

California State University Long Beach

STRATEGIC PRIORITIES AND GOALS 2007-2010

www.csulb.edu/web/projects/planning/

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CSULB is the third highest ranked public Master's granting university in the West in *America's Best Colleges 2007*. This continuing recognition is the result of sustained efforts on the part of the university community to improve retention and graduation rates, the quality of the student experience, support for faculty, our technological infrastructure and our physical campus.

CSULB now aims to achieve still greater distinction with four strategic priorities: *student success, academic quality, service excellence, and campus life and environment*.

Student Success: CSULB's core purpose is "To Graduate Students with Highly Valued Degrees." The campus works toward continuous improvement in the quality of the student experience and offers opportunities for student engagement that foster learning in and out of the classroom. The campus encourages "Beach Pride" among students, staff, faculty and alumni. By 2008, CSULB aims to raise already-improving graduation rates to a leading position among comparable universities in California and in the nation.

Academic Quality: While excellence in teaching is the core of the campus mission, excellence in research and creative activities strengthens academic programs, lead to new areas of disciplinary and interdisciplinary focus, and add value to CSULB degrees. CSULB uses evidence about student learning to continuously improve academic curricula and pedagogies. The campus emphasizes student engagement through undergraduate and graduate student research, artistic and creative expression, academic internships, service learning, and international opportunities. In a move to further strengthen quality, CSULB aims to expand external support for faculty scholarship and creative activity, student research, and study abroad opportunities.

Service Excellence: CSULB seeks to deliver "Excellence Every Day" in services through skillful deployment of technology and through the concerted efforts of staff. CSULB aims to continue leading among CSU campuses in the quality of services delivered and in the implementation and effective use of the Common Management System.

Campus Life and Environment: CSULB's distinctly beautiful campus creates an excellent environment for student learning that is admired by visitors and is a source of pride for those who work at the University. Generations of campus leaders have wisely maintained this beauty. The campus recently undertook a "Master Planning" process to determine future growth for the campus. As this Master Plan is implemented in the coming decade, CSULB aims to enhance its distinct beauty, update and expand the existing infrastructure, and preserve the quality of the physical environment.

CSULB will pursue these distinctions amid continuing state budget challenges. The CSU and CSULB shared in significant budget reductions for the past three years. The Governor fulfilled the terms of the “Compact” with the CSU in 2005-06 and in 2006-07, which included funds for additional enrollment as well as general increases, including compensation. CSULB goals and recovery plans depend upon continued endorsement of the terms of the Compact.

CSULB is now prepared to launch a major comprehensive campaign under leadership from our new president. CSULB is well-positioned to be very successful with a major campaign because of our recognized achievement, our large alumni base, our excellent relationships with donors, and our compelling vision for the future.

CSULB Goals identify all-university priorities for the upcoming three-year planning period and shape annual budget decisions toward achieving the campus mission. Each campus division also pursues goals that help contribute to fulfilling the campus mission. Goals are revised each year by the Provost, the vice presidents for Administration and Finance, Student Services, and University Relations and Development, the Chair of Staff Council, and the Chair of the Academic Senate. The Director of Strategic Planning facilitates.

Over the past several years, a great many campus goals have been fully achieved. At the end of this document is a listing of goals from last year that have been achieved. Previously achieved goals and additional information are available on CSULB’s strategic planning web site¹.

Campus Goals for 2007-2010 address these areas of planning (not in priority order):

1. Human Resources
2. Enrollment
3. Student Retention and Graduation
4. Physical Facilities and Environment
5. Resources and Quality Improvement
6. Information Technology
7. External Support and Partnerships

¹ www.csulb.edu/web/projects/planning/

HUMAN RESOURCES

CSULB has undergone a massive turnover of its faculty in the last ten years, as over half the faculty has been hired to replace a retiring generation and accommodate growth. Extensive hiring is expected to continue for the next few years. As one quality strategy, the campus seeks to obtain the broadest possible pools of diverse applicants for all faculty and staff positions. The university's current faculty is committed to student success, but are also active scholars who need professional support and facilities for their research. Staff members need opportunities to develop new business-related skills so that they can progress and advance in their careers. Staff salaries have been stagnant, and recognition/professional development is needed to recruit and retain a diverse and talented staff. Faculty and staff salaries cannot keep up with the cost of living in southern California, and housing is out of reach for many.

Goals

1. Support faculty professional development through a program of workload management, expansion of assigned time competitions and expansion of training and incentives for seeking external funding.^{2*}
2. Address the lack of competitiveness in faculty and staff salaries through the use of compensation adjustments where warranted and permitted by system policy and collective bargaining agreements.*
3. Create partnerships with the city of Long Beach and local developers to establish affordable housing for faculty and staff.*
4. Enhance training opportunities to enable greater professional development and career growth for staff members.*

ENROLLMENT

The rapidly growing attractiveness of "The Beach" has made careful enrollment management essential. The campus has developed an array of enrollment tools to manage to the assigned target, thereby matching the number of students to the available resources. CSULB's guiding principles for enrollment planning are: (1) Maintain access to the extent possible. (2) Maintain quality of instruction and student services. (3) Give priority consideration to local community consistent with CSU policy. (4) Maintain diversity. (5) Balance enrollments of freshmen, upper division transfer, credential and graduate students.

CSULB utilizes several enrollment management tools such as selective admissions for freshmen, transfers and many majors. These tools have been important in adapting to changing state budgets, changing market demand for credential enrollment and other external circumstances. With these tools, CSULB has been and expects to continue to be successful in managing enrollment close to the assigned target. Based on the Compact agreement with the Governor, CSULB has resumed its long-term growth trend. For 2007-08, CSULB is likely to receive an increase of about 2.12% in enrollment funding.

² Asterisked goals are new this year; others are in progress.

Goals

1. Successfully increase transfer enrollment consistent with campus growth plans.*
2. Selectively increase the size of CSULB's graduate programs.
3. Through CSULB's "Pre-collegiate Council" and other outreach programs, work with local high schools and community colleges to promote university participation and maintain campus diversity.
4. Effectively implement the new system-wide Lower Division Transfer Policy to offer priority admissions for community college transfers who complete specified lower-division course patterns.
5. Implement enrollment growth strategies outlined in the 2004 campus Master Planning framework.
6. Improve facility usage to accommodate growing enrollment.

STUDENT RETENTION AND GRADUATION

CSULB has posted a substantial increase in graduation rates in recent years. This improvement was a key factor in the *U.S. News and World Reports* recognition of the campus as among "America's Best." However, we are committed to continue to work to improve support for students to graduation. The campus aims to improve freshman and transfer progress to degree and graduation rates to a leadership position among comparable universities.

Goals

1. Develop a comprehensive approach to the "First Year Experience" that effectively connects student orientation, advising, learning communities, "at-risk" programming, and general education curriculum to ensure student success.*
2. Improve freshman progress to degree to exceed 50% on the 6-year freshman cohort graduation rate by 2008 and 55% by 2010.*
3. Fulfill objectives of the recently approved federal Title V (Hispanic Serving) Strengthening Institutions Grant related to advising, faculty development and analytic capabilities in support of the success of Latinos and all students.*
4. Successfully implement the CSU Trustees' "Facilitating Graduation" Initiatives.
5. Implement an effective program to assist students nearing graduation in resolving any remaining barriers.
6. Develop and effectively use department and college level data on progress to degree, retention and graduation.
7. Effectively use the Degree Progress Summary to improve progress to degree.
8. Effectively use roadmaps to degree for each academic program, including general education.

PHYSICAL FACILITIES AND ENVIRONMENT

CSULB has a beautiful and safe campus and we are committed to maintaining it. The campus has many older buildings which are in substantial need of renovation or replacement. The campus is interested in exploring the prospect of consolidating locations of most services to students in a central location to foster synergy among service operations and improve convenience to students.

In 2003, CSULB launched a “Master Planning” process to examine long-range enrollment and the campus physical plan over a 10-20 year horizon. Based on the work of faculty and staff task forces, the Resource Planning Process Committee assembled a “Master Plan Framework” recommending growth to 31,000 full time equivalent students and outlining stipulations for growth. In the spring of 2004, this framework was endorsed by the Academic Senate and the President and in fall 2006 was re-affirmed by the Academic Senate. The framework creates stipulations related to the quality of instruction; parking and traffic; green space; the quality of student experience; resources; diversity; tenure density; student retention and graduation rates; and program balance. Additional information about the “Master Plan Framework” can be found on the strategic planning website:

http://www.csulb.edu/divisions/aa/planning_enrollment/#masterplan

Goals

1. Develop effective practices for coping with the court decision imposing a requirement for off-site mitigation of capital projects.*
2. Complete a third parking structure.*
3. Complete a building for the Nursing program.*
4. Develop plans for a campus recreation and wellness center.*
5. Regularize a program for classroom maintenance and upgrade.*
6. Complete feasibility study for the initial phase of the new Liberal Arts building.
7. Complete an Environmental Impact Report on the revised campus physical master plan, including campus and community consultation, and secure approval of the Board of Trustees.
8. Finalize construction documents for the Peterson Hall 3 Replacement and begin construction, contingent upon funding.
9. Complete feasibility studies for the campus utility infrastructure upgrade and the Housing Master Plan.
10. Continue efforts to centralize student services based on a “one-stop” concept.

FISCAL RESOURCES AND QUALITY IMPROVEMENT

CSULB is committed to excellent instruction and services for faculty, staff and students. The campus also uses quality improvement tools, such as student success measures, academic assessment, program review, and balanced scorecard continues to create a culture of evidence that provides meaningful, timely feedback on our most important change agendas. Student, customer and community input are key elements in our ongoing efforts. We also seek to

routinely gather and implement best practices from around the CSU at CSULB, for example the continuing effort for the Fee Revenue Management Program, which will significantly change the way in which the CSU manages student fees. The campus is committed to ensuring that each academic unit has a critical mass of permanent faculty sufficient to maintain program quality, viability and continuity and that each service unit has the critical mass of personnel sufficient to maintain quality service.

Goals

1. Fully implement the Resource Planning Process budget recovery plan through direct resource allocations that restore University services to pre-budget-cut years and assure the effectiveness of this allocation strategy in improving the quality of our services.
2. Successfully implement the projects in the three areas planned for WASC accreditation study: Organizing for Effectiveness, Staffing for Effectiveness, and Assessing Student Success.*
3. Complete a CSULB Business Recovery Plan (BRP) in compliance with the CSU Emergency Management Program (Executive Order No. 921) for all critical University functions which enable the campus to restore institutional capacity and resume operations within 30 days following “Emergency Recovery” from a major campus disaster, using results from a recently completed pilot project carried out by the Division of Administration and Finance.

INFORMATION TECHNOLOGY

Information technology is now central to all aspects of campus life from administration to services to instruction. The campus is the system-wide leader in implementing the Common Management System. Our online learning management system, BeachBoard, is now widely used by faculty throughout the curriculum. The campus has adopted a strategic approach to technology planning with the creation of the Campus Information Technology Committee specifically focused on major strategy issues. Major issues include ensuring access for all students, including those with disabilities, and ensuring the safety of confidential electronic information.

Goals

1. Develop enhancements to the use of technology for instruction.*
2. Develop a comprehensive plan for information security based upon fall 2006 security study findings.*
3. Develop specifications for a software collaboration suite for the campus and develop a plan to adopt a campus wide software suite suitable for faculty, staff and administrative uses.*
4. Consider learning management system alternatives to BeachBoard.*
5. Assertively pursue the Accessible Technology Initiative to bring campus into full compliance with new CSU Chancellor’s Executive Order 926.*
6. Monitor and evaluate success of new campus technology planning organization, the Campus Information Technology Committee.

7. Implement PeopleSoft Finance Asset Management module, execute data warehousing project, upgrade PS Finance 9.0 and HCM 9.0, and plan for significant effort on the 1st major upgrade under the new Oracle architecture (Fusion).
8. Fully implement State Controller's Office replacement payroll system (21st Century Project) by the end of year 2009, replacing the legacy system and successfully interfacing with the new state system.
9. Complete and implement initial phases of a strategic plan for campus information technology encompassing the needs and plans for all four university divisions.*
10. Complete an upgrade to the university web site to enhance usability and attractiveness.*

EXTERNAL SUPPORT AND PARTNERSHIPS

Under leadership of CSULB's new president, expeditious planning and execution of the campus' first major comprehensive campaign is a coming imperative in order to obtain needed support to accomplish many of the Campus Goals set out in this document. CSULB is extremely well branded. Its alumni base of 220,000, the majority of whom are in close geographical proximity, is a source of strength. CSULB continues to achieve success in increasing its external funding to supplement state resources as well as to broaden its reputation as a university of choice among students, faculty and other significant audiences. The division of University Relations and Development (URD) and the office of Research and External Support serve the University through donor and alumni cultivation and fundraising, targeted communications and marketing activities and by assisting faculty members in securing and managing grants and contracts. CSULB will continually expand cultivation and stewardship activity for major donor and planned giving prospects through college-based, university-wide, fundraising efforts.

The campus has a very able group of faculty and staff, many recruited within the last decade, who are very capable of successfully competing for grants and contracts. The University's highly regarded collaborations with educational and governmental agencies and businesses provide mutually beneficial academic opportunities for faculty and students, as well as research and training for partner organizations. In a time of scarce state revenues, the campus must pursue available opportunities for external funding that are aligned with our mission and with faculty interests and expertise.

Goals

1. Successfully plan and launch a major comprehensive campaign, the first in the history of CSULB, with particular focus on securing support for endowed chairs, program development, student scholarships, buildings.*
2. Create synergistic partnerships with the local community, linking campus expertise and local community issues.*
3. Build campus endowment, including support for the President's Scholars Program.*
4. Broaden university communications to external audiences to more effectively support community relations, alumni relations, and fundraising activities.
5. Increase the numbers of faculty active in externally funded programs from approximately 10% to at least 20%.

6. Increase sponsored program dollar levels from approximately \$40M annually to \$60M annually, while focusing on an increase in our indirect rate.
7. Relocate the Art Museum nearer the downtown area to improve exhibit space and accessibility.
8. Increase outreach activities and community partnerships to enhance campus visibility and philanthropic support.

KEY ACHIEVEMENTS OF PRIOR GOALS

The goals below have now been achieved. Achieved goals are reported once in this annual *Strategic Priorities and Goals* document but earlier achieved goals are archived on the Strategic Planning web site.

1. Secure identification as a Hispanic Serving Institution in order to qualify for additional federal funding.
2. Develop a web-based system to track implementation of the “Facilitating Graduation” initiatives.
3. Balance admissions among freshmen, transfers, post-baccalaureate and graduate students and maintain campus diversity.
4. Relocate key student support services to the Horn Center to begin campus implementation of a centralized service concept for students.
5. Obtain external funding to support campus work with local high schools and community colleges to promote access and diversity.
6. Complete a plan for the event of an Avian Flu plan emergency.
7. Finalize feasibility studies for the campus utility infrastructure upgrade and the Housing Master Plan.
8. Begin preparations for WASC with special attention to student outcomes assessment and complete a proposal for review in October 2006.
9. Develop campus web site policy, incorporating the principle that web pages are a component of the entire CSULB web site and promoting campus-wide standards of accessibility and consistency.
10. Improve coordination, planning and organization of campus information resources.
11. Build on the success of BeachBoard to continue to integrate technology into instruction.
12. Establish an operational Information Security program which includes mission, organizational structure and staffing, strategic initiatives such as training and awareness, and performances measurements.
13. Adequately accommodate students’ needs for classes with diminished resources.
14. Maintain a schedule of class offerings that enables orderly progress toward degrees students.
15. Safeguard sensitive information with improvements in infrastructure and new policies.
16. Make all electronic publications of the University accessible to all through the use of templates.
17. Successfully complete the technology infrastructure project to enhance support for campus learning and teaching, administrative productivity, and quality student services.

The goals below are substantially underway but not yet fully achieved.

1. Establish security standards for the campus (including all machines joined to the campus domain) and secure licensing for all desktop computers based on a successful pilot that includes desktop encryption, anti-virus, and anti-spyware on all workstations.
2. Expand the research and collection of all types of constituent information on our alumni to directly assist in building relationships and better identify major donor and Planned Giving prospects.
3. Effectively implement the strengthened academic program review policy including provisions for specific resources and results.
4. Update the campus Master Plan to reflect changing needs for enrollment capacity, instructional environments, student housing, technology, faculty office and specialized space, while maintaining the stipulations of the Using the Master Plan Framework including green space, parking, and vehicle and pedestrian access.
5. Ensure that each academic unit has a critical mass of permanent faculty sufficient to maintain program quality, viability and continuity.
6. Ensure that each service unit has the critical mass of personnel sufficient to maintain quality service.
7. Personalize freshman advising in the fall and add a spring semester advising opportunity.
8. Rewrite University curriculum documents including the catalog to improve clarity for students.
9. Incorporate analyses of academic quality and analyses of student retention and graduation into academic program review.
10. Initiate a “technology transfer think tank” to identify strategic opportunities for technology transfer projects.
11. Ensure that all official University web sites, BeachBoard and MyCSULB and all University Publications are accessible under ADA requirements.
12. Develop a plan for a centrally located student-centered services complex to incorporate most advising and support services provided to students by the campus.
13. Complete parking structure and Library capital projects.
14. Initiate an informational campaign and campus discussions to enhance awareness of student success issues in the campus community.
15. Implement a very strong plan for student success in response to the “Facilitating Graduation” initiatives promulgated by the CSU Board of Trustees.
16. Increase the level of Estate Planning/Planned Giving activities to endowment directed gifts.
17. Expand efforts to improve the programs and services with approaches appropriate to respective divisions (e.g., academic assessment, balanced scorecard, quality measures tracking key indicators, and program review).
18. Effectively utilize the new Student Administration system to achieve efficient course scheduling and student advisement.
19. Support faculty involvement in high quality instruction enhanced by technology.
20. Broaden the base of alumni support to the Annual Fund.