities festival(my favorite), many exhibits at the art museum, a womens workshop to learn the skills to fight off a perpetrator, and the college of business offers free income tax processing every year.

No wonder we won the President's award for outstanding volunteering. (Other)

- The two statements (sentences) basically repeat themselves. (Staff)
- The vision is still valid, however we ARE already in the 21st century so "preparing leaders for the 21st century" sounds a bit dated. (Staff)
- The vision statement is too long and confusing. It is two sentences that say mostly the same thing, and it doesn't feel very forward-thinking. (Admin/MPP)
- The Vision Statement is too vague. (Admin/MPP)
- The vision statement should be aspirational as a university. (Admin/MPP)
- There is potential for revision here as well to include "ethics" similar to the above. I'm not sure if it's necessary in both the mission and vision statement, but it's a thought. Ethics statements in Mission and Vision are becoming very common in business environments. (Admin/MPP)
- This current statement seems to be more focused on the region, state and nation than on students. (Faculty)
- This is such a bland vision statement...we are seeking total inclusion at CSUSB...we want EVERY child in our communities to grow up feeling comfortable with college and knowing that they CAN and WILL attend CSUSB. We are doing grassroots work within the community to bring the college experience to everyone, not just children of the ruling classes or the elite. We are not just preparing leaders either, we are training teachers, parents, and citizens to serve each other, their families, their communities, thereby building strong family units (both traditional and non-traditional!) teaching ethnic studies and TRUE histories to build pride and strong self esteem for ALL cultures, all genders, all people...our diversity and inclusion is what makes us a cutting edge educational fortress. We are not afraid to embrace all people and celebrate the human condition while finding new ways to lift it. (Student)
- This is very aspirational. Do we really see ourselves as a seedbed for national leadership? CSUSB isn't Harvard or Yale Law. (Faculty)
- This seems somewhat general. Shouldn't it define aspirations that are more specific, or make us distinctive in some way? (Faculty)
- This statement really does not say anything. (Faculty)
- This vision is not unique, it needs to let the students understand that they are not alone in a big university. (Student)
- This vision is too short and non-specific. Do we plan to work in a interdisciplinary fashion to achieve far reaching goals? With educational, cultural, and community

partners to transform the lives of our students and the quality of life in the region, the State, the Nation, the World? The more specific and inspirational our vision statement is, the more likely we will achieve the aspirations expressed within it. Dream big. (Staff)

- To me this seems like a very generic vision that doesn't really address the unique qualities of our students and our specific region. This vision seems to serve the university by getting our name out there but doesn't really speak to the needs and goals of our students. What do our students aspire to do with their degree from CSUSB? (Faculty)
- Too broad/vague. (Staff)
- Very precise and to the point. (Student)
- Very vague and not clear exactly what our vision is (Admin/MPP)
- vision statement does not show how it will do it. (Admin/MPP)
- Vision statements should be written in the present tense, not the future tense, otherwise we are always aspiring to be something. We need to envision ourselves as already fulfilling our vision. Example: CSUSB IS a leading contributor to the economic well-being of the region. (Faculty)
- We have a vision statement? (Said sarcastically). I know we have one, but what the heck is it? (Admin/MPP)
- We need to focus on students and student success, followed by community engagement and development of leaders. (Admin/MPP)
- we should add something about our diverse culture and bringing that change to the nation (Student)
- Well phrased! Short and to the point. Easy to understand. (Student)
- We're in 2014, so why are we still mentioning the 21st century? What about ethnic diversity? We are an HSI and an MSI. (Staff)
- What about globally? (Staff)
- What about medical advancement? (Student)
- What does the first sentence mean? What kind of growth or development is CSUSB contributing to? Let's keep it reasonable and not go beyond California in our current aspirations. (Faculty)
- what growth? what development? vague. 2nd sentence good (Student)
- What type of growth are we referring to, is it economic growth? (Faculty)
- When you say region, if its inland empire, is it doing a better job than some of the other university? Like UCR. (Student)
- Where's the direction? How do we achieve these goals? What is required as a student, and/or faculty? (Student)

- Why have "for the 21st century?" (Admin/MPP)
- Wordy (Student)
- Would like to see a Vision that separates our University from others in the region. (Admin/MPP)
- Would love to see "citizens" incorporated somewhere in the second paragraph. (Faculty)

3. Should the University develop Core Values to serve as the essence of our campus community? Comments

- A stronger teacher-student bond should be encouraged. Some professors feel very distant to the students, and as a result it becomes difficult to connect to the professor and their lessons. (Student)
- Among these should be: Ethical Leadership, Social Justice, Culturally Aware, Environmental Sustainability. Note: "Excellence" is not a value, but a level of performance. (Faculty)
- and we need to add Accountability to those values. (Admin/MPP)
- Anything that will allow us to make connections with others (professors and students) and provide consistency across the campus is valuable. (Faculty)
- Anything you leave out of your "core values" would seem unimportant to the school, so you had better name everything....but if everything is important, then nothing is, so its a lose-lose scenario. If you practice core values you won't have to claim you do. (Student)
- As the members of the Univ community do what they do day-by-day & over time, we implicitly demonstrate our core values. The strat. planning process could identify and evaluate them, and decide how to proceed from there. (Faculty)
- Before developing core values, however, you should make sure they actually exist here. (Other)
- But try to align to ILOs and for goodness sake, develop some campus wide measures!!!! (Staff)
- Collaboration between Colleges (e.g. Science and Art), Environmental Stability (Staff)
- Commitment to diversity and abandonment of Nepotism & Favoritism (Faculty)
- Core values are critical and not only should we adopt these, but abide by them, encourage them, and place focus throughout all aspects of the university (Admin/MPP)

- Core values are easy to remember, share and consider during decision making and interactions with campus community. I can see them in posters at every office. Good for office morale. (Admin/MPP)
- core values are silly. The point for most people coming to school doesn't have anything to do with those. Employers aren't interested in the core values of a college when picking out applicants. Focus attention on something that is useful and quit diverting resources to develop 'core values'. (Student)
- Core values are the essence of concepts regarding university's philosophy and meaning for existence that are broadly proclaimed. We need our own core values so that whenever anyone thinks of CSUSB, the core values will be automatically and spontaneously reminded and remembered deeper. This could contribute to raising school's brand value as dynamic multiplex of diverse activities and center of glorious congregation of variety. (Faculty)
- Core values are what make us unique. (Student)
- Core values can be developed into sound bites, making them easier to remember and easier to use to shape behavior and programs. They would be a great way to reinforce the content of the mission and vision statements and would provide clearer guidance. (Other)
- Core Values gives faculty and staff an idea of what to expect from the campus culture and expands on the focus of our efforts. (Admin/MPP)
- Core values may help further clarify our mission and work, as well as the feasibility of future projects. If we haven't developed them yet, it may be worth doing so. (Faculty)
- Core values mean everything, it's a belief that one creates that defines who the person is, CSUSB, needs to define itself, rather than it just being a college. (Student)
- Core values should be known by each employee and used as a tool to build a collaborative relationship across all units. (Staff)
- Core values should not be just a list of words. The words need to be defined. For example, you can't just say that one of our core values is "Integrity." Integrity means different things to different people. You must include definitions. (Faculty)
- Core values would help to enable desired interactions between faculty, staff and students (Student)
- Core Values would limit and categorize our perspectives of the student-faculty experience at CSUSB. Our experiences and behavior are too complex to put into such limited categories. (Student)
- Dedication to excellence in teaching, ethical research, and being a good community partner (Faculty)
- Develop Core Values if you actually plan to police them. Don't let it be just empty words like "honor, courage, and commitment", that, at the end of the day, really just mean, "don't get caught making us look bad" (Student)
- Diversity Culture Leadership Lifelong learning Community Service (Admin/MPP)
- Don't we already have these values? Why yes, we SHOULD have integrity. Already. This is a weird exercise. (Faculty)
- Environmental Stability is important, but having it as a core value of a university seems odd. (Faculty)
- Environmental Sustainability (Staff)
- Even though to my experience I have met students and faculty who have exhibited such qualities and values regardless of them being instated, I think it would be a good idea to possibly develop a set of core values to ensure that there will remain a prevalence of positivity and growth. The only way right now I could see it as something we shouldn't do, is if it becomes a fanatical mandate or an imposed benchmark that has to be met. (Student)
- Every association in the higher ed system in America has them, and they do serve as easily identifiable "shortcuts" to point out our priorities... so yes, these could be helpful. (Admin/MPP)
- Examples given are horrible. e.g. Social Capabilities, Environmental Stability. Ugh. (Student)
- Frankly, I'm disappointed to learn that the university doesn't have core values already in place. VALUES are what defines us - its what defines YOU as a person. (Staff)
- going green is the new thing and i feel that our campus should make more of an effort to try to turn students green. (Student)
- Healthy students, healthy campus, healthy communities (Staff)
- How else can Organizational Goals be established?? (Admin/MPP)
- I believe a higher education institution should adhere to these and other core values purely by the nature of what we do. However, it is important to state this commitment in writing so that the university can be accountable for them. I believe an important core value is equality and respect for human rights. Even in our nation we are still battling with racism and discrimination against sexual orientation and religion. It should be clear to students, faculty and staff that any disrespect towards other's rights will not be tolerated. (Staff)
- I believe it should be clear in any organization what their core values are. (Student)

- I believe that core values will help develop a persons path to success. (Student)
- I don't think this is necessary. This is something developed by individuals on their own as they grow with the university. (Staff)
- I feel that the campus should strive for academic excellence and continuously promote Environmentally Friendly Programs. (Other)
- I find it problematic to codify values into an officially secular institution, even if I happen to find the ones listed agreeable. By definition we do not necessarily share a common philosophical lens through which to even define any given value. The matter of values and how they dictate conduct and goals should be left up to individual members of the university community to determine for themselves. (Faculty)
- I have no idea what "Social Capabilities" means, and "Environmental Stability" seems somewhat ambiguous. (Faculty)
- I like to think we are missing an easy path to follow by not having a set of core values. During times of crisis or when difficult decisions must be made, having a set of core value can be the guiding light we currently do not have. (Staff)
- I think each college, school, department should adopt these values..not the University. Value of excellence in.... (Faculty)
- I think its already their. (Student)
- I think it's important for the University to discuss what values it provides itself and it's affiliates with. (Student)
- I think that core value should be developed, adopted and enforced. Faculty, staff and students should all have to sign pledges that they will uphold the core values or there will be consequences. We need to hold our faculty, staff and students to higher standards. For example, this campus has a zero tolerance policy for cheating yet it happens all of the time and students know that there will not be any consequences from certain professors or colleges. In my opinion Academic integrity should be a core value that not only applies to students but faculty as well. I believe that several staff members across campus have adopted the attitude of "I'm permanent and vested" and it is apparent in their work. (Staff)
- I think this would bring cohesiveness between the different colleges within the university (Student)
- I think we have Core Values already--what makes this place unique and such a great place to be. We just need to articulate them better. (Other)
- I thought the set of values statement President Karnig used were well-stated, practical, and yet lofty and ambitious. (Admin/MPP)
- I thought we were already operating under those exact values. If we are not, we should. (Admin/MPP)
- I wholeheartedly recommend adding core values if a well developed plan is in place for implementation /marketing/integration (Staff)
- I would add "service" to the core values. (Faculty)
- Ideally, yes; however, if the bureaucracy of agreement on which values and more importantly, what we DO to carry them out is cumbersome, then we might want to leave this out for now. We could develop it now and incorporate it in a couple years. (Other)
- if it does not currently have core values, than the mission and vision have no value (Student)
- If the vision is to climb a ladder to the top, values ensure that the ladder is leaning on the correct building. We should be explicit about these values, as this will promote shared expectations, greater synergy, and resolution among divergent views. (Other)
- If we do develop core values, then mention "ethics" as one of them. (Admin/MPP)
- I'm assuming the reason for this survey is to say, yes. (Staff)
- I'm never sure what establishing such core values means. Guess I've aalways thought that -- by default -- all of these were already core values. (Staff)
- In my opinion university's spend a great deal of time and resources developing core values that end up in a binder on a shelf. (Staff)
- In order to prove that the school is committed to making students and faculty feel welcomed and as though they belong, core values should be established and shared with everyone. This gives the public more than just a general idea of what the school cultural and scholastic views are. (Student)
- Include 'thoughtful dialog between opposing sides" (Other)
- Inclusion, Diversity, Equality (Student)
- Innovations may be more appropriate... Excellence is kind of "Bla" or bland statement. (Student)
- Integrate health and wellness into the core values of the university. This core value is grossly minimized within the current strategic plan. (Staff)
- Integrity, Intensity, and Intelligence. (Student)
- It is likely that core values will be redundant with the vision statement. You need one or the other. (Faculty)
- It seems as though a well written mission statement would articulate the institution's values without need for additional elaboration. (Faculty)
- It should also include diversity. (Faculty)
- It will depend on the future mission statement and whether it includes our core values. If it does not, then

we'll need core values. Core values can also help make some strategic decisions. (Admin/MPP)

- it wouldn't hurt. It would be another addition to our wonderful campus already. (Student)
- It's a waste of time if leadership is not going to live up to those values to be able to ensure that their employees live by them. (Admin/MPP)
- It's fundamental to identify and agree upon core values. (Faculty)
- Leave this to individual departments. I hate to think that developing Core Values for the entire CSUSB will require a whole new office, with a new VP for Core Values and ten administrative assistants. (Faculty)
- Maintains focus (Student)
- Maybe what I said in vision should be in core values-- Ethics, Integrity, Diversity, Community Engagement (Faculty)
- Most of my classes are in Jack Brown Hall: I completed most of my lower level classes at Chaffey College. I have a great deal of respect for Chaffey College and many of its faculty. However the caliber of professor and faculty at CSUSB on the average is superior. The achievement of attracting professors of superior quality, is a result of currently unstated core values. Now, CSUSB must develop these values to maintain these employees. Teachers like Christine Pence, whose teaching style opened my eyes to how the world works is amazing and a true gift to students. Barbara Sirotnick, who taught me a subject in a manner I thought not possible because of my fear of the subject, also truly amazing. Sungkyoo Huh who expresses his absolute love for teaching every time he steps into a class room is a treasure and should be acknowledged as such. Melissa Brakeman with her incredibly dynamic teaching style taught me much more than just the subject at hand. It is teachers like Dr, Pence, Dr, Sirotnick, Dr, Huh, Dr. Jin, Dr, Zhu, Professor Bakeman, Professor Mosher, Ellie Gault, and many others that make CSUSB a superior school. It is the passion of the faculty that make the school what it is and that must be cultivated and maintained. (Student)
- Most universities have core values, which are the touchstone for decision-making. (Admin/MPP)
- Nice to have them outlined. (Student)
- Not sure if that would make any difference (Faculty)
- Of course! (Faculty)
- Only if the core values are an intrinsic part of the campus culture and conduct of its members. (Admin/MPP)
- Only if they are going to hold people accountable to them. Don't do it to check it off a list. They're just words at that point. (Staff)
- our values as I understand them are quality and excellence in all we do; diversity and global citizenship; engagement; leadership; and add develop lifelong health (in order to impact our communities and improve health status that will influence economic stability and education to lead to more equity in the populations we serve as well as to foster that on campus among all of us. (Faculty)
- People, organizations etc. need standards! (Other)
- prestigious universities do it, so we might as well too. (Student)
- Really? Must academics always waste time stating the obvious? (Faculty)
- See answer for #4 below. (Student)
- See each other as a resource. (Student)
- seems like a good idea (Faculty)
- Shouldn't the core values be the same for all of the Cal State Universities? (Staff)
- Since we are an institution of higher learning rather than a corporation, I'd like to see some values related to thinking, learning, application of science and theory to solve global problems. (Faculty)
- Social Capabilities and "Environmental Stability" sound...not good. Stick with the usual jargon. (Faculty)
- Social justice, NO to privatization, REAL student democracy, not the ASI who just jump when the CSU needs them to jump. (Student)
- Striving for excellence and working in collaboration with some of the most highly ranked professors. (Staff)
- Student Success should be a core value; but we need to develop better what we mean by this. Does it really mean just graduating? (Faculty)
- Sure. (Staff)
- Sustainability should be a high priority, along with equitable opportunities for diverse students. (Student)
- The core values are the foundation from which an entity should stand. (Staff)
- The core values will help to create and sustain an environment of general understanding and trust. (Staff)
- The ILOs should guide us (Faculty)
- The largest issue with this is that students may focus on just the values that are outlined and fail to broaden themselves with a wide reaching set of values that can apply to greater aspects of life. Though it would greatly allow for the campus to reflect a moral student body and staff, it must be done so carefully. (Student)
- the university already holds these values. the university would not be what it is if these values were not already being exercised. (Other)
- The university should develop a statement of core values or principles (Admin/MPP)

- These are just vague descriptions of virtues, and do not contribute much to solving real problems, such as a lack of funding for education and salary relief to underpaid staff and faculty. (Faculty)
- These are relatively meaningless buzzwords, though perhaps not as bad as the silly phrases favored by police depts, such as "commitment to excellence". (Faculty)
- These are very vague and don't reflect the inclusive and success oriented vales we practice. (Faculty)
- These come from the top down and throughout management and staff who are hired. Not sure if it needs to be in writing but possibly. (Admin/MPP)
- These will help keep everyone on the same page. (Admin/MPP)
- They tend to be come a laundry list of qualities that may set or imply standards the campus can't reach, creating a discrepancy between claims and performance.. (Faculty)
- This campus and its students embody the many of the failures of society. There needs to be more collaboration and support between departments and even within departments. (Student)
- This is superficial nonsense. If people don't live and work with integrity, labels such as these aren't going to help. At all. (Faculty)
- This will validate how CSUSB is going to provide the state and the country with better leaders who contribute positively to the society. (Student)
- This would provide a solid basis for employees and students alike to work from (Staff)
- Three simply articulated Core Values would help CSUSB communicate its values to the community. (Student)
- Unless the institution is willing to walk the walk, the talk is a waste of time. (Admin/MPP)
- Very much needed. Core values underline our mission and vision. Mission and vision can change with time, but core values should stay constant. Mission and vision are about how we realize and instill those core values in our students, faculty, and staff. (Admin/MPP)
- We already have them. Dr. K disseminated them many years ago. (Faculty)
- We need to specify the importance of learning and the creation of an environment that encourages the pursuit of knowledge for its own sake. (Faculty)
- Whether Core values are created or not, there will be positives and negatives to them. (Student)
- Why do the extra work if you do not have to? (Staff)
- Will help to complete if drill down to strategies. (Faculty)
- Without core values we cannot communicate the brand of the university consistently or effectively. (Other)
- Without developing core values a school is pointless. Encouraging students to do their best will motivate them which is exactly what young adults need. (Student)
- Yes - we need to identify the skills and aptitudes that faculty and staff espouse and what we foster in students. (Staff)
- Yes but excellence is not a value. It is a measure. (Faculty)
- Yes Core Values are needed at CSUSB. Our core values should be articulated through our decisions, relationships, programs, services, and how we engage students. (Admin/MPP)
- Yes many students lack the knowledge of integrity, collaboration, environment, etc. because many of them (students) are not taught at home. I see no point on graduating and going in the workforce if I do not know the core values. People should learn their career not only for money but to use it to spread core values such as integrity. Can not expect integrity from a professional is is never been taught. (Student)
- yes social capabilities that include one on one communication that does not use a "device" and incorporates "manners" and other social customs. (Student)
- Yes we should develop a core set of values and ensure that they are truly being valued on our campus. Again, I would like to talk to our students to find out what core values they would like us to adhere to on our campus. (Faculty)
- Yes!!!! Core values build community and pride! (Staff)
- Yes, and move some of the information from the mission statement to the core values. (Student)
- Yes, but only if closely linked with the ILOs (Faculty)
- Yes, but they shouldn't be vacuous and meaningless abstractions like "excellence." (Faculty)
- Yes, however, we need to ensure that it is more than just lip service. Are we creating these values for legitimacy purposes or are we truly going to adhere to them. (Faculty)
- Yes, I like the Social Capabilities as it is more inclusive than social justice. And, Environmental Sustainability probably is the expression we should use. (Faculty)
- Yes, the University clearly needs to develop ethical and moral values as the University is content with having discriminatory salary inequities among faculty. We cannot fulfill our mission when we are continually replacing good faculty. (Faculty)
- Yes, the university should develop core values, so then there is a goal in which to reach. Though these should not be cemented into being, but able to be revised and

updated as the years pass, to create new goals in which the university may need to focus on. (Staff)

- Yes, we should identify our university's standards by which we live, work and practice on a continuum. For example, quality of our academic, our global role, etc. (Admin/MPP)
- Yes, we should, but if we do, then we must hold each other to those values, with meaningful rewards for achievement and accountability for those who do not. This is a big complaint I have with our campus- slackers and jerks are tenured and promoted without good reason, and some are terribly overpaid. We all see this and those who aspire to live up to these values receive no reward. (Faculty)
- Yes. why not? It could be as a guideline to follow for the students. (Student)
- you might add: "Inclusiveness" (Student)

4. What else comes to mind when you think about Strategic Planning?

- (Includes answer to #3 above) For me, CSUSB was differentiated from other Universities due to 2 factors: 1: The community funds that had gone into the building expansions of the campus over the last 15-odd years (shows the greater communities acknowledgement of CSUSB's steadfast potential), and 2: The commitment to advanced practices in environmental resourcing already implemented on campus (the solar panels, the gym bikes creating power....these are looped back into the sense of community participation that makes CSUSB more than a place to get a degree.). Now to answer #3: The creation of a 'Core Values Initiative' would be an optimum umbrella to cover the ways CSUSB has already excelled. An example might be an acronym, and/or a short song/chant: --Acronym: Like 'CSUSB -ECSELS' (Pronounced Ek-sell-s, or Excels) E-Excellence is our everyday goal C-Collaboration is our speed S-Social Capability is where we strive E-Environmental Stability is where we live L-Long-term growth is the way we roll! S-See us soar! (I don't know....you get the picture) --CSUSB Chant or song that is played over loud speakers before/after every announcement+with clock-tower chimes on the hour, or on door chimes when you enter areas of the school (to make it part of daily life-make it stick in student, and communities minds). Those are my

thoughts. Hope they help! K.O'Donnell #004902465
Future Graduate CSUSB! (Student)

- Ugh. Sounds like a waste of time. 2. On the other hand, maybe we do need to think about how to maintain and expand our place in the educational marketplace. (Faculty)
- You cannot plan strategically for CSUSB's future if you cannot attract and retain the best faculty. The university administration MUST address the untenable situation of salary inequities of faculty and staff. For all the professed "deep commitment" by the current president, I have seen NOTHING that gives me hope of improvement in compensation at CSUSB. All I get is letters asking me to wait, wait and wait a bit longer. That's why many faculty are applying for external jobs. They seem to follow CSUSB's motto "Come here, go anywhere" - after all, anywhere is better than here! Until the salary inequities are addressed, you can dream all you want of making CSUSB great but it simply won't happen, because the morale is at an all time low. Salaries of faculties and staff should be the top priority for the current administration. Once this issue is addressed, you can start making other plans. 2. Student:faculty ratio. In Biology, we have approximately 100:1. That's just ridiculous! You should give us more faculty lines, and restrict influx of new students (e.g., allow us to declare impaction). Most incoming freshmen are not ready to declare a Biology major anyway, because they need to take remedial math classes. Hiring more faculty will allow us to offer specific courses (like BIOL300, Cell Physiology - our gateway to advanced biology classes) more often, AND keep lab sizes manageable (limited to 24). This will allow greater throughput of students, while maintaining quality of "personalised education" in upper-level courses. 3. Lab space. In Biology, we're out of lab space for new faculty. Soon enough we'll have to take over the janitor's closet. What kind of a message does this send to prospective faculty members, whom we're trying to attract to CSUSB? 4. Graduate student tuition waivers. CSUSB should consider offering tuition waivers to SOME grad students engaged in research activities and writing theses. Similar to grad students at other universities, grad students in Biology are engaged in cutting edge research. Unlike other universities, we do not offer our students tuition waivers, which means they take 3+ years to finish, and often do not continue in academia because of student debt. Giving tuition waivers to grad students would increase their productivity, decrease time to graduation, and encourage them to continue into PhD programmes. 5. Large lecture halls. Our introductory biology class (BIOL200) is split into two sections, because no single lecture hall at CSUSB can accommodate 500

students. We need that desperately, especially if CSUSB's enrollment keeps growing. I suggest at least building TWO large lecture halls - one for the sciences, one for the humanities. I'm sure they'll be booked all terms and provide great return on investment. After all, we are one of the few CSU's with plenty of land for development. My five cents, Tomasz Owerkowicz, Biology (Faculty)

- A beacon pointing not only where the university can, should, and will go, but also a personal connection so that everyone within the community can clearly see how her or his role can, should, and will contribute to the university reaching a particular destination. (Staff)
- A bunch of people sitting around with nothing better to do than slightly revise something that already exists and no one really pays attention to once it's written. Is our strategic plan really out of date? Do we espouse to something different now? I know all the administrators are new and feel as though they need to make this place their own, but for christ's sake people, change something that people actually will notice and care about: change the sign in front of the school! Crafton Hills just put up a new sign and it's beautiful and simple and perfect. Let's update that instead of finding a bunch of synonyms for words used in our strategic plan. Yawn. (Other)
- a carefully thought-out plan for success (Student)
- A clear roadmap for at least the next decade. (Student)
- A clear time line that is widely distributed to constituents. Multiple avenues for input. Showcasing organizational strengths and plotting a course that will expand on those and attend to areas that are not as robust. (Admin/MPP)
- A clearly articulated Strategic Plan could help CSUSB get all its communities in sync with its immediate and future goals. A clear vision inspires others to want to help reach the goals they agree are important. (Student)
- A direction for the campus physically. A plan for growth (employees, students, programs (academic and non-academic), etc. (Admin/MPP)
- A good strategic plan would include improved faculty working conditions, which are student learning conditions. When students see that the faculty they respect and the careers they aspire to are actually not as prosperous nor equitable as they should be, the students get discouraged. When they lose faculty year after year and see turn over of faculty faces during the 4 year program, this is a problem. When faculty are being lied to regarding desire to fix inequity, when there is a mechanism to keep good faculty happy and paid fairly, yet nothing is done, this is not a good strategic plan. (Faculty)

- A great strategy is to identify your finished product and then perform every step necessary to get to that point correctly, quickly, and cheaply. Correctly; Expect people to do things right, and if someone isn't, train them or replace them. Managers should have a mentality that things are never running perfectly and can be improved. Employees who complain "we've never done it that way before" are probably the princcause for inefficiency. Quickly; Why do they paint yellow lines down the middle of hallways at government offices? So the employees going home early don't bump in to the employees coming in late. That's a joke, but the image it portrays is not far from the truth. In the secular world, if you don't take care of your customer your competition will. The best time to handle a task is the moment it is given to you. Cheaply; The tax payers and students foot the bill for the institution, so why make them pay for something that's not absolutely needed? Don't be afraid to admit mistakes by cutting things that aren't working. (Student)
- a huge waste of time better spent elsewhere (Faculty)
- A lot of work for a document that ends up gathering dust somewhere. Yet necessary for campus leadership (including faculty leadership) in order to prioritize campus efforts and resources. (Other)
- A perfect plan that goes into action, where the whole community gets involved which is the only way we can all make a difference. (Student)
- A question that comes to mind is where we would like to be in 5 or more years. Once determined we should take the necessary steps to get there. (Faculty)
- A set of goals and a map of how we might reach them. (Staff)
- A smart plan to help college students achieve their goals. (Student)
- A strategic plan may outline expansion goals that would include the physical environment, program offerings - a new college of engineering, for example, and serving a wider segment of the population. (Staff)
- A well organized plan (Student)
- advertisement (Student)
- Aligning all facets of the university. Academic Support Teaching Behind the same mission. (Admin/MPP)
- All I have read thus far in this survey are relatively bland platitudes and aspirational statements. This is not "planning", with or without the redundant word "strategic". One of my main concerns with this whole exercise is that we should not lose sight of the fact that this is a university, not a four-year community college. Research by faculty is a vital part of a university's mission because it is through their engagement in research that faculty can best impart a love of learning into students.

If faculty are not encouraged to do research, we might as well replace all the tenure-track/tenured faculty with lecturers. (Faculty)

- Already stated in my previous comments. Health needs to be promoted as a centerpiece for all other university values. Without it, there is NO success. (Staff)
- Always adapting to the new (Student)
- an action plan that focuses on a few high priorities to distinguish CSUSB from competitors strategically, and can relate to our students with regard to core values, our vision and mission. It's not a plan that addresses all tactical issues and needs. (Admin/MPP)
- An action plan which outlines where the university is going, how the university will get there, and who will implement the action plan. (Admin/MPP)
- An ongoing commitment to the advancement of not only students but staff and faculty. A plan to increase the upward mobility of the employees charged with ensuring student success. Increasing opportunities for campus employees to become educators, administrators, etc. (Staff)
- Another long period of time wasted on meetings, drafts, more meetings, more drafts, and eventually we all do whatever the bean counters tell us "can be done with the few resources available." (Faculty)
- As a staff member I find myself unclear about where our university is heading with all of the recent structural and personnel changes. If we could be on one accord as a campus that would facilitate Strategic Planning as we are all needed for successful implementation. (Staff)
- As mentioned before, a key problem for the university today involves pay inequities in faculty and staff. This has negative impacts on recruiting and retaining quality instructors and also is discouraging to students who see these inequities. The strategic plan should striving for equity and respect among the faculty, staff and administration so that the University can be exemplary of these values to the students and community. (Faculty)
- Aside from mission / vision statements, I believe having a truly user-friendly school website is paramount, specifically, the online MyCoyote student profile site. The student profile should be a one-stop site versus having to log into different sites for student profile and e-mails. It should also be intuitive with navigational links, including a "Home" link. It is frustrating to have to click the Back arrow as many times as I have previously clicked while navigating the site. (Student)
- At its essence, a university the interactions between students and professors/lecturers. It used to be, once upon a time, that the role of the administration was to enhance and support this relationship in any way

possible. Now it seems that our campus has devolved into a wishy-washy, jargon-filled purgatory where administrators talk to each other and hold meetings to talk to administrators from other campuses, and students and faculty scratch their heads from a distance. As a worst-case scenario example, look at Florida State Univeristy; to the utter horror and protest of both students and faculty, a politician was elected by the Board to assume the Presidency. A politician who does not believe in climate change or evolution. CSUSB is nowhere near that stage...yet. But we may be soon. In order to develop the bonds of professor/student, a bond that really makes or breaks a student's experience at a university, and potentially impacts their adult lives (I was inspired to enter graduate school by key professors during my undergraduate experience), students must have their needs met. Saying that 50% of our students graduate is not something to be proud of, no matter how badly other CSUs are doing. We should always aspire to be better and do better. Our PAES should ALL graduate in four years. If they cannot, the onus is on us to break down the barriers that prevent them from doing so, many of are simply related to getting into classes. If we really do care about preparing our students, we should be able to get them through in four years. Also key is faculty consistency; new faculty retention rates are artificially inflated right now because job prospects are low in most disciplines. CSUSB could rise to the challenge and invest in the future and integrity of the university by promoting and supporting those who are interacting with the students most and providing the major context for student experiences while here--the faculty. An informal poll among new faculty suggests that over half would leave if they could, and some are actively seeking to do so. These faculty are less likely to invest whole-heartedly in CSUSB, as they don't feel they are being invested in. An example already showcased around campus is the lack of salary equity among faculty of similar experience/rank. Unhappy faculty make poor professors. (Faculty)

- At the moment, I cannot think of anything else. Everything I have reviewed so far seems to be on point. (Student)
- available evening courses, for full paying student, who commute to campus, and work full time. (Student)
- Avoid the hype that tends to come with these kinds of things. Focus instead on the importance of creating a caring, supportive, learning environment. Everything else, including administrators, is an unnecessary distraction. (Faculty)
- Back it up by reality. (Faculty)
- Balance and checks. Resource allocation. (Staff)

- Based on student feedback, the largest problem students have during their college experience is their financial aid. The steps/information/communication lacks transparency. Information online is not intuitive and does not take into account most students basic lack of understanding of terms and financial aid process. The service that is given at the windows in the financial aid office is EXTREMELY POOR. I do not know if there are service standards or training but it is horrible. Students come to my office for assistance because of their experience with financial aid office. They felt as if they were talked 'down' to because they didn't understand widely used terms such as SAP. Out of the majority of concerns students have communicated to me, financial aid is among the highest. I am concerned about the lack of consistency such as the process of adding classes obtaining internships. Depending on the class or college, everything is done completely different. Very Very frustrating. (Staff)
- Basing planning on the views and opinions of the people who will be affected by any changes or additions, namely the students, faculty, and staff. (Staff)
- -Being fully aware that setbacks occur, and that we need to know how to deal with them and not let their occurrence surprise us to where it effects our actions and mindset. -Knowing that although goals are great to set, they do change, but that doesn't
- Being organize and communicating with each other. (Student)
- Being prepared for the future and longevity (Admin/MPP)
- Besides reviewing the curriculum, review the support systems such as technology and how the campus can increase support for students and faculty. As a student, I have not had a very good experience with the technology support. Plus, my professors had to do without or create their own LMS support system. Also, this campus is behind on offering student technology support for software and other needs. Other campuses are well into these services. (Student)
- Branding is important, which includes colors, fonts, core values, etc. (Other)
- Broad-based participation from internal and external stakeholders Ideally, 2-4 strategic priorities that are measurable (Admin/MPP)
- Budget, budget, budget. How will funding be linked to the goals? How will funding be flexible to change as the University develops? (Admin/MPP)
- Buy-init will be ineffective unless you have buy-in from those who are supposed to uphold it. (Staff)
- Clear direction for where we want to go. (Admin/MPP)
- Collaboration with the student community to growth as individuals (Student)
- coming together and coming up with ideas that everyone can agree on and everyone respecting others ideas (Student)
- Communication and expectations once finalized. Also changing the culture of campus once you finalize. How will you do that. (Staff)
- community or, working as a team. (Student)
- Community, family, environment. (Student)
- Concrete steps to be taken in the next XXXX number years that are bold, and will result in sustainable change/improvement in the organization's functioning, and which are inspirational. (Admin/MPP)
- Consider health and wellness as factors contributing to student success. (Staff)
- consider some unique conditions of the institute, the region, and characteristics of students and their families. for example, they are commuting and becoming practitioners. Many graduate students are taking night classes only. For them, all most all on-campus students services are irrelevant. (Faculty)
- Creating a flexible studnet friendly culture that continues with a postive image. (Faculty)
- Creating an infrastructure that supports people working towards goals which further the strategic plan. (Faculty)
- CSUSB needs to do a better job in implementing and getting students involved. Core values should be implemented by professors. We are all too busy and not as involved to even care about it. (Student)
- Decisions we make today affect future generations. We need to prepare our to students to think about those decisions in a global context, not just regionally, while being sensitive to others culturally, and recognize that we are a separate, yet global community. (Admin/MPP)
- Determination (Student)
- Develop a safe venue where student can meet socially. Other campuses have a University Village with restaurants, movie theater and shopping within walking distance or short shuttle ride. (Staff)
- Develop and communicate CSUSB's competitive advantage related to students learning and growing in this environment and the value of staff and faculty choosing to work and grow in this environment. (Admin/MPP)
- Developing a business road map for the long term, as contrasted against tactical planning, which would be for the short term. (Admin/MPP)
- Developing a plan of action. (Student)
- developing new areas fro growth (Student)

- Development of an action plan that is measurable and is tied to budget. (Admin/MPP)
- Distinguishing and finding equal balance between the needs of faculty and the needs of the CSUSB and its students (current/prospective) For example, I see by the notes/graffiti left by faculty on the "SLOGAN" examples for the upcoming 50th celebration, during this weeks Convocation that they in general are less than enthused about where the university is focusing their attention and resources. Its a shame that faculty in general don't see the bigger problem on campus - the lack of any campus pride or traditions, any cohesion behind the universities branding and marketing efforts, as well as the lack of attracting top students to the area - talk to students, CSUSB is considered the "safe" school when prospective students apply for college. Who wants to be the safe choice? We need to identify what sets us apart? and why we're so great! (because I believe we are) It appears that faculty is more concerned about utilizing their collective bargaining position in hopes of getting a pay raise. I'm sorry but shouldn't our focus be on our students - isn't that why we're all here? Don't they understand, that building up equity throughout the campus starts with them (as well as staff). Marketing is a HUGE part of any organizations success - but it starts from within. If we as staff and faculty don't believe in our mission, if we don't support various directives that come down the chain, if we don't rally behind our campus leaders, if we don't tell our story when others shun at the opportunity....what's the point? (Staff)
- Diversity Economics Availability of faculty (Student)
- Do we have the facilities to help us realize our vision and our mission? If not, what does this reflect with regards to our values? (Admin/MPP)
- Don't forget about the evaluation system for determining how and if goals have been met. Tie planning and meeting goals to the budget. Provide money for tangible projects, reward success, and don't reward programs/office which have not participated or have not made progress. Make this document practical and viable. Make it something that the campus can reasonably achieve, stimulates faculty and staff, and provides a guide for all decision making. Don't let it sit on a shelf after developing a good document...as has happened with so many former plans. Keep the President, VPs and Deans involved. They have to take leadership in implementing and carrying out the plan; and they need to be involved in the development, format, implementation and assessment of the plan. (Admin/MPP)
- Don't have pre planned outcomes; don't put the plan on a shelf and only drag it out every once in awhile; don't underestimate the value of all persons involved with this university; don't do things to be politically correct or to feel good or look good. If you have values, you have to live by those values. (Faculty)
- Easier access to more academic programs for advancement in the desert area. (Faculty)
- Effective communication between departments, divisions, staff and President and his/her committees. Those who work directly with students- from cleaning staff to the faculty, should have their voices heard in terms of what works best in the classrooms and for students. This should include student voices, too. Jumping into an idea -- changing the system on how faculty communicate with the I.T. folks- especially in terms of requesting classes, training, and having questions answered, without considering the consequences and effects on faculty (ultimately students) does impact the strategic planning for the campus. With a new president comes new staff and new ideas- before simply dumping out the old coffee, consider ways to re-use it-in an effective way. (Staff)
- Emphasis on post-graduation in-field job placement assistance. (Student)
- Engagement of community, building an educational pipeline so the people of this area can thrive and live in a desirable area replete with quality jobs, schools, and cultural and entertainment activities. (Faculty)
- Establishing a plan for financial stability to prevent student fees to continue increasing. Addressing the role of doctoral education program(s) at CSUSB. (Faculty)
- Establishing priorities (Faculty)
- Everyone contributes to the planning and the planning should be viewed again to make sure that the strategic plan is clear and understandable. (Student)
- Everyone has a different perspective about strategic planning. Personally I believe that strategic planning can help provide a safe environment for students, and help the community at any school improve significantly. I am certain that any school with boundaries and expectation will achieve higher academic success than a school that does not care about their students decisions. Planning out a strategy to make students follow a plan will lead to integrity, community and excellence; where as having no plan at all will lead to the complete opposite. So whether you look at strategic planning as a waste of time or not there is no denying that it is helpful, and will lead to better things. (Student)
- Expanding buildings or other more majors or courses to further advance different fields, and making better

research faculty while keeping the main philosophy of the school. (Student)

- Expansion of Palm Desert Campus (Student)
- Expansion planning ... more facilities or virtual? How can CSUSB become a greater contributor to the success of the surrounding communities?? (Faculty)
- Facilities. CSUSB needs to excel at not only being excellent, but looking excellent. We have done a great job with facilities, but our campus needs to look appealing through the drive to campus. There needs to be shared partnerships to reach this goal with surrounding businesses to bring cultural revitalization of the surrounding business area. (Other)
- Fluff pieces that don't really guide the actions of decision makers. (Student)
- Focus on the health of the students as they are developing lifelong habits. For example provide better choices for food on campus. More vegetarian options, less processed, less sugar, fat, salt content. Help continue to encourage students to exercise by expanding the gym, providing enough exercise bikes (classes always fill, many are turned away), more classes. (Staff)
- For individuals to buy in they need to have input. (Staff)
- Foresight. (Student)
- Full employment for our bloated layer of administrative apparatchiks and their faculty hangers-on? (Faculty)
- Funding, students access to more resources, few to none errors in execution of plan. (Student)
- Future goals and an evaluation plan or strategy to show the success and/or weaknesses of the strategic plan and processes. (Student)
- Future opportunities for growth of the university; being proactive to create and pursue those opportunities (especially as it relates to being competitive nationally and known as an institution of academic rigor) (Student)
- Generally speaking, strategic plans have broad expressions in order to apply its principles to, at least, a fraction of its targeted population, but in doing so, strategic plans can come off as vague, and consequently, be seen as empty gestures. CSUSB's strategic plan is not an exception to the prior belief, but with CSUSB's emphasis on social involvement and investment in future generations, it creates an identifiable relationship between education and its potential social applications, which make it seem a bit more relatable and sincere. (Student)
- Getting a bigger picture for the future. (Staff)
- Goal, Objectives--measures of success--date due--person responsible University-college-department that builds on each for the above then at the department level: the objective, activity, outcome as part of a report that is

produced annually to show progress, strengths, weaknesses, and revised objectives with new dates due, etc. For example: Goal #2 Ensure a welcoming and safe intellectual, social and physical environment that engages campus members in the life of the University. Objective 2.1: Create an organizational culture that actively promotes activities that support teaching, learning, professional development and international perspectives. Activity: invited Dr. XXX from India to discuss management practices in... Outcome: class content enriched POC: Dr. YYY Date: the due date was by May and the accomplished date was March 28 Objective 2.2: Create a university wide culture that supports health and well-being Activity: develop a plan to educate and offer opportunities for students, staff, faculty, and admin to work and play in physical, environmental (natural and built), social, and mental setting to develop lifelong knowledge and activity to improve the health of the university and community Outcome: lower insurance claims, health equity, health disparities reduced, community engagement POC: President, Provost, Deans, Chairs, Date: plan is due Sept 5, 2015 (Faculty)

- Goals and ways of achieving them (Student)
- Goals for the next 5-7 years. (Faculty)
- Goals, Vision, Objectives (no more than 4-5), separate categories that Action Teams can address. A way for internal and external customers to view an organization/institution. A clear statement of what an organization/institution believes in, stands for, hopes to accomplish. Good ones are vibrant and not just documents/messages on Web sites with bland words. You should be able to revisit the Strategic Plan in 3-5 years and note all the accomplishments since the drafting of the document. And the writing should be done by people who are actually involved (workers), not just hired consultants or high-level executives/administrators. (Staff)
- Hands on advisors that actually display an interest with the success of their students. Following up with those students who may need extra motivation to get through the Quarter. I suppose a clear path which will be outlined to students and faculty with the primary goal of retention and graduation. If anything accomplishing these few goals would only boost the School into a higher status. (Student)
- have contests where students find the best eco-friendly design they can come up with. as a campus-wide event, many students would participate even if they weren't in one of the sciences. to make this work even better, maybe make an interdisciplinary group of maybe a social science, a physical science, and a theoretical major so the

three or more can plan and work together in a STEM project. (Student)

- Having a real student voice and not a fake one. Having students get input and not the sloppy admins. (Student)
- Having an actual strategic plan on how it will affect the region. The university must have a long term goals and short term. The focus must begin within and then move to the local community and then is should move the region at large. (Student)
- Having strategic planning will only increase ones ability to be the best one can be. (Student)
- Headaches (Other)
- Health, wellness, alcohol and substance abuse counseling, debt counseling (Student)
- Helping ALL students and staff accomplish their goals that they're in the process of or aiming towards, successfully, whether there are accommodations or modifications that need to be made. Planning by researching, testing, etc. to have available whatever it may be that one particular student may, OR may not need. Making sure work ability is remaining a challelange to staff and students and is not being "dummied down", but finding results and different ways and forms of delivery to present information that is understandable to each and every individual at CSUSB. Delivery can be EVERYTHING! (Student)
- Hope and direction (Faculty)
- How an organization is going to get to where it wants to go, and best utilize its resources to implement its strategy. (Student)
- How are are going to go about pursuing our goals. How are we going meet enrollment growth demand while maintaining or improving quality. How are we going to fund a high quality university at the classroom and laboratory level (instead of just the out-of-class, extracurricular environment that all the money appears to be going now)? (Faculty)
- How can the university streamline it's processes to become more efficient and as a result devote a greater percentage of its resources to the students we serve. We need to become more student centered, much like corporations become more market or customer oriented. More resources and incentives should be devoted to the teaching of the students instead of the administration of the students and the university. (Faculty)
- How is the strategic plan implemented? Are divisions, departments and offices actually supporting that plan? It has not been communicated that our department goals or even division goals have been based on the overarching university mission. (Staff)
- How teachers will fulfill this mission with updating ineffective programs with new innovative ways keeping students engaged in their class? (Student)
- how to benefit everyone (Student)
- How to set priorities and goals for several tasks in a predefine period of time and have an official document to communicate all of the campus community what will be our route to excel those goals years to come. (Staff)
- How will you provide better for the campus population in terms of infrastructure. (Student)
- How you will meet the needs of a changing world. The mission statement mentions innovation, but how do you support it? (Student)
- I agree with what the mission statement states. (Student)
- I am not completely sure what Strategic Planning is referring to (Student)
- I believe addressing diversity in the plan is vital to the continual success of the university. While we have an extremely diverse campus, making sure to create opportunities for those who face adversity due to their ethnicity,race, or social class (income level) should be a part of the strategic plan. Also, our campus has completed great sustainability initiatives, but more can be done to decrease the use of various resources, most importantly being water as we are in a state of drought and continue to regularly water lawns for the sheer aesthetic value. By working with organizations, such as our own PowerSave Campus internship program run by the Alliance to Save Energy, major renovations and changes can be made, but only with full support from the university which can hopefully be added to the strategic plan. (Student)
- I believe that it is extremely important to take into account feedback from the students, faculty and staff. It is necessary to take an honest look at where the campus actually stands, how it lives up to it's Mission and Vision statements, and how it lives up to student expectations. (Student)
- I believe the university requires further investment in faculty. Although we have hired new faculty this year, to what extent does this reflect an actual growth (in absolute terms)? That is, have we recovered the numbers of faculty who have retired, passed away, or otherwise left the university? What are the growth numbers in adjunct faculty? What is the growth rate in administrative staff, on the other hand? We need a clear picture of where the university is placing its priority. The university's core mission should be education and instruction, provided by highly qualified faculty. Faculty's core function should be instruction. However, when

programs and departments lack standing faculty, the administrative/ service requirements for self-governance, which itself is at the core of academic freedom in institutions of higher education, falls on the shoulders of a few individuals. This distracts faculty from what should be our primary functions- the instruction of students. Students obviously suffer when most of their instructors (adjunct faculty) are not engaged or committed to the University, and are not able to professionally develop through scholarship and research due to the fact that they are underpaid and overworked. As the core mission of the university, education of the citizens of our region will suffer until this situation is ameliorated. Thus, restoring the faculty to viable levels, which have been diminished through the recent economic crisis, should be the priority in any strategic plan. Any other projects should be secondary. A good start would be to have more of a faculty presence on the advisory board! It is overly skewed toward administration, and this is reflected in the anti-faculty mission statement. (Faculty)

- I can think of nothing else. (Student)
- I don't have any other opinions or ideas involving the strategic planning. What I read in the current strategic planning seems appropriate for each topic. (Student)
- I have just one main thought: The university has, over many years, allowed its core academic mission to wither in favor of various "sexy" objectives that sell. The simple evidence for this are constantly rising student/faculty ratios and unfunded faculty lines. I THINK THIS IS TOTALLY COMPLETELY WRONG. It robs students of what they're here for. Some how the "mission", "objectives", "values" or whatever have to re-prioritize the basic values before ones that come after. (Faculty)
- I have never learned about strategic planning, so I don't know what it is. (Student)
- I just hope the Plan will be well communicated to the Campus community and tied to SMART goals (specific, measurable, assignable, relevant and time-bound) (Admin/MPP)
- I just think about way on how to improve the school, I am only a freshmen so I don't know much about the school to say much, (Student)
- I really question the value of core values. I can see why mission statements are necessary for helping to guide staff, but these things are for staff, not students. Furthermore, the only time I have ever seen any of these is in several surveys about editing them, further demonstrating their uselessness to students. (Student)

- I see it as a plan to help the community further their education and become better assets to current or future employers. (Student)
- I suppose well-qualified officials who are highly active in animating these statements into actions. (Student)
- I think about an organization's goals and though they may change along the way, it may be a good idea to let others know what the university's goal are and the objectives to reach the goals. (Other)
- I think about measuring our success and what that means to different people. I think that people here are very afraid of being measured and while there is some merit to it, everyone is nervous is about change when it comes too fast or is lead by people who don't know how to take their team through it. I think that we've promoted people based on how long they've been here vs. the ability to do the job - I'm writing specifically about those that are managing others. I don't think that we actually determine how they would do in that aspect. It can ruin a top performer AND the team when the manager does not know how to lead, how to hold people accountable or is afraid of dealing with 'union' issues. The fact that they don't see them as employee issues is a big clue. I think we mix up the mission of the university and the function of many jobs on the campus. Most jobs on this campus should not require a number of college degrees. Experience in managing others, holding people accountable to metrics, to getting the job done on an exceptional level should outweigh how much time someone spent in school. We can sometimes weaken our operational output because everyone thinks it's ok to take 4+ years to get something done. (Staff)
- I think about time frames and dedication to accomplishing goals within a certain amount of time. I think about collaboration to accomplish these goals and that it takes well thought out planning to set us on the right path. I also think that strategies can evolve depending on certain changes to the goal. (Student)
- I think CSUSB finally needs to commit to a brand. What program or couple of programs is/are the university known for. Business entrepreneurship? Psychology/sociology? Cybersecurity and national security studies? Saying we're "a comprehensive univesity" just doesn't seem to connect with people. Most don't even really know what that means. After 50 years, it still seems we're afraid to make a statement about who we are. We still seem not to know or want to decide. Why? (Staff)
- I think I have already touched on that, but also a cohesive and comprehensive short term and long term plan that

incorporates all the core values and goals we have discussed here... (Student)

- I think it is important to keep in mind the ILOs that received strong support last year from the University community. (Faculty)
- I think it is important to make the process as transparent as possible, given the limited representation on the working committee. This is especially important when asking for input - where did the data go? Was it actually considered? What happens to good ideas that don't make it into the plan, but may be actionable? (Admin/MPP)
- I think of a business model where we feel we need to do something to beat our "competitors." We are a university, not a for-profit corporation. Our strategy should be to educate our students to the best of our ability, by hiring skilled faculty who have the expertise to deliver that quality educational experience. (Faculty)
- I think that the school has good values as of now; I am transfer student so I really have not encountered any problems. (Student)
- I think the Masters Level students should have different deadlines than undergrad; as an example, undergrads are here for 4 years; while masters level student can be done in 5 quarters, thus making the student turn in a grad check in their 2nd quarter to avoid late fees associated with grad checks that are not turned in 6 months prior to graduation. If Open University means any one can take courses, what purpose does the Dean of Grad Studies signature have to do with students taking courses through Open University ?? Please dont tell me it makes sure a Grad level student is only taking Grad courses; why is it being "policed" any way ??? (Staff)
- I think this strategic planning is nice (Student)
- I think we should have dances or little cool party's. (Student)
- I wonder if we could say a bit more about the importance of both teaching and research at CSUSB. (Faculty)
- I would like to see focus on retention and completion beyond the rhetoric. (Admin/MPP)
- I would like to see something reflecting the culture of CSUSB. This has been traditionally a welcoming place to work and the way that faculty and staff interact makes a difference to the students we serve. (Admin/MPP)
- I would really like to see a deep connection between what we say we believe in and what we are actually doing on our campus. This would be powerful! (Faculty)
- -Identify what unique opportunities and resources exist for CSUSB and how we will take advantage of them. -Add a focus on innovation somewhere in the plan: we are

constantly adapting and creating new ways to serve students, we should be giving ourselves c

- I'm glad to see that there are goals being set, but "strategic planning" entails that there should be a strategic way of achieving those goals. I think direction is currently lacking. As soon as that is mapped out, everything should become achievable. (Student)
- Impaction - How to meet the goals with the current student/faculty ratio. (Faculty)
- Improving retention rates and student experience by better coordination and communication from the time a student is accepted in the University. More advising in surrounding middle and high schools so students will be better prepared to understand the steps needed to easily transition to college. (Admin/MPP)
- Improving the job prospects of our students; maintaining the breadth and quality of academic programs; supporting smaller programs that play a vital role in our community (Faculty)
- In strategic planning, it is imperative that the university conducts an environmental scan to identify opportunities and threats. As well, we need to assess the university's strengths and weaknesses. We want to leverage our strengths to capitalize on the opportunities, prepare for the threats, identify and fix our weaknesses and accentuate our strengths. If our core values are truly built on our strengths that will provide a succinct message to communicate to the various stakeholder that the university serves in marketing efforts. (Faculty)
- Inclusion of all people who seek to learn through the university. (Student)
- Incorporating new technology to become the most up to date center for academics. (Student)
- Intelligence, literacy, numeracy Project-based learning Access to the sources and equipment necessary for academic development Access to technology and digital literacy There needs to be more emphasis on academic achievement here; these values could apply to a sports team or a girl scout troupe (Faculty)
- It can't happen without staff involvement, and there appears to be an absence of staff on the planning committee. (Staff)
- it is important to connect students that are seniors or juniors to state or other entities that can provide internships or temporary-to-full-time job opportunities. this is important because if the student does put to work the training they received in the real world, they simply were trained to do something they won't do after they earn the sought after degree. In my experience, during summer I worked like a mule at a warehouse in Rialto and all the training i learned was not required. Basically, I

was trained in adapted pedagogy and then worked to push loads of merchandise into 53' trailers. But this importance is not solely the responsibility of professors or administrators, students have to be determined to get where they want to be by branching out to state or entities that can provide career opportunities. I particularly like the job postings by the career center. It sends emails about recruits in the area, on-campus jobs, and internships. (Other)

- It should be a work in progress which is continuously trying to improve on the present set up to promote student excellence and train them to be a positive force for the state and the country. Keep bettering you we already have. (Student)
- It should be simple and clear rather than contain references to everything. The current strategic plan does not guide action of decision-making. In particular it does not guide funding decisions. As a result we get strategic planning by default through funding decisions made by other criteria and the strategic plan becomes redundant. One of my concerns is that the university places little emphasis on graduate study. It says it dose but does not. Look at the flow of money which is out of all balance stacked against graduate study. eg graduate study needs to be funded differently than undergraduate and treating FTE calculations as the same is not right. If privileging undergraduate study is what we want then we should say so in the strategic plan. I hope we don't however. I think graduate study leads people into professional careers and is an important part of what a university is about. But it needs a much stronger emphasis in the strategic plan and funding and other decisions need to be tied to it. (Faculty)
- It should be strong and shows that there's ONE MAIN GOAL that CSUSB will be known for... then all the other colleges programs should feed up to that one main goal. We're all over the map. I hate when I'm asked "What is the one degree that CSUSB is known for?" I can't answer that question because no one wants to exclude any program on campus! Therefore, the standard answer is, we have all great programs. Well that's not true! In marketing, even though you have a focus, that doesn't mean you exclude marketing the other products. It usually means, that the product that will bring your company the greatest value is where the messaging for the company is generated! I'd like to see us have ONE big FOCUS and that's what the Strategic Planning should generate. We should identify low-hanging fruit of opportunities, but more importantly, identify the programs that will have the greatest impact on our surrounding communities, if that's in fact, what we want to do. Is CSUSB here to just graduate students from

college or do we want to engender in the communities surrounding our campus that Education is of greatest value and here are the reasons why. One thing that bothers me so much is that we are a Hispanic Serving Institution. What does that mean? Do we want to be known as the pre-eminent higher education institution for Hispanics/Latinos? Its crazy that people use this designation as some kind of badge of honor, yet I don't understand the value! (Admin/MPP)

- It will be important for the entire university community have an opportunity to contribute to the develop of the strategic plan (Admin/MPP)
- Its has never been shared with the University Staff. When I ask about it, no one seems to know what it is. It is only know that we have one. (Staff)
- It's rarely a useful endeavor and is only mentioned in a few presidential speeches or when it's time for the next WASC review. I can't see spending too many of the scarce university resources on this endeavor when those resources are so needed for academic programs. (Faculty)
- Large scale earthquake preparedness fot students and families. (Student)
- Logistics management, administration aspects, dynamic adaptation and inclusive of non-popular methods as necessary to exceed in terms of the "long run". (Student)
- Long-term goals for the university, staff development and staff retention. So little seems to be placed on staff at this university. This is the third university I've worked at and staff morale and retention is so low. (Staff)
- Looking at the university's infrastructure, capacity, budget planning. (Staff)
- looking for way to make something better by implementing systems and programs to make something better. (Student)
- Make a strongly connected diverse group of students. Have people if all ethnicities, gender affiliations, sexuality affiliations, nationality unite for the stronger cause of creating a better san Bernardino. (Student)
- Make sure that the image we want to portray of this university is consistent everywhere. For example, if you Google CSUSB, on the right of the screen is a short summary with admission percentage shown as approximately 11%. If I were a prospective student I would be scared off by that (most similarly situated universities I've seen have a rate listed between 60 and 70%. That needs to be fixed. (Admin/MPP)
- Making it relevant and making the hard choices of what not to include will be a challenge (Admin/MPP)
- Making our class higher ranked and a more well known college so when we graduate it means more to future

employers. Also, teaching students a full education in the subjects they are concentrating it. (Student)

- Making sense, things in order and rules people can follow. (Student)
- Making sure that the mission, vision and goals are easy to understand and translate across disciplines, programs and populations served by the university. It is difficult for my department to sync our mission, vision and goals to the university's if they are too vague or complex. (Admin/MPP)
- Many people coming together from different backgrounds and strong planning that will be followed throughout. (Student)
- Maps and plans. (Student)
- Master Plan for buildings...housing, expansion/renovation, other services (e.g., dining facilities). (Other)
- Matching priorities of the curriculum and co-curriculum to University Mission, Vision, and Values statements. Prioritizing resources (funding, facilities, faculty, etc) to achieve the Vision, support the curriculum while using the Values of the institution. Setting short, medium, and long term goals (which have buy-in from all constituencies) and laying out strategies to achieve them-- and accountability for not doing so. (Faculty)
- Maximizing strengths and minimizing weaknesses. (Student)
- Meeting and reaching out to ALL cultural/ethnic/race backgrounds. San Bernardino is comprised of a wide variety of different races and backgrounds, but it seems as if only one or two ethnic backgrounds are being encouraged and celebrated to attend college. There should be strategic planning on encouraging our community to attend our University or others. (Staff)
- Meeting societal responsibilities. Sustainable regional advancement. (Faculty)
- Methods and plan of how to accomplish such goals. Offering the same resources to both campuses rather than just focusing on the main campus. At the Palm Desert not much is available. (Student)
- Milestones must be specified not implied or the Strategic Plan becomes an exercise instead of a road map for the future. (Student)
- More grants and scholarships. (Student)
- N/A (Staff)
- N/A (Staff)
- N/A (Staff)
- Need to have a Strategic Plan that is actionable, measurable, and one which can guide decisions on campus. That is, it provides the "criteria" for risk assessment. It also provides goals and direction as to

where the institution wants to be in 5, 7, 10, xx+ years. Without such goals and directions, campus decisions are not made with any conception of progress (or moving toward those goals) and without realization of how each piece and each decision needs to work to move the institution toward meeting its goals/outcomes. That is, decisions cannot be random, but must support the Strategic Plan. (Staff)

- Need to have institutional learning outcomes with clear examples of what they look like in action (from the individual classroom to campus-wide). (Faculty)
- Need to identify metrics. (Faculty)
- Needs to primarily focus on the students, but also staff, faculty, guests, and alumni. (Staff)
- New ways of informing students about on-campus resources that can benefit them and enrich their college experiences. (Faculty)
- No (Student)
- No comment (Student)
- Not much (Student)
- not sure (Staff)
- Nothing (Student)
- Nothing (Student)
- Nothing at the moment (Student)
- nothing because personally I don't really know what it is (Student)
- Nothing comes to mind other than great job in utilizing L. Ron Hubbard's Administrative Scale in the creation of your Mission, Vision, & Values. I say great job, for your following Natural Laws and in doing so, CSUSB will produce amazing results. (Student)
- Nothing much.... (Faculty)
- Nothing really comes to mind that was not already stated before. (Student)
- Nothing, I am not sure what Strategic Planning is (whether it be something like administration or marketing for the school or something independent of the school like investors or administrators on the bureaucratic level for all CSUs). I could assume revisionary or a think tank, but I do not know for sure. What or who is/are Strategic Planning? (Student)
- Nothing. (Faculty)
- Obtaining buy in from multiple stakeholder groups in an environment where the voices of faculty staff and students are respected, valued, and integrated into the final product. (Staff)
- Offer more Masters Programs (Student)
- One of our goals in Strategic Planning should be to reduce bureaucracy and streamline our ability to take action for the improvement of our campus and reduce waste. This energy turning inward to possibly develop

core values and others "words" should be directed outward to create more outreach to enrich our students education in the outside communities through externships, internships, and business partnerships. Less talk, more action! (Student)

- One of the purposes of Strategic Planning is to combat the economic, the social, the cultural and the physical division that have been created. Thus, a secure and level experience for all students. This university has great intentions yet there are core principles that cannot be overlooked. (Student)
- organization team work responsibility war (Student)
- Organization and communication. I find that CSUSB has a tendency to being poorly organized especially when communication between departments and offices is necessary. (Other)
- Our strategic plan will affect everything we do. It will be the blueprint for how we allocate our resources and how the Chancellor's Office, government grantors, foundations, corporations, and individuals view us as we compete for external research and programmatic support. Too long CSUSB has thought small: we're poor, we don't get our fair share, nothing is possible. Everything is possible if we work together towards achieving a unified vision. Casting our minds out five, ten, or fifteen years, how do we want the world to see us? As the preeminent university for -- what? Not as a preeminent university, but THE preeminent university for Hispanic and other minority media and arts training? Water policy leadership? Innovation in cyber security? Maybe these are too specific, but we need to focus on our strengths and find the niches that will become our calling card to the world outside of the Inland Empire. (Staff)
- Outcome measures (Staff)
- Outcomes (Admin/MPP)
- Outcomes (Staff)
- Over-arching goals for the next planning period; big projects to be worked on. (Faculty)
- Palm Desert Campus. (Student)
- Performing a more grassroots movement to the San Bernardino community. (Student)
- Personally monetary issues ie savings so i can afford to complete my future goals. Others would be time management, thought out decision making, and setting a pathway to follow no matter the goal, you should always know the next step. (Student)
- Planning ahead (Student)
- Planning assumes that everything is based upon enrollment growth. Is this a reasonable assumption? If CSUSB service area represents a potentially untapped

source of pent up demand, then what can CSUSB do to realize that potential? If enrollment does continue to increase, how will resources be allocated to meet the demand? How will emerging academic programs be accommodated? How will research programs be accommodated? Is there room for public/private partnership? Currently there is no funding for new facilities development. That makes existing space within facilities a zero-sum game. Will academic and services programs need to be prioritized in order to provide those central to the University's mission and available resources; particularly space? What are the institutional priorities? Is the institution willing to respond to needs of the campus demographics? (Admin/MPP)

- Planning classes better for students. Understanding that important classes fill up quickly and the population size makes getting classes always very difficult. (Student)
- Planning for the direction that we want CSUSB to head. (Faculty)
- Planning for the future based on present conditions (Student)
- Planning for the future of not only CSUSB, but also its community. (Student)
- Planning how to engage with the students, capturing their full attention and therefore, applying great strategies to improve beyond their capabilities. (Student)
- Planning that will include the Palm Desert Campus to allow all students enrolled at CSUSB the same opportunity to excel (Student)
- Position the university for future growth and greater success (Admin/MPP)
- Predicting what the future holds for the university abs where we are looking to go. Additionally how all employees can help the university get there. (Staff)
- Prepare for the future (Student)
- Professors, councilors, and students need to work together to fulfill goal expectations. (Student)
- Promoting research integrity and a culture of compliance with regard to the ethical conduct of research, responsible conduct of research, and best research practices. (Staff)
- Provide for well rounded education that includes social manners in an interpersonal setting. Learn the rules of polite response; suggest behaviors that are of politeness. How to eliminate blame in workplace environments and foster team efforts- how to unify a work force, community etc. ensure participation in community activities that unifies. (Student)
- Purpose, Assorted time, clear and concise communication and a well achieved outcome. (Student)

- Realistic thinking is an essential part of strategic planning because it helps you revise goals, or the time it takes to reach those goals to something that is more achievable. (Student)
- Really incorporate comments and input from community stakeholders, business leaders, and students. For once, take the time and effort to put together a meaningful plan! (Staff)
- recognition of support services in addition to academics support services have been ignored and have gone unrecognized the past 2 years (Staff)
- Recruiting the best faculty and the best students that money can buy. After all isn't that why we are here? What is good for CSUSB is good for the entire Inland Empire! (Staff)
- Remember at the core of our work and decision making should be the student. Focus on the big picture "help Students". (Admin/MPP)
- Research-based practices (Student)
- Resources and statements that encourages the idea and mindset of "Never Give Up". (Student)
- resources to make it happen, so they are not just empty words or another unfunded mandate... (Faculty)
- Reviewing what has helped the community surrounding the area and building opportunities for the students to get involved with the community to build a strong network (Student)
- Revisiting the organization's goal(s) and making adjustments to ideas and methods to ensure consistent high quality in all endeavors. (Student)
- Self evaluation. People need to know who they are so they know what they want to achieve. Students who often change their major or need guidance in choosing a major don't take the time to self evaluate and realize what they are truly capable of. (Student)
- Setting specific realistic measurable short term and long term goals to fulfill the vision/mission if the university (Student)
- Should include things that can be accomplished whether or not we have a "good" budget year. Make improvements to infrastructure, equipment, etc. necessary to do our jobs. (Staff)
- So far, all I have seen is global or general statements. I think there should be some measure of specificity somewhere to guide behavior or activities. (Faculty)
- Something else that pops into my mind is help, that is what this campus is offering. I feel like the university wants to see everyone of their students succeed in life. (Student)
- Something that is well thought out (Student)
- Somewhere in our mission statement, vision statement, or core values, we need to define goals, aspirations, or facets of what we do that make us distinctive. (Faculty)
- Specific action items that will help us fulfill our mission and vision. (Staff)
- Specific goals and benchmarks. For example, establishing a goal of a 60% six-year graduation rate by 2020, or something along those lines. (Staff)
- Standard core values and none should be social justice or environmental sustainability. (Staff)
- Star craft. (Student)
- Step by step plans, goals, (Student)
- Strategic goal - what do you hope to accomplish
Objectives - how to accomplish the goals (Student)
- Strategic goals and objectives, timeline, cost estimates
Action plan (Admin/MPP)
- Strategic plan to bring private funds to the university. (Admin/MPP)
- Strategic planning makes me feel more at ease when it comes to entering a new environment which i know very little about. (Student)
- Strategic planning needs to be stressed upon. Many people might feel as if their goals are more attainable if they feel people actually care about what they are doing. The goals will become easier and will more than likely be attained with ease or at least great effort in doing so. (Student)
- Strategic planning should be based around an initiative that benefits the majority of a community. It seems as though you mission and vision statements display such an initiative. (Student)
- Strategic Planning should be broad enough to guide the university, but not so specific as to squash initiatives. In addition, strategic plans must include action items, dates of completion, and responsible parties--or it will be just a wish list. The university's strategic plan is the overarching blueprint for the university, but to really work, every department and college needs to draft a strategic plan that specifically supports the university's goals and objectives. (Faculty)
- Strategic planning should be fulfilled through unity and complete cooperation. (Student)
- Strategic Planning suggests to me a process of assessing how an organization has evolved over time and where it is now, and using that information to help chart a general path for the future direction of the organization. (Faculty)
- Strategy (Student)
- Strong mission that everyone can work towards. That is easy to understand and isn't so broad that everything fits whether it's contradictory or not. (Admin/MPP)

- Structure (Student)
 - Student support, tutoring centers, clean organic food centers. Student unions. (Student)
 - Succession management...grooming those currently at the University to assume roles of greater responsibility rather than consistently looking to the outside to fill vacated or newly created positions. (Admin/MPP)
 - Taking steps to ensure success. (Student)
 - that you all are just wasting time and money on another committee, each person trying to use bigger words than the next. If it's not broke why waste time trying to fix it (Staff)
 - The campus needs to define what roles various components can and should play as components of an overall plan - and then those should be resourced to meet those goals - if we are only going to serve the local region then let's resource for that but, if we want to be global then we have to invest in international students for access, retention, completion and follow-up. We also need an international faculty then etc. similarly, for graduate education - if you want a graduate friendly environment it takes dramatically different resources than an undergrad. If we want to be less commuter and more residential that has significant potential impact on resources for weekends and activities and housing and... if PDC is truly going to have equal opportunities it will require creative connections to various services and activities - the shuttle is a start as is the dedicated librarian and IT personnel. (Admin/MPP)
 - The campus regional position and its relationship to its service area The overall undereducated labor force of the Inland Empire and its relationship to prosperity/poverty of the region Specific Academic direction of core educational focus Relationship to feeder school and community college districts Understanding core goals and objectives of its students Consideration of how the built environment fulfills the goals and objectives of the strategic plan e.g. the emphasis on advanced or emerging technologies in the pedagogy of education is likely to require transformation or modification to the existing physical learning environment Faculty development and support resources (Admin/MPP)
 - The college of Business and Public Administration is AACSB accredited, all colleges in CSUSB should have the equivalent accreditation. Each college needs to include some integrated technologies in the core studies: This is the new millennium and the world revolves around technology. Most classes in Jack Brown Hall have an ethics component, the entire campus should do the same. Ethics (not religion) should be taught in every aspect of university life. How a person comports
- theorems is a testament to their education and in this case is a reflection on CSUSB. (Student)
- The details to maintaining the goals(vision) (Student)
 - The direction for the future, particularly the Palm Desert Campus. (Staff)
 - The economy at the time, and future The social climate/change going on (Student)
 - The Faculty requests the buildings to be maintained at a temperature outside of the guideline set forth by the Chancellor's Office. Should the University enter in to discussions with the Chancellor's office to amend the directive or should the President meet with the faculty to make them more aware of the requirements of the Directive? (Staff)
 - The list of objectives that I must complete in a perfect way through my ways of improvising. (Student)
 - The mission statement, vision statement, and core values would all be overarching guidance for the campus and would set the tone for future decisions and plans. However, open communication among departments and facilitated discussion both within and among departments will be critical for a unified tone to be set, rather than individual interpretations. (Other)
 - The mission, vision, and values (once updated) need to serve as a framework for planning and decision-making, otherwise they are just words on a page. (Faculty)
 - The most effective way to reach a majority of people on campus in any way possible, especially with Core Values. (Student)
 - The need for clearly outlined goals and objectives. (Student)
 - The need for more school spirit. It's nice to have a calm, quiet campus, but sometimes it feels empty as a result. (Student)
 - The new management has done a great job updating the campus and departmental structures so far. They need to be fully aware to address all employees in their respective divisions to make them all feel supported and part of the team. A great responsibility to keep in mind as we continue to move forward. (Admin/MPP)
 - The other thing that comes to my mind when I consider strategic planning is measurable objectives. These clarify our goals and set a benchmark so stakeholders will know when we have reached them. (Faculty)
 - The results, and the metrics utilized to measure success. (Student)
 - The school needs to have staff out and about or set up an info station for the first week of school so first time students can find their classes easier. (Student)
 - The term "strategy" really does not sit well with me because it sounds like the school is just trying to look

good by a tactical effort in which it creates this façade. In my opinion, I would like this strategically planned effort to be righteous if nothing else. If the administration is already acting out righteously and not just self-serving, then I believe the school is on its way to becoming more. (Student)

- The things that come to mind are... responsibility, being thoughtful about everything when it comes to achieving your goals and , reaching my goals to the fullest. (Student)
- The university has long said that it values its staff and faculty. It is high time to put up or shut up. Faculty and staff cannot live on praise alone. Strategic planning needs to have as its primary goal developing sustainable funds to support the livelihood of its employees. All other superlatives can wait. If we need inspirational words, our motto should be "we refuse to work for free". (Faculty)
- The University needs to commit to smaller class sizes, which have been shown to increase student engagement and retention (not to mention to develop relationships with mentors/faculty). The University also needs to have a Core Value of "equity," especially in terms of (1) tenure-line faculty salaries and workload, (2) adjunct faculty salaries and workload, and (3) making sure that administrative bloat isn't our undoing. We have ENTIRELY TOO MANY AVPs making (relatively) high salaries and a lot of faculty struggling to make ends meet. Right now it seems our priority is creating a top-heavy structure. Responsible Strategic Planning would have equity at its core. (Faculty)
- The University should make it a priority to: 1. Provide professional, efficient and effective administrative and IT infrastructure. The current state of such support is just slightly below outrageous (e.g., slow bureaucratic response, Blackboard/Outlook/Cisco phone systems are fully operational only on limited bases). 2. Promote a culture of accountability and responsibility among faculty, staff and administration. 3. Emphasize quality and professionalism, in particular within the context of promotion and recruiting. 4. Promote a culture of trust and collaboration among various professional groups (within the University) as well as stakeholder groups within the immediate and extended community. (Faculty)
- The university should take advantage of Web-based instruction systems from Coursera, EdX and others to reduce costs. Reduction in costs should be translated into a reduction in tuition. Professors should engage students in projects and spend less time giving lectures. (Faculty)

- The world is changing so quickly in so many different areas: technological changes, geo-political changes, and economic changes could leave our school behind in its strategic planning. It is good to know that CSUSB is concerned with "keeping up". (Student)
- Thinking about the future and how to achieve your future goals (Student)
- This process and the statements should reflect the outcome of the Courageous Conversations workshops. (Faculty)
- This survey is early in the process and difficult to give good feedback. I would hope that the process is not too onerous for the faculty and staff as this survey is difficult to answer. It is out of context at this time. (Faculty)
- time management (Student)
- To set up a goal, and steps to successful complete our main goal. (Student)
- Trying to stay organized (Student)
- Typically I view "strategic planning" as a summary of hopes/desires that never end up with actionable points/tasks. I would like to see strategic plans become actionable with milestone and deliverable dates of those milestones in addition to periodic checkins. (Student)
- Understanding and careful steps (Student)
- University should provide more accommodations to students and staff in palm desert vampire to bring the two closer together (Faculty)
- University's core values are the signs that visualize the essence of university's philosophy and meaning of existence. Via establishing our own core values, we could broadly proclaim what our pursuits are and to which direction we are headed. School's value is inevitably influenced by how well and impative it is engraved in our mind and memory. The clearer and catchier it is, the better the effects will be. It's time to prepare ourselves for the new era beyond the conventional phrase of "go 'yotes!" (Faculty)
- Use social media to connect students by major. Also, connect seniors with possible employers their senior year. (Student)
- Viewing what's ahead Defining what's important five years out Creating measurable goals and objectives that help us get there Knowing when we get there... (Other)
- Walk the talk (Faculty)
- War. (Student)
- Waste of time. (Faculty)
- Ways to make our campus environment more friendly to those around us. Ways to ensure that the students are taking part and using the resources to the best of our ability to ensure academic growth and engagement to our studies. (Student)

- We have a mission and a vision but I don't see a measuring instrument. How are we to know if this mission and/or vision is working? Strategic planning is a means to an end, an accomplishment or a long term goal. Without a measurement how do you know if the strategy is working? (Student)
- We must consider our students' financial situation. Whenever a student tell me he/she cannot take classes or buy supplies it is always related to their finances. Many have children, some don't work, others have dependents that need their help. We are unable to recruit students due to our mediocre financial aid and practically no fellowships or grants of meaningful amounts, particularly graduate students. Go to the Sacramento Bee website and see what our VPs get paid, see what our administrators get paid, and then look at the faculty and staff's pay. Our students see this information and ask me why there aren't grants and fellowships when a VP is making so much money. We also must support scholarly and creative work by the senior faculty. Our grant program is pathetic. Department's must fund their own student assistants (who are paid \$8 an hour!). The university needs to take that burden of the departments and provide funding on a competitive basis, to faculty for the purpose of hiring student assistants, and pay them a reasonable wage (\$15 per hour). (Faculty)
- We need a statement that reflects how economic growth will be brought to the region via this university. (Staff)
- We need a strong positioning and branding. (Admin/MPP)
- we need to have better coordination between UEC and Stateside (Admin/MPP)
- We need to plan a way that every student can feel connected to the school's community. Since we are known as a commuter school it would be great to have a way to reach out to the people who might not be on campus all the time and aren't interested in joining organizations. (Student)
- We should incorporate, of course, our learning outcomes. (Admin/MPP)
- We should not be afraid to come up with a unique mission, vision, and goals indicating that we are proud being the gem of the Inland Empire! (Admin/MPP)
- We should not forget that we serve students and work to help ensure their success and as these students enter the workforce, it ultimately helps our communities to grow and thrive. (Admin/MPP)
- We should take care not to lose unique or valued aspects of the campus and a CSUSB education while planning for growth. For example, the existence of natural areas on campus allow many field courses to be conducted on campus. Loss of these would either lower our ability to teach field classes or increase our reliance on off-campus field trips, with associated vehicle costs, staff (driver) costs, etc. As a second example, the existence of the San Andreas Fault on private land behind campus is a unique asset for the Geology Department, drawing thousands of high school students to campus each year for class field trips. Development of this land has been planned for years. If it is not too late, the campus should try to secure access to this geological feature for future generations of students. This campus has natural assets that other universities lack, and that makes us special. (Faculty)
- Well, I just think about the simple things where people come to together to pass around their ideas so that they become one. (Student)
- What benefits the staff members as well as the students success in all aspects of a collegial experience. (Student)
- What comes to mind when I think about Strategic Planning, is making more classes and staff available for higher demand classes. (Student)
- What Improvements can be made? (Student)
- What is the role of the administrative support structure? Currently, there appears to be more emphasis on building non-faculty staff without accountability and shoving students into larger and larger class size. How do we want to "brand" ourselves in our service region? Wanna be researchers or an engaged institution supporting student success. We can be researchers but our emphasis needs to be clarified as "teacher/scholars" not the other way around. (Faculty)
- What really comes to mind when thinking about Strategic Planning is that it is a more intellectual way of planning and mostly beneficial, you tend to gain rather than losing. (Student)
- When I think of Strategic Planning, I think of setting goals and holding people accountable. I hope this takes place. (Admin/MPP)
- When I think strategic planning, I think about positioning CSUSB effectively to capitalize on external opportunities. CSUSB has so many strengths and provides excellent value; it's time to let more people know. Market penetration comes to mind, and it starts with current stakeholders. Students, professors, alumni, staff members, and community leaders need to become greater CSUSB advocates, as this has the potential of attracting more funding, more students, and more partnerships through greater visibility. Finally, this can also benefits students looking for employment and help reshape the image of the community as a whole. (Other)

- When the process is complete, it should be obvious to anyone who reads the statements/documents where we are and where we want to be. Pie in the sky general statements are a waste of time. (Faculty)
- Where do we see the campus in 5, 10, 20 years and what steps do we need to take to get there. (Faculty)
- Where do we want to see the University in 5, 10, 25 years. As we gear up for our 50th anniversary we should consider where we began, and where we want to be. What will we be celebrating when we have our 100th anniversary? (Admin/MPP)
- Where exactly do you see the University in 10 years? What specific goals are in place to achieve? What programs are in place to continue to attract diverse students from outside the Inland Empire? What programs are being highlighted to draw additional funding? What programs are being overlooked that if given additional attention could also produce additional funding revenue for the University? (Student)
- Whether to use hastaga to make the whole team faster or use and summon and try to destroy the enemy right away. (Student)
- Working on enlarging the university, and making it a known name throughout the country, not just within California. (Student)
- Working on smaller projects that contribute to the larger goal. (Student)
- Working on the strenghts of the students and helping them achieve a higher status in society. (Staff)
- Working to keep costs down without compromising the academic curriculum or programs (Student)
- Working together with students and faculty of different departments to create an optimal university environment. (Student)
- You need to put Morale in there if the core values are regarding our work. (Staff)