

# California State University Long Beach

## Strategic Priorities and Goals 2009-2012

[www.csulb.edu/web/projects/planning/](http://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 year<sup>1</sup> and as the third best value public university among all American public colleges and universities<sup>2</sup>.

CSULB has received these recognitions because, as a high quality, low cost institution, the University provides unusually high return on investment of state resources and makes a remarkable contribution to the “public good.” President Alexander has played a national leadership role in developing the Voluntary System of Accountability, which provides public accountability and highlights University contributions to the public good.

### Strategic Priorities

CSULB aims for increasing excellence with five strategic priorities: *Student Success*, *Academic Quality*, *Service Excellence*, *Campus Life*, and *Sustainable Environment*.

*Student Success*: This year the campus attained a milestone, raising the freshman graduation rate to a historically high level, capping a decade of improving rates. The campus continually works to improve the quality of the student experience, in and out of the classroom, and encourages “Beach Pride” among students, staff, faculty and alumni.

*Academic Quality*: While excellence in teaching is the core of the campus mission, excellence in research and creative activities strengthens academic programs, leads 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 curricula and pedagogies. In a move to further strengthen academic quality, CSULB has recently expanded support for

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

<sup>2</sup> The Princeton Review, America’s Best Value Colleges (2007)

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.

*Campus Life:* CSULB’s diverse students, faculty, staff, and administration have long enjoyed a distinctive culture marked by respect, collegiality, tolerance, and civility. The University aims to continue and enhance this inclusive culture by promoting respect for all, opportunities to engage in controversial issues with collegiality and respect, opportunities for service to others, and support for diverse perspectives.

*Sustainable Environment:* CSULB’s distinctly beautiful campus provides an excellent environment for student learning and is much admired by visitors. As the new Master Plan is implemented in the coming decade, the University aims to improve sustainability, update and expand the infrastructure, promote environmentally responsible behavior, and preserve campus beauty.

### Strategic Goals for Campus Planning Areas

*Strategic Goals*, in specific campus planning areas, define how the University seeks to advance toward its strategic priorities over the upcoming three year planning period. Goals also 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 needs<sup>3</sup>. A great many campus goals have been fully achieved in the past. At the end of this document is a listing of goals from one prior year that have been achieved. Prior achieved goals and additional information are available on CSULB’s strategic planning web site<sup>4</sup>. Current campus goals address these planning areas<sup>5</sup>:

1. Quality of Faculty and Staff
2. Enrollment Planning and Management
3. Student Retention and Graduation
4. Sustainable Environment and Facilities
5. Fiscal Resources and Quality Improvement
6. Information and Academic Technology
7. Scholarly and Creative Achievements
8. External Support and Community Relations
9. Key Achievements of Prior Goals

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<sup>3</sup> 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.

<sup>4</sup> [http://www.csulb.edu/divisions/aa/planning\\_enrollment/strategicplanning.html](http://www.csulb.edu/divisions/aa/planning_enrollment/strategicplanning.html)

<sup>5</sup> Planning areas and goals in the following pages are not listed in priority order.

## Budget Outlook

For 2009-10 and beyond, the state of California is expected to undergo budget reductions that significantly affect CSULB. These reductions will force an enrollment reduction at CSULB in an effort to balance revenues and expenditures. At this writing, it appears likely that reductions will be deep enough to cause the campus to delay pursuit of some of the goals outlined in this document. Whatever the budget situation, CSULB will seek to protect its core mission: providing excellent, highly-valued, undergraduate and graduate educational opportunities that make exceptional contributions to the state of California and the public good.

# **1. 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 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 needs professional support and facilities for their research and creative activities. Significant progress was made in 2007-08 in providing support for new tenure track faculty and in expanding Scholarly and Creative Activity awards for more senior faculty members. However, faculty tenure density and workload remain serious concerns. Staff workload is also high and staff members need opportunities to develop new business-related skills so that they can progress and advance in their careers. Faculty and staff salaries also improved significantly in 2007-08 with the recent collective bargaining agreements but continued improvement is needed to recruit and retain diverse and talented people. Some progress has been and is being made in developing partnerships with the city and local developers to the address the cost of housing.

## **Goals**

1. Enhance tenure track hiring to ensure that academic programs have essential stability, while enhancing tenure density.\*<sup>6</sup>
2. Support faculty professional development through a program of professional development opportunities.
3. Continue to examine and address faculty and staff workload and worklife conditions.\*
4. Expand support for faculty scholarly and creative activities and training and increase incentives for seeking external funding.
5. Enhance training opportunities to enable greater professional development and career growth for staff members.\*
6. 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.
7. Create and enhance partnerships with the city of Long Beach and local developers to establish affordable housing for faculty and staff.

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<sup>6</sup> Asterisked goals are new this year; others are in progress.

## **2. ENROLLMENT PLANNING AND MANAGEMENT**

CSULB's strong reputation and increasing attractiveness have led to very rapid enrollment growth. In Fall 2008, the campus received about seventy thousand applications for admission. Since 2002, the University's guiding principles for enrollment planning have been: (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. In 2008, the President signed the "Long Beach College Promise," which commits CSULB to working with the community college and school district to foster college opportunities for local students, something the University has long been doing under the banner of "Seamless Education." In past years, the campus set a goal to increase graduate enrollment. Over the past decade, graduate degree seeking enrollment has increased 75% (over 1200 FTES) but post-baccalaureate credential enrollment, which responds to the market for teaching credentials, has remained flat. Recent economic turmoil has further increased the University's attraction due to the high value of CSULB. Given dramatically high demand and the threat of budget reductions from the state, the University must reduce enrollment for 2009-10. Reducing enrollment, while balancing these other objectives, will be a complex task.

### **Goals**

1. Stabilize state-supported enrollment to our state funded enrollment target.
2. Work with Long Beach Community College and Long Beach Unified School District to fulfill the "College Promise."\*
3. Target international recruitments through UCES in strategic areas.\*
4. Implement plans to use new Residential Learning College.
5. Selectively explore the need for new and expanded graduate programs including professional masters and doctorates, with state and self-support funding possibilities.\*
6. Continue to work with local high schools and community colleges to promote university participation and maintain campus diversity.
7. Develop and provide recruitment information for returning military veterans.\*

## **3. STUDENT RETENTION AND GRADUATION**

In 2008, CSULB achieved a milestone in student success, reaching a campus record high six-year graduation rate for the 2002 freshman cohort (54%), exceeding the campus goal. Based on a methodology developed by the Chancellor's Office, it is expected that about 70% of freshmen in that cohort will eventually attain baccalaureate degrees. This rate is more than double the campus low rate, which occurred for cohorts entering during the budget crisis of the early 1990s. Graduation rate improvement has been a key factor in external recognitions of CSULB excellence. The campus remains committed to improving graduation rates to a leadership position among comparable universities. Student opportunities for out-of-classroom engagement are a relative campus weakness according to two years of findings from the National Study of Student Engagement. To foster engagement, the Provost has greatly expanded Study Abroad and the Summer Research Stipend program for undergraduate and graduate students. Service and active learning also continue to be key engagement strategies.

## Goals

1. Develop a comprehensive program for returning military veterans to support their progress to degree.\*
2. Ensure that graduate students are making progress toward degree in a timely fashion.\*
3. Convert our financial aid award program to a direct lending approach.\*
4. 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.
5. Continue to enhance support for student engagement including undergraduate and graduate research, international study, out-of-classroom activity, and active learning.
6. Improve freshman progress to degree to reach 55% on the six-year 6-year freshman cohort graduation rate by 2010.
7. Improve freshman progress to degree to reach 58% on the six-year 6-year freshman cohort graduation rate by 2012.\*
8. Continue to 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.
9. Develop a communication plan to clarify GE requirements for students and faculty advisors.
10. Address writing proficiency issues that prevent significant numbers of students from graduating.
11. Restructure, consolidate and streamline to enhance advising for students.
12. Enhance family involvement activities, especially for new students.

## 4. SUSTAINABLE ENVIRONMENT AND FACILITIES

CSULB has a beautiful and safe campus and we are committed to maintaining it. Although the campus has long been concerned about energy conservation, there is a growing awareness of the critical importance of the need for all aspects of campus operations to be as sustainable as possible. 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 most services to students in a central location to foster synergy and improve convenience. Recently, the campus successfully launched efforts to promote alternate transportation with the U-Pass offering free bus transportation to faculty, staff and students.

In 2008, CSULB’s new “Master Plan” was approved by the CSU Trustees, after five years of planning. The plan is based on the framework created by faculty and staff task forces and the Resource Planning Process Committee recommending eventual growth to no more than 31,000 full time equivalent students and outlining stipulations for growth 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. This framework was endorsed by the Academic Senate and the President in 2004 and re-affirmed in 2006. 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 website<sup>7</sup>.

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<sup>7</sup> [http://www.csulb.edu/divisions/aa/planning\\_enrollment/campusmasterplanning.html](http://www.csulb.edu/divisions/aa/planning_enrollment/campusmasterplanning.html)

## **Goals**

1. Complete an energy efficient building for the Nursing program.
2. Complete construction of an energy efficient Hall of Science.
3. Complete a project to add cameras around campus to enhance safety.\*
4. Complete collaborative projects with the City of Long Beach to add lighting to adjacent streets to enhance safety.\*
5. Promote the new U-Pass, offering free bus transportation to faculty, staff and students.\*
6. Develop and implement a bicycle commuting program, extending to the new Residential Learning Center.\*
7. Expand environmentally sustainable transportation and increase participation of students, staff and faculty.\*
8. Complete construction of an energy efficient campus recreation and wellness center.
9. Regularize a program for classroom maintenance.\*
10. Address the need for additional electrical power in the LA2-4 corridor to enable smart classrooms.\*
11. Significantly increase the number of “smart classrooms.”
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. Finalize plans to expand on-campus student housing and residential dining in an energy efficient and sustainable fashion.\*
14. Continue and expand sustainable landscaping practices where appropriate.\*

## **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 gather routinely 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 an effective budget planning process which has served the campus well in recent years, managing state budget downturns with minimal disruption. Indications are that the 2009 fiscal year will bring substantial budget challenges.

## **Goals**

1. With state budget challenges in 2009 and thereafter, effectively utilize campus budget planning expertise and processes to protect the campus core mission - excellent instruction and services for faculty, staff and students.\*
2. Utilize the new Voluntary System of Accountability to be fully and publicly accountable to the public, students, parents, legislators and other constituents.\*
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 educational effectiveness projects in the three areas leading to full ten-year WASC re-accreditation: Organizing for Effectiveness (examining university organization),

Staffing for Effectiveness (examining human resource issues), and Assessing Student Success (examining retention, graduation and learning outcomes).

## **6. INFORMATION AND ACADEMIC TECHNOLOGY**

Information technology (IT) is central to all aspects of campus life from administration to services to instruction. The first separate campus IT Strategic Plan was endorsed and approved by the president and vice presidents in May, 2008 and addresses the goals below. IT strategic planning will be continually updated and will serve as a touchstone and compass for ongoing campus technology planning.

### Goals

1. Successfully implement a common email and calendaring system with a new set of collaborative tools for staff, faculty and students.\*
2. Provide ubiquitous wireless access across campus.\*
3. Replace our BeachBoard LMS system with Angel, an ATI compliant system.\*
4. Create an ongoing system for assessing and researching learning styles, skill levels, instructional processes and innovations and their effect on student learning.\*
5. Create training and technical support programs to ensure IT users and providers can effectively use our technology services.\*
6. Complete a comprehensive campus IT Review to gather and analyze information on existing technology activities and resources and to formulate a sustainable IT funding model.\*
7. Provide faculty development workshops and support for instructional technology.\*
8. Implement a comprehensive plan for information security based upon fall 2006-07 security study findings, in conjunction with instructional needs.
9. Implement the Accessible Technology Initiative to move the campus toward full compliance with new CSU Chancellor's Executive Order 926.
10. 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).
11. 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.
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.
14. Ensure a four year life cycle for computer desktop refreshment for faculty and staff.

## **7. SCHOLARLY AND CREATIVE ACHIEVEMENTS**

CSULB's faculty members and student collaborators are highly productive in research, scholarship and creative activity (RSCA). In the 2007-08 academic year, 137 tenured and tenure-track faculty members applied for external funding to support grants, contracts and fellowships. Eighty-six faculty members obtained external funding for RSCA that, in total, exceeded \$37M for 2007-08. In the past few years, increased dollars have been directed toward

the internal awards program for RSCA and two new summer stipend support programs for student/faculty mentor pairs have been implemented. Expanded opportunities for faculty recognition have been provided at the newly created annual University Research Celebration and award ceremony. The campus is committed to ongoing pursuit of available opportunities for external funding that are aligned with our mission and with faculty interests and expertise.

## **Goals**

1. Increase the number of faculty members applying for external funding from approximately 15% to 20%.
2. Increase the number of CSULB faculty members who are supported by externally funded programs from approximately 10% to at least 15%.\*
3. Increase sponsored program dollar levels to a target of \$50M annually, while maintaining an average indirect rate above 15%.
4. Promote ongoing recognition of faculty and student research activity.
5. Raise the scholarly profile of the university based on continued enhancements in support for faculty research and creative activity.
6. Implement web software to document faculty scholarly and creative achievements.\*
7. Increase campus involvement in research and creative activity that contributes to local and regional communities.
8. Continue to identify strategic opportunities for technology transfer projects.

## **8. EXTERNAL SUPPORT AND COMMUNITY RELATIONS**

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 strategic goals set out in this document. CSULB is well branded. Its alumni base of 235,000, 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. CSULB will continually expand cultivation and stewardship activity for major donor and planned giving prospects through college-based, university-wide, fundraising efforts. CSULB will also continually communicate to external audiences effectively in support of community relations, alumni relations, and fundraising activities.

## **Goals**

1. Successfully 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, sustainable 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. Locate campus programs and activities near the downtown area to improve access to campus cultural resources.
5. Increase outreach activities and community partnerships to enhance campus visibility and philanthropic support.

6. Successfully partner with Long Beach Studios, newly relocated to the city and offering support to the University, to develop opportunities for students and faculty in the entertainment industry. \*

## **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. Improve freshman progress to degree to reach 50% on the 6-year freshman cohort graduation rate by 2008.
2. Renovate the new property on Pacific Coast Highway to expand residential living and academic programming.
3. Successfully plan 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.
4. 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.
5. Successfully implement the CSU Trustees' "Facilitating Graduation" Initiatives.
6. Complete feasibility studies for the campus utility infrastructure upgrade and the Housing Master Plan.
7. Consider learning management system alternatives to BeachBoard.
8. Complete and implement a strategic plan for campus information technology encompassing the needs and plans for all four university divisions.
9. Complete feasibility study for the initial phase of the new Liberal Arts building.
10. Implement a program for classroom modernization.
11. Implement effective practices for coping with the court decision imposing a requirement for off-site mitigation of capital projects.
12. Complete a third parking structure.
13. Address the need for additional electrical power in the LA5 corridor to enable smart classrooms.
14. 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.
15. Complete the phase of the Resource Planning Process budget recovery plan that largely restored 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.
16. Rewrite University curriculum documents, including the catalog, to improve clarity for students.
17. Incorporate analyses of academic quality and analyses of student retention and graduation into academic program review.
18. 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.
19. Improve campus use of CS-Links reports, the Advisor Request System, the Degree Progress Summary, to support timely completion of degrees.
20. Monitor and evaluate success of new campus technology planning organization, the Campus Information Technology Committee.
21. Effectively use the Degree Progress Summary to improve progress to degree.

22. 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.
23. Improve facility usage to accommodate growing enrollment.
24. Initiate a “technology transfer think tank” to identify strategic opportunities for technology transfer projects.
25. Initiate an informational campaign and campus discussions to enhance awareness of student success issues in the campus community.
26. Increase the level of Estate Planning/Planned Giving activities in order to enhance the endowment.
27. 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).
28. Effectively utilize the new Student Administration system to achieve efficient course scheduling and student advisement.
29. Support faculty involvement in high quality instruction enhanced by technology.
30. Broaden the base of alumni support to the Annual Fund.

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

1. Provide necessary support for pre-major advising.
2. Selectively increase the size of CSULB’s graduate programs where quality and need justifications exist.
3. Complete an upgrade to the university web site for accessibility, usability and attractiveness in accordance with standardized protocols.
4. Enhance the use of web technology for employee recruitment, procurement and other administrative tasks.
5. Implement an effective program to assist students nearing graduation in resolving any remaining barriers.
6. 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.
7. Ensure that each service unit has the critical mass of personnel sufficient to maintain quality service, consistent with needs.
8. Ensure that all official University web sites, BeachBoard and MyCSULB and all University Publications are accessible under ADA requirements.
9. Develop a plan for a centrally located student-centered services complex to incorporate most advising and support services provided to students by the campus.