

California State University Long Beach

Strategic Priorities and Goals 2008-2011

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

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CSULB is a diverse, student-centered, globally-engaged public university committed to providing highly-valued undergraduate and graduate educational opportunities through superior teaching, research, creative activity and service for the people of California and the world. CSULB envisions changing lives by expanding educational opportunities, championing creativity, and preparing leaders for a changing world (*Mission and Vision*, 2007).

The rising excellence of California State University Long Beach (CSULB) is increasingly being recognized. The University is ranked as one of the top five public comprehensive universities in the western United States for the fourth consecutive year¹ and as the third best value public university among all American public colleges and universities².

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 “Graduates Students with Highly Valued Degrees.” The campus works toward continuous improvement in the quality of the student experience and 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 adds value to CSULB degrees. The campus emphasizes student engagement through undergraduate and graduate student research, artistic and creative expression, academic internships, service learning, and international opportunities. CSULB uses evidence about student learning to continuously improve academic curricula and pedagogies. In a move to further strengthen academic quality, CSULB has recently expanded support for faculty scholarship and creative activity, student research, academic technology, and study abroad opportunities.

Service Excellence: CSULB seeks to deliver “Excellence Every Day” in services through the concerted efforts of staff and skillful deployment of technology. 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.

¹ U.S. News & World Reports, America’s Best Colleges Guide (2008)

² The Princeton Review, America’s Best Value Colleges (2007)

Campus Life and Environment: CSULB's distinctly beautiful campus provides an excellent environment for student learning and is much admired by visitors. As the new campus Master Plan is implemented in the coming decade, CSULB aims to enhance this distinct environment, update and expand the infrastructure, promote environmentally responsible behavior, and preserve the beauty of the physical environment.

For 2008-09, it appears that the state of California will undergo budget reductions, significantly affecting the CSU. These reductions appear likely to prompt an enrollment reduction at CSULB in an effort to balance revenues and expenditures. At this writing, it is too early to ascertain how severe the reductions will be but it appears possible that they will be deep enough to cause the campus to delay pursuit of some of the goals outlined in this document. Whatever the level of reduction, CSULB will seek to protect the core mission: providing highly-valued undergraduate and graduate educational opportunities.

CSULB Strategic Priorities and Goals define major university initiatives for an upcoming three-year planning period and frame annual budget decisions for the Resource Planning Process Committee. Goals are revised each year by campus leadership to record accomplishments and to respond to developing needs³. A great many campus goals have been fully achieved. At the end of this document is a listing of goals from one prior year that have been achieved. Older achieved goals and additional information are available on CSULB's strategic planning web site⁴. Campus Goals for 2008-2011 address the planning areas listed below⁵:

1. Enhancing the Quality of Faculty and Staff
2. Enrollment
3. Student Retention and Graduation
4. Physical Facilities and Environment
5. Fiscal Resources and Quality Improvement
6. Information Technology
7. Scholarly and Creative Achievements
8. External Support
9. Key Achievements of Prior Goals

1. ENHANCING THE QUALITY OF FACULTY AND STAFF

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. The campus is committed to ensuring that each academic unit with student demand has a critical mass of permanent faculty sufficient to maintain program quality, viability and continuity and that each

³ The Campus Goals group includes the Provost and Senior Vice President for Academic Affairs, the Vice President for Administration and Finance, the Vice President for Student Services, the Vice President for University Relations and Development, the Chair of Staff Council, and the Chair of the Academic Senate. The Director of Strategic Planning facilitates.

⁴ www.csulb.edu/web/projects/planning/

⁵ Not in priority order

service unit has the critical mass of personnel sufficient to maintain quality service. Substantial hiring is expected to continue for the next few years and the campus seeks to obtain the broadest possible pools of diverse applicants for all faculty and staff positions. The University faculty is committed both to student success and to active scholarship and need professional support and facilities for their research and creative activities. Staff members need opportunities to develop new business-related skills so that they can progress and advance in their careers. Faculty and staff salaries are improving with the recent collective bargaining settlements but continued improvement is needed to recruit and retain diverse and talented people. A great deal of progress has been and is being made in developing partnerships with the city of Long Beach and local developers to the address the cost of housing in southern California.

Goals

1. Support faculty professional development through a program of professional development opportunities, expansion of support for faculty scholarly and creative activities, and expansion of training and incentives for seeking external funding.
2. Address faculty and staff salary compression, and lack of competitiveness in salaries and offers, through the use of compensation adjustments where warranted and permitted by system policy and collective bargaining agreements.
3. Create and enhance 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.

2. ENROLLMENT

The rising reputation and continually increasing attractiveness of “The Beach” has led to very rapid enrollment growth, including substantial growth in graduate enrollments, even with selective admissions since 2002 for freshmen and transfer students. The University must moderate growth for 2008-09 and the following year. The University’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, and (5) balance enrollments of freshmen, upper division transfer, credential and graduate students.

Goals

1. Stabilize enrollment over two years so that our state funded enrollment target better matches our actual enrollment.*⁶
2. Implement plans to use new property recently acquired on Pacific Coast Highway (the former Brooks College).*
3. Selectively increase the size of CSULB’s graduate programs where quality and need justifications exist.
4. Explore the need for new graduate programs including professional masters and doctorates.*

⁶ Asterisked goals are new this year; others are in progress.

5. Work with local high schools and community colleges to promote university participation and maintain campus diversity.

3. 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, the campus is committed to continuing improvement, aiming to improve 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 and mentoring, learning communities, “at-risk” programming, and general education curriculum to ensure student success.
2. Explore ideas for “freshman convocation” and a separate “fall parent day” for new first year students and their families.*
3. Enhance support for student engagement including undergraduate and graduate research, international study, out-of-classroom activity, and active learning.*
4. Improve freshman progress to degree to reach 50% on the 6-year freshman cohort graduation rate by 2008 and 55% by 2010.
5. Fulfill objectives of the recently approved federal Title V (Hispanic Serving) Strengthening Institutions Grant related to advising and retention, faculty development and analytic capabilities in support of the success of Latinos and all students.
6. Improve campus use of CS-Links reports, the Advisor Request System, the Degree Progress Summary, to support timely completion of degrees.*
7. Develop a communication plan to clarify GE requirements for students and faculty advisors.*
8. Address writing proficiency issues that prevent significant numbers of students from graduating.*
9. Provide necessary support for pre-major advising.*
10. Increase support for faculty-student engagement in scholarly and creative activity.*

4. 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. This framework was endorsed by the Academic Senate and the President in 2004 and

re-affirmed in 2006. 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. The campus expects to grow in accord with the framework at a moderate pace over the coming decade. Additional information about the “Master Plan Framework” can be found on the strategic planning website⁷.

Goals

1. Implement 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. Complete construction of a campus recreation and wellness center.*
5. Implement a program for classroom modernization.*
6. Regularize a program for classroom maintenance.
7. Complete feasibility study for the initial phase of the new Liberal Arts building.
8. Complete construction of the Peterson Hall 3 Replacement.*
9. Address the need for additional electrical power in the LA2-4 corridor to enable smart classrooms.*
10. Significantly increase the number of “smart classrooms.”*
11. Complete feasibility studies for the campus utility infrastructure upgrade and the Housing Master Plan.
12. Continue efforts to centralize student services based on a “one-stop” concept in the campus vicinity of Brotman Hall, the Horn Center, and the Student Union.
13. Enhance alternate transportation programs and increase participation of students, staff and faculty.*
14. Renovate the new property on Pacific Coast Highway to expand residential living and academic programming.*

5. 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 has a highly effective budget planning process which has served the campus well in recent years, managing the state budget downturn with minimal disruption. Indications suggest that 2008 may bring additional budget challenges.

⁷ http://www.csulb.edu/divisions/aa/planning_enrollment/campusmasterplanning.html

Goals

1. Complete the phase of the Resource Planning Process budget recovery plan that restores University services to pre-budget-cut years and extend the strategy to manage the problem created by negotiated compensation awards in excess of state funding.*
2. In the event of state budget challenges in 2008 or thereafter, again effectively utilize campus budget planning expertise and processes to protect the campus as much as possible.*
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.
4. Successfully implement the projects in the three areas planned for WASC accreditation study: Organizing for Effectiveness (examining university organization), Staffing for Effectiveness (examining human resource issues), and Assessing Student Success (examining retention, graduation and learning outcomes).
5. Establish an Office of Passport Services in the Career Development Center that will offer a full range of passport services to assist in preparing CSULB students for competitive careers in the global marketplace and to expand the engagement of students, faculty and staff in international programs.*

6. INFORMATION TECHNOLOGY

Information technology is 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, focusing the Campus Information Technology Committee specifically on major strategy and policy issues. Major issues include enhancing technology infrastructure, ensuring access for all students including those with disabilities, and ensuring the safety of confidential electronic information.

Goals

1. Develop enhancements to the infrastructure for the use of academic technology for instruction.*
2. Expand and support our campus-wide software and hardware infrastructure (including classroom and furniture design) to advance effective use of technology for instruction.
3. Implement a comprehensive plan for information security based upon fall 2006-07 security study findings, in conjunction with instructional needs.*
4. Develop specifications for a software collaboration suite for the campus and adopt a campus wide software suite suitable for faculty, staff and administrative uses.
5. Promote expanded use of learning management systems where it enhances instruction.*
6. Ensure a four year life cycle for computer desktop refreshment for faculty and staff.*
7. Consider learning management system alternatives to BeachBoard.

8. Implement the Accessible Technology Initiative to move the campus toward full compliance with new CSU Chancellor's Executive Order 926.
9. Implement PeopleSoft Finance Asset Management module, execute HR and limited financial data warehousing project, upgrade PS Finance 9.0 and HCM 9.1, and plan for significant effort on the 1st major upgrade under the new Oracle architecture (Fusion).
10. 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.
11. Complete and implement a strategic plan for campus information technology encompassing the needs and plans for all four university divisions.
12. Complete an upgrade to the university web site for accessibility, usability and attractiveness in accordance with standardized protocols.*
13. Enhance the use of web technology for employee recruitment, procurement and other administrative tasks.*

7. SCHOLARLY AND CREATIVE ACHIEVEMENTS

CSULB's faculty is highly productive of research, scholarship and creative achievement. Many faculty members compete successfully for major grants, contracts and fellowships. 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. The campus must continually pursue available opportunities for external funding that are aligned with our mission and with faculty interests and expertise.

Goals

1. Increase the numbers of faculty active in externally funded programs from approximately 10% to at least 20%.
2. Increase sponsored program dollar levels from approximately \$40M annually to \$50M annually, while focusing on an increase in our indirect rate.
3. Promote ongoing recognition of faculty and student research activity.*
4. Raise the scholarly profile of the university based on continued enhancements in support for faculty research and creative activity.*

8. EXTERNAL SUPPORT

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.

Goals

1. Successfully plan and launch a major comprehensive campaign, the first in the history of CSULB, with particular focus on securing support for student scholarships, student success, faculty scholarly and creative activities, endowed chairs, academic programs, capital improvement, and University endowment.
2. Expand 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. Locate the Art Museum and other campus programs and activities near the downtown area to improve access to campus cultural resources.
6. Increase outreach activities and community partnerships to enhance campus visibility and philanthropic support.

9. KEY ACHIEVEMENTS OF PRIOR GOALS

The goals below were achieved in the past year. Achieved goals are reported only once in this annual *Strategic Priorities and Goals* document but earlier achieved goals are archived on the Strategic Planning web site.

1. Successfully increase transfer enrollment consistent with campus growth plans.
2. Implement enrollment growth strategies outlined in the 2004 campus Master Planning framework.
3. Develop and effectively use department and college level data on progress to degree, retention and graduation.
4. Develop plans for a campus recreation and wellness center.
5. 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.
6. Finalize construction documents for the Peterson Hall 3 Replacement and begin construction, contingent upon funding.
7. Develop a comprehensive plan for information security based upon fall 2006 security study findings.
8. Develop effective practices for coping with the court decision imposing a requirement for off-site mitigation of capital projects.
9. 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.
10. Effectively implement the strengthened academic program review policy including provisions for specific resources and results.

11. Personalize freshman advising in the fall and add a spring semester advising opportunity.
12. Complete second parking structure and Library capital projects.
13. Implement a very strong plan for student success in response to the “Facilitating Graduation” initiatives promulgated by the CSU Board of Trustees.

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

1. Monitor and evaluate success of new campus technology planning organization, the Campus Information Technology Committee.
2. Successfully implement the CSU Trustees’ “Facilitating Graduation” Initiatives.
3. Effectively use the Degree Progress Summary to improve progress to degree.
4. Effectively implement for the new system-wide Lower Division Transfer Policy to offer priority admissions for community college transfers who complete specified lower-division course patterns.
5. Improve facility usage to accommodate growing enrollment.
6. Implement an effective program to assist students nearing graduation in resolving any remaining barriers.
7. 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.
8. 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.
9. 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.
10. Ensure that each academic unit has a critical mass of permanent faculty sufficient to maintain program quality, viability and continuity.
11. Ensure that each service unit has the critical mass of personnel sufficient to maintain quality service.
12. Rewrite University curriculum documents including the catalog to improve clarity for students.
13. Incorporate analyses of academic quality and analyses of student retention and graduation into academic program review.
14. Initiate a “technology transfer think tank” to identify strategic opportunities for technology transfer projects.
15. Ensure that all official University web sites, BeachBoard and MyCSULB and all University Publications are accessible under ADA requirements.
16. Develop a plan for a centrally located student-centered services complex to incorporate most advising and support services provided to students by the campus.
17. Initiate an informational campaign and campus discussions to enhance awareness of student success issues in the campus community.
18. Increase the level of Estate Planning/Planned Giving activities in order to enhance the endowment.

19. 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).
20. Effectively utilize the new Student Administration system to achieve efficient course scheduling and student advisement.
21. Support faculty involvement in high quality instruction enhanced by technology.
22. Broaden the base of alumni support to the Annual Fund.