Town Hall Meeting Data

January 21, 2015: 1 – 3:30 pm
Number of Attendees: at least 150, including attendees via the web and at Palm Desert and San Bernardino Campuses

Vision
CSUSB will be the region's premier comprehensive university of choice.

1. Are there any ideas or concepts in the statements that are not clear?
- Do we have to include "premier?" Is this excessive wording? Remove "comprehensive." "Premier" and "university of choice" are redundant and limiting. We want students to pick us for a reason.
- Disagreement whether "region" or "Inland Empire" was the better locator. Is it okay to use a term of art like "comprehensive?" There's a technical meaning that would exclude UCR. Are we in competition with UCR? Or University of Redlands? What makes us different? Shouldn't "Vision" describe our identity? Shouldn't "accessibility" be in there?
- "Premier" is too vague. Focus more on education and growth. What's the region? Clearly define the region - where does the PDC fit into the region? Is it San Bernardino County or Inland Empire? "Comprehensive" is unclear.
- Generic and uninspiring. What we do well is not included. Need to raise the region up to where we need to be. Need to be successful to be a national model to promote student success.
- The word "comprehensive" needs to be further defined, or perhaps changed to help clarify the meaning of the vision statement. The meaning is missing from just this statement alone; we understand though that it will be further defined through the mission and core values.
- We think the vision statement captures where we want the campus to be headed and we like its brevity and clarity. Instead, say: CSUSB is the global premier comprehensive university of choice.
- Too generic and uninspiring. Want to aspire to national model for student access. Not clearly defined and what are the goals of student access? How do we know we have achieved the goal? We are challenged and need to be understood by people outside the academic realm. What is comprehensive? People outside academics don't understand it. Need to define our unique academic identity. What does it mean and why is it different from other institutions? What is our focus? How can we answer, "Why does one student experience differ from other institutions?" We are better at taking students in need to make them successful, so how does it differ from other CSU campuses? We have a larger region to serve and we are good at community engagement. How are we able to serve our students? Concept of transformation is an aspiration and all of us contribute to that transformation; how does this attract elite students? Students who are underrepresented in elite communities want to transcend the transformation and opportunities to connect them and their family upward. They are very pragmatic on

how they can minimize debt and not cause a burden to their family. They understand the value of a degree and students with other options for greater social/economic outcomes. These students have the proximity and family support for their success and our students have that connection with their family. Campus community and a sense of nurturing family/community attract students from our region. We are unique to serve the students in our community with nurturing, family supportive atmosphere to attract our students in the region. Mode of delivery needs to be defined; Cal Poly campuses have a mode of delivery of learn-by-doing and we need to highlight our mode of delivery. Campus needs to serve the students that are qualified, but not necessarily the cream of the crop, so attract students who can gain more of what our campus can provide. Cultural competencies need to provide an environment that allow students to be exposed to other cultures and regions. We need to attract students from out of the area or other states and nations. Provide students with opportunity to succeed and learn from others. CSUSB will always be a national model for elevating lives through transformative education.

2. What, if anything, is missing from the statements?
- Word "growth" is missing. Bringing out the best of you. Consider deleting "will be" and replacing with "is." Employer of choice.
- Our table feels that the statement itself might be viewed as being too broad and should include more definitive information to better define what distinguishes CSUSB from others. We believe that perhaps it could be re-worded to be more inspirational.
- The focus needs to be on a stronger statement. Have more confidence in your vision statement.
- We need to be a destination campus for non-local students as well. We are already a destination campus for local students who don't want to leave the area, but we need to be a land of opportunity for local and non-local students. We need to embrace our identify which provides a way for students who want to transform themselves and family.

General Comments
- Is the comprehensive piece necessary?
- Replace the word "premier." Statement should reflect that CSUSB is accessible, diverse, welcoming, community friendly, and provides a quality education.
- Consider re-wording to include student success.
- What do we mean by the word "region?" If we just mean the two campuses, then why is this an aspirational statement at all? Conceptually, how would this be measured? Would it only then be measured by who we recruit as students? What about faculty and staff? In other words, how do you attract those premier students and how do you identify how you got there?
- What is the region? This needs to be defined. "Premier" and "choice" are redundant. This focuses on potential students only; it's not all-encompassing. It doesn't capture who we are. Our demographics make us special, but it's not mentioned at all here.

Diversity is missing here. Suggested change: CSUSB will be the premier comprehensive university of choice for the Inland Empire's diverse population.

- What is the definition of "region?" Are we talking about the Inland Empire, SoCal, the Western US, etc.? The statement is unclear on "university of choice." Choice for whom? The statement is a little vague, especially with the terms "premier comprehensive." This vagueness makes the statement lack inspirational value. What is missing is mention of CSUSB as a member of the community, and how CSUSB uniquely contributes to the community.
- How are we defining the word "region?" The word "comprehensive" is unclear. Maybe add the word "global." The word "engaged" is missing. Best in the region does not mean the best. Are we limiting ourselves by noting the region? TRY THIS: CSUSB will be the national model for minority serving institutions.
- Comments: Short and sweet. Comprehensive, is social, academic, drama, chemistry. Not making any promises we can't keep. Perhaps add "transforms lives" in terms of their intellectual and social lives. This would address those students who want to attend CSUSB and transform their life.
- Use present tense. Any university could use this statement. What's distinct? What is the region? Are we the top choice for any student? What about: CSUSB is the premiere regional institution serving a diverse population? Minority serving?
- Remove "comprehensive" from the vision statement. Its use is superfluous. We are looking for something more dynamic.

Mission

CSUSB is committed to ensuring student learning and success; to conducting research, scholarly and creative activities, and to being actively engaged in the vitality of our region. These principles endure in the University's commitment to the value of diversity and intercultural competence, in its tradition and standards of excellence and in its dynamic engagement in our region and in California. We pursue our mission while cultivating the professional, ethical, and intellectual development of our students, faculty and staff to thrive in a globally connected society.

1. Are there any ideas or concepts in the statements that are not clear?
- Vitality? Engaged? Words may be too big or complex - write for the grade level (?) because that should appeal to the demographics and minorities that are targeted. Region and California is too limiting and too redundant considering the large international and out-of-state populations. Replace with Southern California or community.
- This statement is very wordy and unclear. What is meant by "engaged vitality of the region?" "Endure" is not clear, nor is "value of diversity."
- Too long. CSUSB is deeply committed to: ensuring student learning and success; conducting high quality scholarly and creative activities and to being actively engaged in the vitality to our region. The university is committed to the values of diversity, intercultural competence, and academic excellence. We strive to cultivate a community that is globally connected, ethical, and inclusive.
- Mission statement is too long. Refers to the region multiple times, which weakens the statement. Uses the word "engaged" too many times. The second sentence is redundant, too long and not clear at all. "These principles endure in the University's commitment..." does not connect to the other sentences, and should be removed.
- The statement doesn't accurately describe the impact that the principles exemplify with regards to the success of the University. The word "tradition" might be perceived as being behind the times. Perhaps using innovative, evolving, emerging, or some other word than tradition might be considered.

2. What, if anything, is missing from the statements?
- Nothing, in fact, the mission statement is too long. More focus is needed on educating our students.
- Nothing missing, but it is too long.
- What's missing? Better flow. The mission statement should describe how the value statement will be achieved. It has many ideas, but lacks clarity.
- It is not that anything is missing, just perhaps it could be restated in a manner that is more engaging.
- Once the second sentence is removed, the mission statement will be vastly improved. Have any students been given the opportunity to give input to the mission statement? Does this statement speak to the students and do they even understand it? Concept of

words that emote strength should be highly utilized throughout these statements and goals - so that we can believe it before we can become it.

General Comments
- Too long. We believe the first sentence is enough.
- Good, but long?
- Instead of "excellence" consider using "intellectual pursuits" or "intellectual curiosity."
- Jolene mentioned four key goals. Don't see who we serve mentioned (it could be argued that saying "regional" helps in this definition somewhat). Do not see how we are distinctive mentioned? Faculty and staff success: The key is not so much of the process only, but about the PRODUCT(S): research, knowledge creation; not strictly training and development. There is a suggestion that we move the last sentence up in order.
- Too long and the complexity of how it is written makes it difficult to understand. Please simplify. CSUSB is dedicated to ensuring student learning and success; conducting research, scholarly and creative activities; and actively engaging in the vitality of our region. The University is committed to diversity and intercultural competence, tradition and standards of excellence, and dynamic engagement in our region and in California. We cultivate the professional, ethical, and intellectual development of our students, faculty and staff to thrive in a globally connected society.
- CSUSB cultivates the professional, ethical, and intellectual development of our students, faculty and staff to thrive in a globally connected society. We are committed to ensure student learning and success; to conduct research, scholarly and creative activities, and to be actively engaged in the vitality of our region. These principles endure in the University's commitment to the value of diversity and intercultural competence, in its tradition and standards of excellence and in its dynamic engagement in our region and in California.
- What does the concept of intercultural competence mean? Is this outdated? Like the use of the word "global." Region?
- Mission Statement is too long and wordy. First and last statements are the same and engagement mentioned twice. "These principles endure" is a waste of words. Region is used twice and is not very location-specific. Say that CSUSB is committed. "And" used too many times. This is our re-write of the mission statement: CSUSB is committed to ensuring student learning and success; conducting research, scholarly, and creative activities, and being actively engaged in the vitality of our region and in a globally connected society. The University values diversity and intercultural competence while cultivating the professional, ethical and intellectual development of our students, faculty and staff.
- CSUSB is committed to ensuring student learning and success; to conducting research, scholarly and creative activities, and to being actively engaged in the vitality of our region. These principles endure in the University's commitment to the value of diversity and intercultural competence, in its tradition and standards of excellence and in its dynamic engagement in our region and in California. We pursue our mission while

cultivating the professional, ethical, and intellectual development of our students, faculty, and staff to thrive in a globally connected society.

- It's too long. Needs to be more focused. It's too blah, blah, blah... Committed to ensuring? Delete ensuring! How about: Our mission is to graduate competent, compassionate, and committed individuals who are prepared to make a difference in the world. Who is the statement for? The stakeholders? The world?
- The first and second sentence seem to be repetitive. For example, "vitality of our region" is used at the end of the first sentence and "region and in California" is used in the second sentence.

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

1. Are there any ideas or concepts in the statements that are not clear?
- Inclusion and Diversity concept and idea is a bit lengthy and loses its value because it is too long. Description also mirrors that of Social Justice and Equity. Transparency was clear. Respect was clear. Ultimately Integrity should be removed - it eludes to not taking responsibilities up front.
- Perhaps combine the first and last into: Innovative Learning. Also combine: Respect and Integrity.
- Too many. Need to consolidate to 3 or 4. Ran out of time.
- Transparency seems to be more like an internal process and not so much as a core value for students to resonate with. Integrity implies honesty and transparency, and is redundant so Transparency should be removed. Combine Respect and Integrity into one core value. Suggestion is: Commitment to Respect and Integrity. Learning and Innovation should be one core value. Suggestion is: Innovative Learning. Inclusivity, Diversity, Social Justice, and Equity are all similar values and should be combined into ONE value. Suggestion is: Honoring Diversity. The values should be more descriptive. Example: What type of learning? What type of sustainability? We should be able to immediately understand the value just by looking at the word. Combine the values Wellness and Safety. Suggestion is: Thriving in Wellness and Safety. Make the value Sustainability more descriptive. Suggestion is: Promoting Environmental Sustainability.

2. What, if anything, is missing from the statements?
- See suggestions above - we've shortened the amount of core values and combined them to be more descriptive.

General Comments
- Add mentoring with Learning and something that makes students, staff and faculty feel that there is growth and opportunity and that they are recognized and valued.
- Learning/Research/Development for all members of the campus community. Inclusivity and Diversity and Social Justice and Equity could be combined as "Equity and Diversity" or "Social Justice and Diversity" (one of us had a concern that "Social Justice" might be considered divisive). Academic and Personal Integrity. ~~Sustainability~~. Innovation and Sustainability.

- Maybe combining the second and third phrase into one: Inclusivity and Diversity/Social Justice and Equity. Ethical Practice is a better fitting term to sum up Respect and Transparency. Consider Intellectual Exploration, a term or phrase to also showcase the importance of not just simple learning in the classroom, but also learning intellectual engagement among students within the same class. Add creativity to Innovation. Incorporate other methods of Learning, not just book learning. Here at CSUSB we encourage different ways of thinking. We bring students together to try to think bigger. It would be great to add a phrase that emphasizes the different ways of teaching and learning we encourage here at CSUSB.
- Too many. Transparency should fall under Integrity. Inclusivity. Respect. Integrity.
- Transparency and Integrity overlap, which means they can be condensed. Learning, Wellness, Sustainability and Innovation are not values. Diversity, Equity, and Respect could be condensed into one value.
- Consider: Diversity and Social Justice; removing Inclusivity and Equity; and re-defining this area to include the words that were removed. Consider: adding the word accountable in the definition of Integrity.
- Leave them alone, but need a conversation on what each one means. The last three are out of place. These are not from the heart. What about Curiosity? Sustainability is not a feeling, nor is Wellness and Safety.
- Learning (Is Learning a value?). Social Justice and Equity (What does Social Justice mean?). Respect and Collegiality. Sustainability (Is this an outcome? Is this environmental or economic?). Wellness and Safety (Do we need this?). How about Social Capabilities?
- Would you be able to put "Inclusivity and Diversity" and "Social Justice and Equity" under one overarching Core Value? At some point it might appear as if you are trying to capture buzz words. Respect and Integrity could also be merged.

Strategic Priorities and Goal Statements

1. <u>Student Success:</u> **Provide learning experiences to promote student success, achievement and academic excellence and prepare students to contribute to a dynamic society.**
2. <u>Faculty and Staff Success:</u> **Foster Innovation, Scholarship, and Discovery for Faculty and Staff Success.**
3. <u>Resource Sustainability and Expansion:</u> **Steward Resources for Sustainability, and Acquire New Sources of Funding.**
4. <u>Community Engagement and Partnerships:</u> **Serve and engage communities (local, regional/state, national, global) to enhance social, economic and cultural well-being.**
5. <u>Identity:</u> **Build an identity that celebrates the uniqueness of our campus, promotes our accomplishments, and inspires involvement.**

1. Are there any ideas or concepts in the statements that are not clear?

Student Success:
- Student success already includes achievement and academic excellence. Redundant? Do we need to include this wording? List everything that Student Success means or leave as is without "achievement/academic excellence."
- How do we define student success? Is it retention or graduation rate? How do you define learning experience? "Dynamic" doesn't resonate - but also involve "change" (a good thing).

Faculty and Staff Success:
- Scholarship? Opportunities to exercise scholarship, not necessarily monetary values. Discovery? What is the meaning? Why are some titles capitalized? Success by encouraging empowerment and collaboration. Doesn't matter if you're faculty or staff. Too geared towards academic, as presented.
- Faculty, MPP, Administrative Staff development. What do you mean by fostering innovation? Will upper management allow this? Foster an environment that nurtures scholarship, discovery and innovation.
- Like that "staff" is included in the goal/statement. How do you define "success?"

Resource Sustainability and Expansion:
- Capitalized letters? New sources - sources are defined. Expanding sources. May not be necessarily acquired. "Steward Resources" - realign resources? What does this mean? Get most of what you have? Manage resources. To sustain - not grow. "Sustainability and growth?" Sustainability and expansion: contradiction? Can we use simpler language? "Use resources to maximize growth." Use layman terms. Expand existing sources of funding.

Community Engagement and Partnerships:
- Is "serve" needed? Keep "engage" only.

Identity:
- Branding is our biggest challenge. We may be setting ourselves up for a difficult challenge - what makes us unique? We are like other CSUs. Base it on achievements rather than uniqueness. Redundant: Promote our accomplishments/celebrates

uniqueness. Build an identity that celebrates our achievements/success. That's just one outcome.
- What does it mean to a student who comes here? Why did they choose CSUSB? What makes them better than a graduate or a student from a different university? Marketing, branding, events; building ourselves up to show our abilities. There is nothing around this campus to bring people together. Change the name of the campus to bring new life.
- What are we known for? Where are we willing to go with HSI identity? Need to resolve internal identity before external identity. No **traditional** programs, not united community.

2. What, if anything, is missing from the statements?
Faculty and Staff Success:
- Add "empowerment" and "collaboration."
- Missing evidence of commitment for the core values (Inclusivity and Diversity, Social Justice and Equity, Transparency).
- Missing an "environment" where innovation can happen; Missing "advancement." "Discovery" seems to be just short of "action." Staff concerned about opportunity for growth.
Resource Sustainability and Expansion:
- Clarification of/simpler terms.
- Seems to cover everything.
Community Engagement and Partnerships:
- Missing "partnership" in the statement. Serving is very different than engaging. Has a deficit perspective/definition (implies that we'll go "fix" something). Missing agency of community.
Identity:
- Tradition.

General Comments
Student Success:
- Provide learning experiences to promote student success, <u>career achievement</u> <s>and</s> <u>through</u> academic excellence and prepare students to contribute to a <u>global and</u> dynamic society.
- How could we include guidance to the students?
- Success and achievement is the same, so drop achievement. "Prepare students" should be "give students a foundation." Students should have more than a foundation. Discussion of Life Long Learner. Adding access to a college education.
- CSUSB will need to provide ongoing support, additional resources and marketing/communication support. Example: VETS Success Center, Academic, Finance, etc. Include "celebrate" success, not just academic success. Example: Awarded internships, fellowships, or scholarships outside of the University and conferences. Mentoring other fellow students. Student successes promoted more often in the local media. Student voice! A sense of belonging.

- Be explicit about grads and undergrads.
- Create student activity areas. Social gatherings to promote student engagement. Also bringing larger events to the university that can also encourage the rest of the surrounding community to participate and feel a part of the university. Promote student success and intellectual growth.
- "Provide learning experiences" seems vague. They all seem generic. The statements should be more inspirational and indicative of who CSUSB can be. Insert words like cutting edge, dynamic, and academic challenging.
- Add "support services" after learning experiences in above statement. Add something reflecting Healthy People 2020 goals (10 year national objectives for improving health for students).
- What is the difference between student success and achievement?
   o ... promotes student success, personal and professional growth, academic excellence, and prepare students...
- How can we incorporate "growth?"
   o personal growth, academic growth, professional growth
   o achievement seems redundant, can merely add personal and professional growth

Faculty and Staff Success:
- Goal seems vague. Why or how are we fostering faculty and staff success?
- "Discovery" in above statement in not clear. Provide mentorship and staff/faculty professional development. Include leadership opportunities/career advancement for women. Succession planning/continuity for retiring staff.
- No need to repeat the word "success." In terms of clarity, clarify who the phrase "Foster Innovation" is for. Is it meant for the student, faculty, or staff member? Possibly creating a phrase that separates staff and faculty from each other because both groups have different needs to be successful.
- Delete innovation and change to research.
- No discussion of being a great teacher and excellence in instruction.
- Foster Innovation, <u>Encourage Professional Growth / Development</u>, and Discovery for Faculty and Staff Success, <u>while recognizing their achievements</u>. Not sure what "scholarship" means in relation to staff? Scholarship can mean a financial reward to some. What facilitates the path to staff career development? What does "discovery" mean in the abovementioned statement? Too vague.
- Reward faculty and staff throughout the year on recent contributions that benefit the university. Change language from "Foster Innovation" to "Foster and Reward." Build authentic relationships with students. Make research a priority. Include diversity in statement.
- Foster Innovation, <u>research, and</u> Scholarship, and Discovery for Faculty and Staff Success.

Resource Sustainability and Expansion:
- Statement isn't clear and needs to be more specific. Measurable?

- Stewardship versus sustainability.
- Seems fine to this group.
- Steward Resources for Sustainability, and Acquire New Sources of Funding <u>for all aspects of growth</u>. Expand "resources" to include anything that supports any activities that we are doing (i.e. space and staffing/faculty for programs).
- Include "natural environment" along with sustainability. Include new "global" sources of funding.
- ~~Steward~~ <u>Procure</u> Resources for Sustainability, and Acquire New ~~Sources~~ <u>Avenues</u> of Funding.

Community Engagement and Partnerships:
- "Well-being" is vague. Measurable? More specific.
- Serve and engage communities (local, regional/state, national, global) to enhance social, economic and cultural well-being <u>while promoting our institution</u>.
- Include the word "diverse" after the word "engage." Partner with other K-12, colleges and universities for sharing resources to contribute to the labor market. Create opportunity for volunteership to share knowledge of the value of higher education to local diverse communities of all age groups. Provide ongoing professional development for recent grads.
- ~~Serve and~~ <u>Engage</u> <u>and contribute to</u> communities (local, regional/state, national, global) to enhance social, economic and cultural well-being.
- Serve and <u>include</u> ~~engage~~ communities <u>at the</u> local, regional/state, national, <u>and</u> global <u>levels</u> to enhance social, economic and cultural ~~well-being~~ <u>competency</u>.

Identity:
- Include "branding" into the goal.
- No changes/comments.
- Celebrates the uniqueness our campuses (both SBC and PDC).
- Include the word "diversity" either before or after the word "uniqueness" or after "our." Identity beyond the campus. Pride in being CSUSB Alumni.
- Build an identity that celebrates the uniqueness of our campus, promotes our accomplishments, and inspires ~~involvement~~ <u>interconnectedness</u> <u>between the diverse colleges</u>.

Misc. Comments:
- The inclusion of diversity as either an additional goal or included in goals 1-2-4-5 in some way or form.
- Do we want to / how do we fit core values into some (or all) of the priorities and goal statements?