

Question 1a: A vision statement is an aspirational statement about an organization's goals and provides direction for meeting those goals. Are there any ideas or concepts in the statement that are not clear?

- *There were six themes:* Region (17 times), Comprehensive (16), None (13), Choice (8), Grammar (4), Other (4)
- Region:
 - Size?
 - What region?
 - Not defined in any way.
 - Vague and left to interpretation
 - What exact geographic areas does 'region' include?
 - What about UCR, Cal Poly Pomona, University of Redlands, Loma Linda University, etc.?
 - What is meant by region? Inland Empire? Are we addressing the place of UCR in this context?
 - The valley? The American West? Somewhere in between?
- Comprehensive:
 - Is a term of art whose meaning may not be clear to the lay person.
 - What is comprehensive if we're the only one in the Inland Empire?
 - Change this word
 - Not normally used to describe a university.
 - What is meant by comprehensive? Are UCs 'comprehensive' universities?
 - In what way?
 - Not clear what comprehensive is in the statement at all.
 - We need to own key things about our university and just saying comprehensive doesn't do that.
 - Also comprehensive? To me that implies a research institution with Ph.D. programs.
 - Fuzzy term. I think it is a term to use if we can't decide what we are. People outside the higher edu. Most likely won't understand what 'comprehensive university' means.
 - Vague
- None:
 - No
 - Pretty clear to me
 - The goal is clearly communicated
- Choice:
 - What university of choice for whom?
 - The phrase 'of choice' seems entirely redundant; I'd get rid of it.
 - How is it a choice with no qualifying of the value of premier.
 - What is the point of the phrase 'of choice'? The one everyone wants to go to?
 - Why 'of choice'?? Makes no sense. Clearer without it.
- Grammar:
 - Instead of 'will be' how about 'aspires to be'? or 'is committed to being'?
 - 'Will be'? How about 'is'
 - Not unclear just that it is a little hard to read.
- Other:
 - What is the drafted vision statement?
 - The Mission Statement including not only the Mission but what would appear to be two sentences of context. Another way of providing that context is a separate statement of the University's operating paradigm.
- Main statement of Question: *region comprehensive university of choice*

Question 1b: What, if anything, is missing from the statement?

- *There were three themes*: None (13), General (10), Concepts talked about before (10)
- None
 - Nothing is missing once 'premier' and 'comprehensive' are removed.
 - I like it. Short, concise and to the point.
 - No! love the concise statement.
 - Everything in this statement is clear, but I would like to know what steps will be taken towards the goals.
- General (10):
 - Boldness
 - Its diverse campus community.
 - Campus International objectives
 - States one of the organization's goals but does not provide direction for meeting it.
 - Lacking confidence.
 - Talk about reputation – which is fine, but not about what we do. Would like to see something about our excellence in preparing students for their futures.
 - It is vague to the point of being meaningless.
 - Not very inspirational for the first-generation student. What's compelling about it to him/her?
- Concepts talked about before (10):
 - Choice for who, first year, junior, graduate?
 - No indication of what constitutes a 'premier' university; aren't we a premier PUBLIC university of choice in southern California?
 - 'The region's' should be replaced with 'the Inland Empire, San Bernardino and Riverside counties'
 - Comprehensive could be taken out.
 - Is it feasible? is the phrase "premier comprehensive university of choice" designed to carve out a niche of one school?

Question 2a: A mission statement describes the purpose of an organization and provides guidance about setting priorities, actions and responsibilities. Are there any ideas or concepts in the statement that are not clear?

- *There were five themes:* None (13), Unclear (10), Length (9), Wordy (4), and Wording (3).
- None:
 - No the statement is clear
 - Pretty clear to me. If doubts are still presented, writing center might be helpful...
 - I like it
- Unclear:
 - Give examples of when it says conducting research and creative activities.
 - If we are a "globally connected society", why do we claim that we are only going to engage dynamically with our region and California?
 - since we have a large international student population I wonder if building a stronger local region/California is something they even care much about
 - What does vitality of our region mean?
 - This is not a research institution why does our mission imply that it is by making research a higher priority than scholarly and creative activities?
 - who is conducting research, etc. students?
 - Student success includes their success in learning. Delete "learning" What are "these principles"?
 - What does the statement mean by "diversity"? Does it mean diversity of cultures? Of talents? of heights and weights? Of ideas? Of religions? Of appetites? Of competences? Of athletic ability? Does CSUSB in fact have a tradition of "excellence"?
- Length:
 - The first sentence is enough. How can an organization follow a mission if it's too multifarious? A mission is that, a goal, a journey to a place. Too many missions will cause any organization to lose focus.
 - Too long
 - The entire mission loses clarity due to its complex (and perhaps "convoluted") structure and wording. More straightforward.
 - The key ideas need to be captured and reduced into a clear and concise statement.
 - Recommend including 'diverse' in front of the 'student learning.' And to move the last sentence to the beginning of the paragraph.
 - Loses it meaning. Keep it simple.
 - Aren't mission statements supposed to have less than 25 words? 'Actively engaged' [can someone be passively?] and 'dynamic engagement' repeats the idea.
- Wordy:
 - You know, I think it would be more powerful to delete the verbs such as "to ensuring" in the first sentence. I'm concerned about over-using the word "commitment." Also, the word "region" is used twice; why not use the "Inland Empire."
 - Wordy and ambiguous.
 - It is clear; however, the mission statement is too wordy
- Wording:
 - "...to our region and in California" is poorly worded. Perhaps "..to our region and throughout California"?
 - Why isn't there a semicolon after "activities"? Is the second sentence necessary?

- Second sentence unclear, had to read it twice.

Question 2b: What, if anything, is missing from the statements?

- *There were four themes:* Missing (10), None (8), Other (5), Grammar (3)
- Missing:
 - Mission seems very passive. Little to nothing about which we actually *do* for commitments.
 - How friendly everyone is.
 - Democracy, social justice, making social equality a priority.
 - A clear statement to teaching our students and preparing them for the workforce they will be entering.
 - Community
 - Seems generic, surely there are things that distinguish us from other universities.
 - Partner with K-14; strong partnerships is committed to the strengthening of the education system of the Inland Empire.
 - The disabled population.
 - How CSUSB will teach students to read, write and think for themselves so that they can become valuable members of their community?
 - Seems like something else is missing from the list of ways we develop at our university.
- None:
 - Seems fine
 - Everything is clear
 - Nothing
- Other:
 - No metric to measure how effective we are.
 - Spell out CSUSB.
 - Too long
 - How? Don't just fluff and say we try, tell us how you have been successful.
 - Reads like a keyword list, but lacks creativity and soul.
- Grammar:
 - After the words 'cultivating the', please insert the word 'continuing'.
 - Clear thoughts
 - Rewrite sentence 2, 1 and 3 are excellent.

Question 3a: Core values in an organization are values that we regard as fundamental to our work, how we interact with each other, and the strategies we use to fulfill our mission. Drafted Core Values Learning Inclusivity and Diversity Social Justice and Equity Transparency Respect Integrity Sustainability Wellness and Safety Innovation Are there any ideas or concepts that are not clear?

- *There were eight themes:* None (15), Other (5), Conciseness (4), Social Justice (4), Transparency (3), Learning (3), Sustainability (2)
- None:
 - No
 - Seems fine
 - Everything is clear
- Other
 - I appreciate the values because there are several where a mission can be elaborated.
 - Community
 - Innovation
 - Replace exclusivity with Inclusion, delete "social justice and equity" (huge, it must be for a nation not an educational institute) delete "transparency" (it is an element of organizational management) delete sustainability - Excellency?
 - Integrity should appear higher on the list
- Conciseness:
 - Not clear why there are so many core values. I like Learning, Integrity, Wellness and Safety, and Innovation.
 - Reduce the number of "Core Values." Learning Inclusivity and Diversity Integrity
 - Too many words
 - There seem to be duplicate thoughts (e.g., equity and inclusivity/diversity could be combined and Transparency and Integrity could be combined)\
- Social Justice:
 - Associated with "fair distribution of wealth" and socialism
 - What is it? What is respect?
 - Encompasses inclusivity, diversity, equity, and respect
 - Take out Social Justice Inclusivity and Diversity - Inclusivity means the same as Diversity
- Transparency:
 - Not sure of their relation
 - Where and for whom?
- Learning:
 - Learning is too obvious and can be deleted.
 - "Learning" is really unclear. Do we want students to learn by memorizing, sliding by, by guessing? More progressive way is "Integrative Learning." Means learning by making connections across courses, think critically, broadly, and to solve problems holistically.
 - Why "learning" rather than "education"?
 - Learning means a neutral value, change it to student success
- Sustainability:
 - Sustainability is not a very common value

- Environmental sustainability is one of the main shared values of this university

Question 3b: What, if anything, is missing?

- Ordering:
 - Integrity should be closer to the top. Integrity is very important in an ever changing world. Hold on to values. CSUSB should want to produce not only competent alumni, but ones with higher moral ideals.
 - Innovation needs to be listed #2
- Additional Considerations:
 - Happiness
 - Student success
 - Hard work, or focus, or determination, or drive, or something that gets at doing your best?
 - Excellence (due to the desire to be the premier comprehensive university); Maintain focus on students (students are not the only ones who learn and the classroom is not the only environment where university employees need to keep a focus on students)
 - Teaching, opportunity, growth, support
 - Curiosity, intellectual freedom
 - Research
 - Giving back
 - Cultural diversity
 - Creativity
 - Collaboration
 - Morality
- Conciseness:
 - Transparency and respect are really a definition of Integrity, so taking out those two words would help lessen the list of words but still keep all the core values.
 - Core values should be smaller in number and encompass others. If it could be less values that cover the same concepts it would be more effective in driving the actions of the university and increasing the understanding of the university by others
 - Social justice should be missing from core values.
- Nothing:
 - Nothing
 - Seems like you got it all
 - Seems fine.
 - Looks like a good list

Question 4a: Drafted Priorities and Goal Statements Student Success: Provide learning experiences to promote student success, achievement and academic excellence and prepare students to contribute to a dynamic society. Faculty and Staff Success: Foster Innovation, Scholarship, and Discovery for Faculty and Staff Success.

- *There were eight themes:* Clarity of vision (17), Success (5), Grammar (4), Identity (3), Dynamic (3), Staff & Faculty (3), Sustainability (2), Other (2)
- Clarity of vision:
 - It all seems fine
 - Clear
 - Looks good
 - No
- Success:
 - What is student success? (graduation, career development)
 - Using success implies not already successful; use words like: innovation, scholarship, and discover
 - Faculty and staff success
 - Not taken seriously
 - Achievement is redundant
- Grammar
 - Capitalization is confusing
 - Some ideas are capitalized while others are not
 - Word Choice: “Provide” is a dull word, use the word “Craft” to imply creativity, Provide > Craft (implies creativity), Foster > Support, Discovery > Teaching, Steward > Manage, Delete word “Resource”
- Identity
 - What is unique about our campus?
 - Branding and identity, should also include minds of Alumni, Faculty/Staff, Students, and Community
 - Does this include brand identity? (versus recognition for being uniquely different)
 - Identify who we are so that we can tell our story and build our brand perception
 - What makes us unique?
- Dynamic
 - Change “dynamic” to “democratic”
 - What is a dynamic society?
- Staff & Faculty
 - Can’t be seen as one (Needs vary)
 - Maybe it should be “Faculty and Staff Support”
 - Goals attainable with so many part-time faculty members?
 - Focus on professional advisors over peer advisors (could potentially improve student turnover)

- Changing the structure of organization regarding staff (i.e., promoting staff success, staff with Master's degree limitations, lack of free speech/staff scholarship/volunteerism)
- Too many employees to acquire new sources of funding
- Sustainability
 - Narrowly defined as financial stability and not taking environmental sustainability into consideration
 - Mention environment
- Other:
 - Point four seems inconsistent with the expressed mission and vision statements.
 - Any areas that are not clear here could be expanded upon and better developed via the outcomes, strategies, etc. that fall under each goal.

Question 4b: What, if anything, is missing from the statements?

- Consistency
- Capitalization
- Mission and vision statements is lacking
- Nothing
- The priorities reflect what the campus community communicated to the committee
- Seems fine
- It's good
- Can't think of anything
- Clarity and Conciseness
- Five is too many, narrow down to three (#2, 3, & 5)
- 1 & 2 are intimately connected
- Goal 1: Include the word "diverse" in front of student success. Goal 2: Include the word "diverse" in front of Faculty and Staff Success. Goal 3: Include "natural environment" in front of "Sustainability" Goal 4: Include the word "diverse" in front of "communities. Goal 5: Include the word "diverse" in front of "campus."
- Include environmental sustainability
- Rewrite this Student Success statement.
- #5 - involvement by whom? students? staff? faculty? community?
- 2 seems a bit skewed towards the professor's role as a researcher rather than his/her role teaching and mentoring students.
- Student needs
- Growing experiences, address creativity
- Research
- Resource Development
- Economic Support (engage in systems and practices that allow for work/life balance, stable tuition, and livable wages)
- What staff success is the university providing?
- Help students to get the most out of their talents and abilities.