

California State University Long Beach

Strategic Priorities and Goals 2010-2013

http://www.csulb.edu/divisions/aa/planning_enrollment/strategicplanning.html

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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.¹

The rising excellence of California State University Long Beach (CSULB) is increasingly recognized. *The Princeton Review* has ranked CSULB among the top 50 best value public universities in the nation.² *U.S. News & World Report* has repeatedly ranked CSULB among top public comprehensive universities in the Western United States³ and placed CSULB second in the nation for low graduate debt.⁴ *The Pay Scale College Salary Report* has documented strong starting and mid-career earnings potential for CSULB graduates.⁵

As a high quality and low cost institution, CSULB provides unusually high return on public investment 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.

President Alexander also has provided very important national leadership leading to “Maintenance of Effort” provisions of federal law that have helped protect the CSU and other state higher education entities from more severe budget cuts. He also has played a major national role in the federal initiative for direct student lending. Both of these initiatives have been of great benefit to the CSU and to CSULB in the recent period of very challenging state budget reductions.

BUDGET OUTLOOK

Substantial budget problems, continuing in California for 2010-11 and beyond, are expected to necessitate:

- Reducing enrollment to balance revenues and expenditures,
- Focusing available resources on core mission activities and services, and
- Delaying pursuit of some campus goals.

In past budget downturns, CSULB successfully buffered academic programs and core services from extreme reductions by careful management. The current downturn is unprecedented in magnitude and it will not be possible to fully protect programs and services. Nevertheless, CSULB will seek to

¹ <http://www.csulb.edu/about/> (2010)

² The Princeton Review, America’s Best Value Colleges (2010)

³ U.S. News & World Reports, America’s Best Colleges Guide (2009)

⁴ U.S. News & World Reports, America’s Best Colleges Guide (2009)

⁵ <http://www.payscale.com/best-colleges/top-state-universities.asp> (2010)

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.

STRATEGIC PRIORITIES

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

Student Success: CSULB's core academic purpose is to graduate students with highly-valued degrees.⁶ In recent years, the campus has attained historically high freshman graduation rates, capping a decade of improvement. The campus aims to continue supporting and improving student success and closing achievement gaps for low income and underrepresented students.

Academic Quality: While teaching excellence is the core of the campus mission, excellence in research and creative activities strengthen academic programs and add quality 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.

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 leadership among CSU campuses in the quality of services delivered.

Campus Life: "Beach Pride" is a hallmark of CSULB's diverse students, staff, faculty and alumni. The University enjoys an inclusive culture of respect, collegiality, and civility and strives always to promote respect for all, support for diverse perspectives, opportunities to engage in controversial issues with collegiality and respect, and opportunities for service to others.

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.

CAMPUS PLANNING AREAS

CSULB's Strategic Goals define how the University will advance toward its strategic priorities over the upcoming three year planning period. Goals provide the framework for annual budget decisions of the Resource Planning Process Committee. Goals are revised each year by campus leadership⁷ to record accomplishments⁸ and to respond to developing needs. This year, some goals are at risk of being delayed due to the budget crisis. These are identified as "long-term" and may not be realized in the planning period. Campus goals address these planning areas⁹:

1. Quality of Faculty and Staff

⁶ <http://www.csulb.edu/about/>

⁷ 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.

⁸ 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 site at http://www.csulb.edu/divisions/aa/planning_enrollment/strategicplanning.html.

⁹ Planning areas and goals in the following pages are not listed in priority order.

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

1. QUALITY OF FACULTY AND STAFF

Despite budget threats, the University remains committed both to student success and to support for faculty research and creative activities. In this period of budget reductions, the campus must give priority to maintaining stability, quality, viability and continuity in academic programs with student demand. The campus also must give priority to maintaining critical services. Hiring will be very limited for the next few years. Nonetheless, the campus will seek the broadest possible pools of diverse applicants for all faculty and staff positions.

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. Faculty tenure density and workload remain serious concerns. Lecturer reductions caused by budget and enrollment reductions are likely to cause a rise in tenure density, for unfortunate reasons. 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. With budget reductions, faculty and staff salaries were temporarily reduced in 2009-2010 with furloughs. Continued improvement is needed to recruit and retain diverse and talented people.

THREE YEAR GOALS

1. During the current, severe California budget crisis, give priority to sustaining academic program quality and faculty morale.
2. During the current, severe California budget crisis, give priority to sustaining quality of services and staff morale.
3. Continue to examine and address faculty and staff workload and support faculty professional development as much as possible with available resources.

LONGER TERM GOALS

4. Enhance tenure track hiring to ensure that academic programs have essential stability, while enhancing tenure density and faculty diversity.
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.

2. ENROLLMENT PLANNING AND MANAGEMENT

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 students, and graduate students.

CSULB's strong reputation and increasing attractiveness have led to very rapid growth in applications for enrollment. For Fall 2009, the campus received about seventy five thousand applications for admission. Due to state budget reductions, the campus had to reduce enrollments by over two thousand students for Fall 2009, leading to a sharp increase in students we had to turn away. For Fall 2010, the campus anticipates having to further reduce enrollments.

CSULB remains committed to the "Long Beach College Promise," which commits CSULB to working with the community college and school district to foster college opportunities for local students. This is something the University has long been doing since 1992 under the banner of "Seamless Education." Despite budget reductions, the campus expects to be able to continue to fulfill this commitment. However, growing demand for admission coupled with the imperative to downsize enrollments does require the campus to exercise effective enrollment management, including the declaration of more impacted majors and the implementation of higher admission standards for non-local students.

THREE YEAR GOALS

1. During the current, severe California budget crisis, reduce campus enrollment by another 3,044 FTES for 2010-11 per the direction of the Chancellor's Office.
2. Successfully transition summer instruction to self-support.
3. Target international student recruitments through CCPE in strategic areas.
4. Continue to work with local high schools and community colleges to promote university participation and maintain campus diversity.
5. Develop and provide recruitment information for returning military veterans.
6. Develop degree program options through CCPE for returning military veterans.

LONGER TERM GOALS

7. Selectively explore the need for new and expanded graduate programs (including professional masters and doctorates) with state and self-support funding possibilities.

3. STUDENT RETENTION AND GRADUATION

In recent years, CSULB has achieved record high six-year graduation rates, exceeding campus goals and capping a decade of dramatic improvement. Graduation rate improvement has been a key factor in external recognitions of CSULB excellence. The campus remains committed to continuing improvement in graduation rates to a leadership position among comparable universities. The CSU system recently has encouraged campuses to focus attention on student graduation rates and on closing achievement gaps, things CSULB has been doing for years. With leadership from President Alexander, CSULB will further strengthen campus focus on this priority.

THREE YEAR GOALS

1. During the current, severe California budget crisis, give highest priority to sustaining classes and support services that facilitate progress to degree for students.
2. Improve freshman progress to degree to reach a 58% six-year graduation rate by 2012.
3. Expand CSULB's use of effective instructional methods that contribute to retention and learning, especially for low income and underrepresented minority students.

4. Support, through research and evaluation, all Highly Valued Degree Initiative task forces in planning, implementing and evaluating campus efforts toward graduation goals.
5. Develop a comprehensive support program for returning military veterans to support their progress to degree.
6. Ensure that graduate students are making progress toward degree in a timely fashion.
7. Develop a comprehensive approach to the “First Year Experience” that effectively connects student orientation, advising and mentoring, learning communities, “at-risk” programming, and the general education curriculum to ensure student success.
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. Address writing proficiency issues that prevent significant numbers of students from graduating.
10. Restructure, consolidate and streamline to enhance advising for students.
11. Enhance family involvement activities, especially for new students.

LONGER TERM GOALS

12. Improve progress to degree for low income (Pell recipient) and underrepresented minority freshmen to reach a 56% six-year graduation rate by 2015.
13. Improve transfer progress to degree to reach a 77% six-year graduation rate by 2015.
14. Improve progress to degree for low income (Pell recipient) and underrepresented minority transfers to reach a 75% and 77% respectively on six-year graduation rates by 2015.
15. Reduce average units at graduation to at most 140 by 2015.
16. Improve retention rates for freshmen (at least 4%) and transfers (at least 8%) and eliminate at least one half of current “achievement gaps” in retention for low income and underrepresented minority students compared to other students by 2015.
17. Ensure that all students, especially low income and underrepresented minority students receive constant and ongoing advising by 2015.
18. Continue to enhance support for student engagement including undergraduate and graduate research, international study, out-of-classroom activity, and active learning.

4. SUSTAINABLE ENVIRONMENT AND FACILITIES

CSULB is committed to maintaining its beautiful and safe campus. Although the campus has long been concerned about energy conservation, there is a growing awareness of the critical importance of the need for campus operations to be as sustainable as possible. The campus has many older buildings that are in urgent need of substantive renovation or replacement. The campus is interested in exploring the prospect of centralizing most student services 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, after five years of planning, CSULB’s new “Master Plan” was approved by the CSU Trustees. 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. Although our growth has been interrupted by the state fiscal crisis, we hope that the return of fiscal stability will allow us to grow in accord with the framework at a moderate pace. Additional information about the “Master Plan Framework” can be found on the strategic planning website¹⁰.

¹⁰ http://www.csulb.edu/divisions/aa/planning_enrollment/campusmasterplanning.html

THREE YEAR GOALS

1. Complete construction of an energy efficient Hall of Science.
2. Develop and implement a plan for reuse of space after the science departments relocate into the new Hall of Science.
3. Develop and implement a bicycle commuting program, extending to the new Residential Learning Center.
4. Expand environmentally sustainable transportation and increase participation of students, staff and faculty.
5. Complete construction of an energy efficient campus recreation and wellness center.
6. Continue and expand sustainable landscaping practices where appropriate.

LONGER TERM GOALS

6. Significantly increase the number of “smart classrooms.”
7. Address the need for additional electrical power in the LA2-4 corridor to enable smart classrooms.
8. 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.
9. Finalize plans to expand on-campus student housing and residential dining in an energy efficient and sustainable fashion.

5. FISCAL RESOURCES AND QUALITY IMPROVEMENT

In recent years, CSULB’s effective planning and fiscal management have contributed to the institution’s rising excellence. In the present period of severe state budget reductions, effective planning and fiscal management will be critical to the maintenance of quality at CSULB. The campus has an effective budget planning process which has served the campus well in recent years, managing state budget downturns with minimal disruption. 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. These tools contribute to a culture of evidence that provides meaningful, timely feedback on our most important issues. Student, customer, and community input are key elements to this feedback process. Moreover, CSULB is a full participant in system-wide quality improvement initiatives. The Voluntary System of Accountability remains a national model for full, public accountability to students, parents, legislators, and other constituents.

THREE YEAR GOALS

1. Effectively utilize campus budget planning expertise and processes to protect the campus core academic purpose: to graduate students with highly-valued degrees.¹¹
2. Successfully complete the WASC review process leading to full ten-year re-accreditation.
3. Complete a CSULB Business Recovery Plan (BRP) in compliance with the CSU Emergency Management Program (Executive Order No. 1013) 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.

¹¹ <http://www.csulb.edu/about/>

6. INFORMATION TECHNOLOGY SERVICES

Academic and information technologies (A&IT) are central to all aspects of campus life. The main purpose of academic and information technologies at CSULB is to support the teaching, learning, and research, as well as the public service mission of the institution. Well functioning academic technology is especially critical in instructional spaces and in the learning management system; these locations are where most teaching and learning transpires. Additional purposes of information technology are to enhance the quality of services provided to students, faculty, staff and the community. Information Technology service management is key to maximizing the effectiveness and efficiency of campus administration as well insuring compliance with regulatory requirements, information security, and administrative best practices.

THREE YEAR GOALS

1. Consistent with the Mission of the University, give priority to technology support for teaching and learning in instructional facilities and technical infrastructure during the current period of budget challenge.
2. Develop an annual A&IT strategic planning process that implements and supports campus strategic goals as described in this document.
3. Improve instructional classroom support.
4. Transition to an ATI compliant learning management system.
5. Develop a comprehensive plan for information security, in conjunction with instructional needs.
6. Continue the four year refresh cycle for academic computer technology.
7. Focus training and technical support programs to ensure that faculty, staff students and service providers can effectively use our technology services.
8. Successfully implement a common, hosted email system for students and alumni.
9. Implement student system upgrade HCM 9.1.
10. Implement a CSU common financial system.

LONG TERM GOALS

11. Successfully implement a common email and calendaring system for staff and faculty.
12. Implement the Accessible Technology Initiative to move the campus toward full compliance with new CSU Chancellor's Executive Order 926.
13. Define and provide ubiquitous wireless access across campus.
14. Integrate student owned IT devices with campus services.
15. Complete an upgrade to the university web site for accessibility, usability and attractiveness.
16. Actively participate in the system-wide initiative to assure that our payroll system remains operable and responsive to our needs (because the State Controller's Office project to replace the payroll system no longer includes the CSU).

7. RESEARCH, SCHOLARLY AND CREATIVE ACTIVITIES

CSULB's faculty members and student collaborators are highly productive in research, scholarship and creative activity (RSCA). In the 2008-09 academic year, 129 tenured and tenure-track faculty members applied for external funding to support grants, contracts and fellowships. Seventy-two faculty members obtained external funding for RSCA that, in total, exceeded \$36M for 2008-09. In the past few years, CSULB has directed increased dollars toward the internal awards program for RSCA and has implemented two new summer stipend support programs for student/faculty mentor teams. 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. We believe it is important to recognize faculty and student research activity, so we have expanded the opportunities for faculty recognition through the newly created annual University Research Celebration and award ceremony. Significant progress was made in recent years in providing support for new tenure track faculty and in expanding Scholarly and Creative Activity awards for more senior faculty members. Unfortunately, budget

reductions may require temporary suspension of campus investment in the Scholarly and Creative Activities program for 2010-11, but campus leadership is committed to restoring support in the future.

THREE YEAR 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. Increase campus involvement in research and creative activity that contributes to local and regional communities.
5. Continue to identify strategic opportunities for technology transfer projects.

LONGER TERM GOALS

6. Raise the scholarly profile of the university based on continued enhancements in support for faculty research and creative activity.
7. Identify a sustainable funding source to expand support for faculty scholarly and creative activities.
8. Increase incentives for faculty and staff to seek external funding.

8. EXTERNAL SUPPORT AND COMMUNITY RELATIONS

Under leadership of CSULB's president, 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 250,000, 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 dwindling 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.

THREE YEAR 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 each annual *Strategic Priorities and Goals* document; earlier achievements are archived on the Strategic Planning web site.¹²

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. Implement plans to use new Residential Learning College.
4. Convert our financial aid award program to a direct lending approach.
5. Develop a communication plan to clarify GE requirements for students and faculty advisors.
6. Complete an energy efficient building for the Nursing program.
7. Complete a project to add cameras around campus to enhance safety.
8. Promote the new U-Pass, offering free bus transportation to faculty, staff and students.
9. Regularize a program for classroom maintenance.
10. Complete collaborative projects with the City of Long Beach to add lighting to adjacent streets to enhance safety.
11. 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.
12. Utilize the new Voluntary System of Accountability to be fully and publicly accountable to the public, students, parents, legislators and other constituents.
13. 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).
14. Implement PeopleSoft Finance Asset Management module, execute HR and limited financial data warehousing project, upgrade PS Finance 9.0.
15. Promote ongoing recognition of faculty and student research activity.
16. Provide necessary support for pre-major advising.
17. Complete an upgrade to the university web site for accessibility, usability and attractiveness in accordance with standardized protocols.
18. Implement an effective program to assist students nearing graduation in resolving any remaining barriers.

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

19. Selectively increase the size of CSULB’s graduate programs where quality and need justifications exist.
20. Enhance the use of web technology for employee recruitment, procurement and other administrative tasks.
21. 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.
22. Ensure that each service unit has personnel sufficient to maintain quality service, consistent with needs.
23. Ensure that all official University web sites, BeachBoard and MyCSULB and all University Publications are accessible under ADA requirements.
24. Develop a plan for a centrally located student-centered services complex to incorporate most advising and support services provided to students by the campus.

¹² http://www.csulb.edu/divisions/aa/planning_enrollment/strategicplanning.html