

California State University Long Beach

Strategic Priorities and Goals 2012-2015

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

March 16, 2012

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.² 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. He provided important national leadership leading to “Maintenance of Effort” provisions of federal law that helped protect the CSU and other state higher education entities from more severe budget cuts. President Alexander played a national role in the federal initiative for direct student lending. These efforts have been of great benefit to the CSU and to CSULB during challenging state budget reductions.

BUDGET

For 2011-12, CSULB experienced a substantial budget reduction. Despite cuts, CSULB protected academic programs and core services. This has been possible mainly with use of nonpermanent state funding provided in 2010, funds that will soon be exhausted. CSU Trustees passed a fee increase just under 10%, effective Fall 2012 that partly but not fully offset 2011-12 cuts. Governor Brown’s proposal for level CSU funding for 2012-13 depends on an uncertain November 2012 ballot initiative. If the initiative fails, \$200 million in “trigger cuts” are planned for the CSU. Of course, the budget is also dependent upon the state legislature’s approval.

These developments provoke a uncertainty for the next two years. If the Governor’s ballot initiative passes and CSU Trustees enact additional fee increases, CSULB might experience only moderate budget shortfalls. If the ballot initiative

- 4th “Best Public Regional University in the West,” *U. S. News & World Report*
- “100 Best Values in Public Colleges,” *Kiplinger Personal Finance*
- 3rd “Most Secure University” in the U.S., *Security Magazine*
- One of “Best in the West Colleges,” *Princeton Review*
- Top “Military Friendly School,” *G.I. Jobs*
- 6th Best: “Conferring Bachelor’s Degrees to Students of Color” of U.S. universities, *Diverse Issues in Higher Education*
- “National Model,” *Western Association of Schools & Colleges*
- One of the largest, most diverse graduating classes in campus history with over 8,600 students awarded over 9,100 degrees, in academic year 2010-2011
- 59th in “Mid-Career Salary Potential” of U.S. state-supported universities, *PayScale.com*
- 17th in “Diversity” of U.S. public universities, *U.S. News & World Report*
- 5th most applications for admission of U.S. universities, *U.S. News & World Report*
- A Leading Student Success Campus, *Southern Regional Education Board*
- 100% Athlete Academics: All teams achieve academic benchmarks, *NCAA*
- Hispanic-Serving Institution, *U.S. Dept. of Ed. & Hispanic Assn. of Colleges & Universities*
- Premier California President’s Scholars Program
- 265,000 Alumni

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

² See citations at <http://www.csulb.edu/about/recognitions.html>

fails, the legislature enacts additional cuts, and/or the CSU Trustees do not enact additional fee increases, CSULB may experience very substantial reductions. One certainty is that the nonpermanent funding that has buffered CSULB reductions for 2011-12 will be used up in 2012-13. Over a longer term, most analysts forecast years of limited higher education funding in most U.S. states, including California due to the difficult economy and fiscal obligations that compete for state funding.

This unprecedented uncertainty about future budgets could affect the ability of the campus to successfully achieve strategic goals described below. CSULB will continue 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.

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.³ In recent years, the campus has attained historically high freshman graduation rates with the most diverse student population ever, 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 "high 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.

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, guided by the Sustainability Taskforce, 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 leadership⁴ to record accomplishments⁵ and to respond to developing needs. Campus goals address these planning areas⁶:

³ <http://www.csulb.edu/about/>

⁴ 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

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

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 during which time over half the faculty has been hired to replace a retiring generation and accommodate growth. Adequate tenure track faculty and workload remain serious concerns. As budget permits, the university needs to examine and address faculty workload and support professional development as much as possible with available resources. Staff workload is also high and staff members need opportunities to develop new skills so that they can progress and advance in their careers. As the budget permits, processes should be streamlined to assist with staff workload where possible. Staff development will be fostered and supported as resources allow. Continued effort 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. Continue essential tenure track hiring to ensure that academic programs have essential stability, while seeking to enhance faculty diversity.
3. During the current, severe California budget crisis, give priority to sustaining essential services and staff morale.
4. Continue essential staff hiring while seeking to enhance diversity.
5. Successfully implement the new CSULB Diversity Hiring Plan.

Development, the Chair of Staff Council, and the Chair of the Academic Senate. The Director of Strategic Planning and the Assistant Vice President for Institutional Research and Assessment facilitate.

⁵ 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.

⁶ Planning areas and goals in the following pages are not listed in priority order.

LONGER TERM GOALS

1. Increase tenure track hiring to strengthen academic programs, while enhancing tenure density and faculty diversity.
2. Enhance training opportunities to enable greater professional development and career growth for staff members.
3. Where warranted and permitted by system policy and collective bargaining agreements, address faculty and staff salary compression and lack of competitiveness in salaries and offers through the use of compensation adjustments.

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. Improving graduation rates and closing achievement gaps for underrepresented students are issues of growing importance at the federal, state, and system levels as well as on the CSULB campus. The campus remains committed to continue to improve graduation rates to achieve a leadership position among comparable universities.

CSULB state funding sources for retention and graduation efforts were a victim of budget reductions in 2011-12. However, with leadership from President Alexander, the campus enacted a Student Excellence Fee, which replaced lost state funds and has permitted continuation of these efforts.

The CSU system participates in the national initiative "Access to Success," focusing on student graduation rates and on closing achievement gaps, things CSULB has been doing for years. At CSULB this effort is titled "Highly Valued Degrees Initiative" and is emblematic of the high academic standards that drive CSULB. As part of our strategy we will continue and enhance family involvement activities, especially for new students.

THREE YEAR GOALS

1. During the ongoing severe California budget crisis, continue to 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 (2006 cohort).
3. Effectively use Student Excellence Funds to strengthen support for students.
4. Effectively use newly established college graduation rate goals to strengthen college efforts to support students toward graduation.
5. Expand CSULB's use of effective instructional methods that contribute to retention and learning, especially for low income and underrepresented students.
6. Continue to support, through research and evaluation, student success programs and initiatives in planning, implementing and evaluating campus efforts toward graduation goals.

7. Continue to develop a comprehensive program for returning military veterans to support their progress to degree.
8. Develop processes to ensure priority registration for veterans, consistent with new state legislation.
9. Improve academic advising for veterans.
10. Expand and institutionalize the Vet Net Ally program.
11. Ensure that graduate students are making progress toward degree in a timely fashion.
12. Restructure, consolidate and streamline to enhance advising for students.

LONGER TERM GOALS

1. Improve progress to degree for low income (Pell recipient) and underrepresented minority freshmen to reach a 56% six-year graduation rate by 2016.
2. Improve transfer progress to degree to reach a 77% six-year graduation rate by 2016.
3. 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 2016.
4. Reduce average units at graduation to a maximum of 140 by 2016.
5. 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 2016.
6. Ensure that all students, especially low income and underrepresented minority students receive constant and ongoing advising by 2015.
7. Continue to enhance support for student engagement including undergraduate and graduate research, international study, out-of-classroom activity, and active learning.

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 2012, the campus received over 76,000 undergraduate applications, more than any other CSU and among the top five in the U.S.

In recent years, the CSULB admissions environment has changed considerably. Demographic trends have created a very large, diverse college-age population and unprecedented numbers of applicants. Severe budget reductions have threatened the stability of our academic programs and support services. Severe budget reductions have dramatically affected our K-12 and community college feeder institutions, affecting the preparation of applicants. A growing emphasis on college degree completion has prompted CSULB to focus more on factors contributing to student progress and completion.

In this changed environment, current practices lead to some problems. According to high school and community college counselors, CSULB is not sending clear messages to students that appropriate preparation is important. Lack of preparation reduces retention and degree completion and increases time to degree, especially in science and engineering fields. Current practices are not managing numbers of students seeking highest demand majors. Some students enter under one major hoping to gain access to another, delaying time to degree, distorting enrollment patterns, and increasing costs.

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."

THREE YEAR GOALS

1. Successfully implement a new approach to admissions that better addresses the changed admissions environment based on major-specific criteria for all academic programs, while continuing to honor commitments to local access and student diversity.
2. Determine and achieve the level of enrollment access that is consistent with student success at CSULB.
3. Enhance work with high schools and community college students to promote university participation and maintain campus diversity.
4. Successfully implement new doctoral programs in Nursing Practice and Physical Therapy, achieving high academic standards and serving the needs of the state and region.
5. Successfully implement provisions of SB 1440, which streamline transfer from community colleges.

FACILITIES AND SUSTAINABLE DEVELOPMENT

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. To focus our efforts, the campus established the Sustainability Task Force, which is comprised of faculty, staff, students, and administrative members. The intent of the group is to 1) develop a long-term sustainability plan for the campus to attain carbon-neutral operations and 2) identify areas in which sustainable improvements can be made in the short term. As a first step in these efforts, the campus successfully launched efforts to promote alternate transportation with the U-Pass program which provides 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. Growth was interrupted by the state fiscal crisis and it until there is greater state fiscal stability, it is unclear whether we will resume growing. Additional information about the "Master Plan Framework" can be found on the strategic planning website⁷. Two recent activities related to implementing the master plan are 1) the development of a campus landscape master plan, and 2) a campus circulation plan that will provide safe transportation routes for pedestrians and bicyclists.

THREE YEAR GOALS

1. Develop and implement a bicycle commuting program, including to Residential Learning College utilizing established and planned City of Long Beach bicycle routes.
2. Implement bicycle and pedestrian circulation physical improvements based on the Bicycle and Pedestrian Circulation Study.
3. Develop and implement a plan for reuse of space after the science departments relocate into the new Hall of Science.
4. Develop and implement a campus climate action and sustainability plan related to the adoption of the American College and University Presidents' Climate Commitment.
5. Develop and implement renewable energy projects that will increase campus solar arrays and decrease reliance on fossil-based fuels.
6. Develop a program of experimental classrooms to test out innovations in technology and design with participating faculty.
7. Address the need to renovate LA 2, 3, and 4 to include seismic strengthening, ADA upgrades, heating, ventilation, and air conditioning, electrical infrastructure to support classroom technology, roofing, and photovoltaic panels to improve energy efficiency.

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

LONGER TERM GOALS

1. 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.
2. Finalize plans to expand on-campus student housing and residential dining in an energy efficient and sustainable fashion.
3. To attain climate neutral operations, develop plans to incorporate Zero Energy Buildings design elements in all future campus buildings.
4. Continue to develop and implement renewable energy projects that meet the objectives of the American College and University Presidents’ Climate Commitment and AB 32 goals.

FISCAL RESOURCES AND QUALITY IMPROVEMENT

In 2010 the campus successfully completed the decennial accreditation review and was described as a “national model” in the reviewers’ final report. CSULB’s effective planning and fiscal management has contributed to the institution’s rising excellence. In the recent period of severe state budget reductions, effective planning and fiscal management have been 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. It remains important that we continue to effectively utilize campus budget planning expertise and processes to protect the campus core academic purpose: to graduate students with highly-valued degrees⁸.

CSULB is committed to excellent services for faculty, staff, and students and to quality education. 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. Continue to enhance support of chairs, directors, and Deans in management of data and use of evidence based assessment and academic program review.

THREE YEAR GOALS

1. Complete a CSULB Business Recovery Plan (BRP) in compliance with the CSU Emergency Management Program (Executive Order No. 1013) for all critical University functions that enable the campus to restore institutional capacity and resume operations within 30 days following “Emergency Recovery” from a major campus disaster.
2. Continue a campus wide evaluation of graduate programs considering such markers as program quality, critical mass of students in a program, sufficient number of graduate only courses, number of students graduated, graduation rates, and a department/college’s ability to provide a reasonable level of support for program coordination, advising, and culminating activity supervision, and link to the mission of the university and the CSU.

⁸ <http://www.csulb.edu/about/>

3. Use data from the campus wide evaluation of graduate programs along with the most recent program reviews to selectively increase the size of CSULB's graduate programs where quality and need justifications exist.
4. Develop a budget analysis system for the Academic Affairs Division.

INFORMATION TECHNOLOGY SERVICES

Consistent with the CSULB's mission, information technology activities and resources give priority to support for teaching and learning. Information technology (IT) supports key activities:

- Critical instructional resources including "smart" classrooms, instructional laboratories, and the learning management system;
- Research and public service aspects of our mission;
- Infrastructure that serves students (e.g., registration and advising) and faculty and staff (e.g., online benefits) and administrative functions (e.g., payroll, planning).

Effectively organizing and managing information technology support services are critically important but very complex on a large, poorly funded campus. The campus gives high priority to the accessible technology initiative and is working toward full compliance with CSU Chancellor's Executive Order 926.

THREE YEAR GOALS

1. Strengthen support for instructional classrooms to ensure that virtually all classes using instructional IT proceed without hardware or software interruptions.
2. Complete a comprehensive inventory of campus resources currently invested in IT in all university divisions, including a thorough assessment of security risks.
3. Continue to give priority to ensuring campus information security as risks evolve over time.
4. Successfully consolidate campus servers into a one or more secure data centers free from water and other hazards, as funding becomes available.
5. Refresh computer technology to ensure at least essential functionality for all faculty and staff in the academic division.
6. Build on progress in training and technical support programs to ensure that faculty, staff students and service providers can effectively use our technology services.
7. Establish university standards for "smart" classrooms.
8. Develop and implement a support system for ATI compliant web documents.
9. Actively participate in the system-wide initiative to assure that our payroll system remains operable and responsive to our needs.

LONG TERM GOALS

1. Implement the Accessible Technology Initiative to move the campus toward full compliance with new CSU Chancellor's Executive Order 926.
2. Enhance the use of self-service technology for employee recruitment, procurement and other administrative tasks.
3. Develop a strategy for university website governance and management in consultation with university leadership and including website standards for usability and accessibility.

RESEARCH, SCHOLARLY AND CREATIVE ACTIVITIES

In keeping with the Mission of the University, sustaining and enhancing an environment that supports faculty research, scholarly and creative activity (RSCA) is crucial for the future. RSCA is an essential element of the evaluation of CSULB faculty. Faculty who are active in RSCA create new knowledge that advances thought and practice in their fields of expertise. Moreover, faculty who are active and current in RSCA enhance the quality the classroom experience and, thereby, the quality of the degrees our students hold at graduation. RSCA involving undergraduate and graduate students is a hallmark of CSULB. Faculty RSCA often has important impacts on the region, state and beyond and often has international aspects. Multidisciplinary RSCA is of growing importance.

CSULB's faculty members and student collaborators are highly productive in RSCA. The total number of funded research projects/programs in FY 2010-2011, 213, was the highest in the last five years. The externally funded research dollar amount, \$39,182,923, was the second highest in the last five years, or the third highest in the last seven years. 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. Campus leadership is committed to restoring and expanding support in the future.

THREE YEAR GOALS

1. Support CSULB faculty RSCA, including undergraduate and graduate research opportunities.
2. Identify funding sources to establish a sustainable level of RSCA support for faculty that supports and advances the mission of the university.
3. Successfully implement a new initiative, CSULB Multidisciplinary Research Award (MRA), launched in 2011, to encourage and promote inter-disciplinary research projects.
4. Increase the number of faculty members applying for external funding from approximately 15% to 20%.
5. Increase the number of CSULB faculty members who are supported by externally funded programs from approximately 10% to at least 15%.
6. Increase sponsored program dollar levels to a target of \$50M annually, while maintaining an average indirect rate above 15%.

LONGER TERM GOALS

1. Continue to identify strategic opportunities for technology transfer projects.
2. Raise the scholarly profile of the university based on continued enhancements in support for faculty research and creative activity.
3. Increase incentives for faculty and staff to seek external funding.

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 265,000, the majority of whom are in close geographical proximity, is a source of strength. CSULB continues to achieve success in securing 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. Conduct 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, President's Scholars, and University endowment.
2. Increase outreach activities and community partnerships to enhance campus visibility and philanthropic support.
3. Partner with Long Beach Studios, when established, to develop opportunities for students and faculty in the entertainment industry.

LONGER TERM GOALS

1. Locate campus programs and activities near the downtown area to improve access to campus cultural resources.

AUXILIARY ORGANIZATIONS

The four campus auxiliary organizations, CSULB 49er Foundation, Associated Students, Inc., CSULB Research Foundation, and the Forty-Niner Shops (Auxiliaries) have all been affected by the recent economic downturn. Each of these non-profit, 501(c) (3) organizations receives no state general fund allocation and must secure their own operating revenues. Although revenues are anticipated to be down for the foreseeable future, each auxiliary remains committed to providing quality products, services, programs and facilities to the faculty, staff and students of CSULB. Campus Auxiliary Organizations at CSU Long Beach will support the academic mission of the University and actively promote student success while operating as a self-sustaining partner to the campus.

THREE YEAR GOALS

1. Given the anticipated revenue limitations the Auxiliaries will consider appropriate ways to address ongoing operating expenses while maintaining adequate levels of service to the university community.
2. The Auxiliaries will work to ensure that each is operating in an open and transparent fashion in order to confirm the effectiveness of our non-profit missions.
3. Anticipating that costs to fund retiree medical and other benefits will continue to rise, the Auxiliaries will continue to examine ways to address these expenses.
4. As the need to upgrade or replace information systems surfaces, the Auxiliaries will investigate the feasibility of utilizing existing campus information technology resources.
5. The Forty-Niner Shops and the University Student Union will work collaboratively to develop a campus master plan for food service.
6. Manage the newly created CSULB 49er Foundation in order to increase voluntary participation, raise donations, and manage assets of said foundation.

LONGER TERM GOALS

1. Work cooperatively to address common overhead costs.
2. Include the Auxiliaries in the University strategic planning process to align each Auxiliary with University priorities.
3. Work cooperatively to promote sustainable practices for the campus community.
4. Seek new and innovative ways to support the University's student success initiatives, particularly in the areas of assessment, program development, and the creation of extra-curricular learning opportunities.

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.⁹

1. Complete application for renewal of Title V (Hispanic Serving Institution) grant.
2. Manage summer on self-support to best benefit students.
3. In anticipation of the potential impact of Early Start, intensify our outreach efforts to local schools.
4. Complete a campus landscaping master plan and expand sustainable landscaping practices.

⁹ http://www.csulb.edu/divisions/aa/planning_enrollment/strategicplanning.html

5. Successfully complete the NCAA review process leading to full recertification.
6. Address the administrative and reporting issues resulting from CSU Audits and Executive Orders that affect accounts held in the Foundation.
7. Develop and implement ongoing monitoring for a comprehensive campus information security plan (technologies, service offerings, and staffing) that addresses all security risks identified during the 2009/10 Information Security Audit.
8. Implement the new ATI compliant Learning Management System (LMS) for 2011/12 to better support instruction. Complete. ATS has successfully implemented the new BeachBoard system using Desire2Learn.
9. Develop and implement a technical and financial plan to consolidate campus servers into a single secure data center and remediate water hazards in facilities currently housing campus servers for Academic Affairs and for Administration and Finance.
10. Successfully implement an ATI compliant common email and calendaring system for staff and faculty.
11. Ensure that all official University web sites, BeachBoard and MyCSULB and all University Publications are accessible under ATI requirements.
12. Support the new AVP for Research and Sponsored Programs as he takes the next steps in the evolution of the Office of University Research and Sponsored Programs (OURSP) as a service-oriented operation that is seen as advocate for faculty in applying for and managing grants, contracts, and other external support.
13. Determine the optimal organizational structure for grants and contract activities.
14. Increase campus involvement in research and creative activity that contributes to local and regional communities.
15. Develop and implement comprehensive classroom design standards for lighting, flooring, paint, furniture, and technology to enhance the classroom learning environment.
16. Develop and implement a campus strategic energy plan.
17. Complete a survey of faculty users of campus IT that identifies current satisfaction with services and perceived needs. Address writing proficiency issues that prevent significant numbers of students from graduating.

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

1. Target international student recruitments through General Fund and College of Continuing and Professional Education (CCPE) in strategic areas.
2. Define and provide ubiquitous wireless access across campus.

3. Focus training and technical support programs to ensure that faculty, staff students and service providers can effectively use our technology services.
4. 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.
5. Develop degree program options through CCPE for returning military veterans.
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. Continue a campus wide evaluation of graduate programs considering such markers as program quality, critical mass of students in a program, sufficient number of graduate only courses, number of students graduated, graduation rates, and a department/college’s ability to provide a reasonable level of support for program coordination, advising, and culminating activity supervision, and link to the mission of the university and the CSU.