

# California State University Long Beach

## STRATEGIC PLANNING

### Campus Goals 2003-2006

February 17, 2003

#### PREAMBLE

California currently has a sizable state budget deficit. The CSU and CSULB have been directed to share in budget reductions for 2002-03 and the Governor's January budget proposal for 2003-04 includes further reductions. At this writing the 2003-04 budget is not final but the Governor's January proposal has historically been an accurate guide to the ultimate outcome. Current campus plans are based on the assumption that the final budget will resemble the Governor's January budget proposal.

CSULB's campus leadership is committed to maintaining a focus upon effective, long-term collaborative planning in support of high quality education, despite the current state budget situation. The budget situation does elevate to a priority level the need to maintain the quality that has been achieved over the past several years with better budgets and focused campus efforts. Budget reductions will necessarily force delays in achieving some new campus goals. However, some goals are not costly and can be pursued despite budget shortfalls.

CSULB Campus Goals link the long-range campus mission with our annual budget decisions. Campus Goals identify priority issues affecting the whole university within a three-year planning horizon but do not include everything that is important in the pursuit of our mission. The campus engages in collaborative planning processes to adapt to changing circumstances and to make progress toward key goals in fulfillment of the campus mission to offer high quality education.

Campus Goals are reviewed each year by a committee which includes the Provost, 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 this collaborative effort.

Campus Goals provide a framework to assess how well we are achieving our aims. At the end of this planning document is a listing of prior goals which have

been achieved or are well underway. Additional information is available on the strategic planning web site ([www.csulb.edu/web/projects/planning/](http://www.csulb.edu/web/projects/planning/)).

Campus Goals for 2003-2006 address these areas of campus planning:

- Enrollment Planning and Management
- Resource Management
- Continuous Quality Improvement
- Instructional Technology
- Quality of the Physical Environment
- Non-State Revenue

### **ENROLLMENT PLANNING AND MANAGEMENT**

CSULB is now the second largest university in California, having exceeded enrollment targets for the past several academic years and in the summer. Implementation of our enrollment management plan reduced the size of the freshman class and helped slow campus growth.

For 2003-04, the campus has received a very large increase in enrollment target, 7.7%. This large increase, and the associated enrollment growth funding, will help to offset the sizable budget reductions that the campus, along with the rest of the CSU, must accept. However, this enrollment target increase does place the campus in the paradoxical situation of having to achieve substantially more enrollment while experiencing a budget reduction.

This situation will challenge campus abilities to manage enrollment. It will be difficult to make all necessary courses available, provide needed support services and continue excellent student retention rates. Class size and workload for staff and faculty will inevitably increase. With budget shortages, summer must be very well managed with priorities given to courses needed for immediate student graduation and bottleneck and high-demand courses.

The campus will continue to promote aggressively a positive image as a “campus of choice for talented, diverse students,” with the President’s Scholars Program as our flagship effort to attract high performing students.

#### ***Goals***

- 1. Despite budget shortfalls, maintain a schedule of class offerings that enables orderly progress toward degree for students including planned use of the summer schedule.**
- 2. Determine whether the campus can accept on an ongoing basis enrollment above the historic 25,000 campus enrollment capacity.**

- 3. Carry out a program by program enrollment planning exercise to assess campus capacity.**
- 4. Put into place the means to manage enrollment to a level commensurate with available state resources while preserving the diversity of our student body.**
- 5. Identify ways to deliver instruction that will not require increased use of campus space, to the extent that state funds are available to support such forms of instruction.**
- 6. Improve student access to high-demand general education foundation and remedial courses in summer in order to reduce enrollment bottlenecks.**
- 7. Use the Retention Organization Plan recently approved by the Academic Senate to develop and improve services and programs to retain continuing students and improve time to degree.**

### **RESOURCE MANAGEMENT**

The severe state budget problem will continue to affect the campus significantly in 2003-2004 and in subsequent years. We must be very careful with resources to avoid damaging the quality that has been created over the past decade of better budgets. Even after the state resolves its economic problems, new funding for CSULB will be limited. Enrollment growth funding, which has been our primary source of discretionary state funds in past years, will be curtailed as we reach the capacity of our physical plant.

#### ***Goals***

- 1. In each university division, effectively adapt planning and budgetary processes to an era of limited enrollment growth.**
- 2. Integrate the administrative and operational aspects of the Summer Session into regular University administrative functions.**

### **CONTINUOUS QUALITY IMPROVEMENT**

Maintaining the quality of our teaching-learning environment is vital to our status as a “university of choice” and will require attention to a number of areas. An excellent faculty is one key quality ingredient. Many excellent new faculty members have been hired in recent years and significant numbers of faculty will retire within the planning period. We must maintain an appropriate balance of tenured and tenure-track faculty. Faculty scholarship, creative activity and professional development and staff professional development are essential.

Enrollment growth and a changing student mix increase demands on all of our services. We must maintain high quality services for faculty, staff and students, including advising and support staff, continuously improve the quality of classroom environments and the Library, and strengthen the institution's information technology tools to support student learning and services. We should continue to improve learning activities outside the classroom to enhance student development, build a stronger sense of community, and firmly establish pride in the institution.

The campus will continue to excel in external accountability processes including regional and professional accreditation, the CSU Cornerstones Accountability Initiative, and CSU quality improvement initiatives. The campus will ensure compliance with Federal, State, and CSU requirements. We will also continue to implement quality improvement frameworks and integrate them into the daily operations.

### *Goals*

- 1. Ensure that each academic unit has a critical mass of permanent faculty sufficient to maintain program viability and continuity.**
- 2. Continue to improve the quality, effectiveness, and satisfaction of services through quality initiatives and process improvement programs (e.g., academic assessment, tracking key indicators, program review, and balanced scorecard).**
- 3. Increase the use of measures of program quality to guide planning in all university divisions, consistent with the recommendations derived from our Western Association of Schools and Colleges accreditation review.**

### **QUALITY OF THE PHYSICAL ENVIRONMENT**

The campus must maintain the adequacy and quality of the physical environment, including classrooms and faculty and staff offices. Enrollment growth has exacerbated the shortage of faculty office space, classrooms, labs, and support space, as well as student housing. We must continue to renovate buildings that do not meet current standards for technology and/or efficient utilization. Construction of the four currently approved, major state capital projects (Library Expansion/Renovation, New Science Building, Telecommunications Infrastructure, and Fire/Life Safety) are having a significant impact on the campus. Our campus needs additional student housing, parking and recreational facilities. The events of September 11<sup>th</sup> have changed many aspects of our environment, some permanently. At all times, we

must ensure that CSULB is a highly safe environment and that we are prepared for potential emergencies.

### ***Goals***

- 1. Update the campus physical master plan to reflect changing needs for enrollment capacity, instructional environments, technology, office and specialized space needs, green space use, and vehicle and pedestrian access and movement.**
- 2. Improve the utilization of offices and instructional spaces through better scheduling, remodeling, space reallocation, and technology.**
- 3. Finalize decisions on feasibility, gain approval, and determine funding requirements and sources for student housing, parking, and science renovation**

## **INFORMATION TECHNOLOGY**

CSULB is committed to the use of information technology tools that provide a foundation for excellence in teaching and learning and promote efficient personal productivity of the faculty, staff and students. The campus is making a transition from technology acquisition and installation to productive use throughout the institution.

The Common Management System (CMS) project provides a state-of the-art campus information system, including human resource, financial, and student information. The cost and time commitment for CMS have affected other campus priorities. CSULB information users, working with their counterparts from other campuses within the CMS collaborative approach, have designed the changes in campus practices that are necessitated by CMS. CSULB has implemented the Human Resources and Finance modules as of July 1, 2001 and is now implementing the new Student Information System. A major capital project to upgrade to a robust telecommunication data infrastructure is currently underway to support campus learning and teaching, administrative productivity, and quality student services.

### ***Goals***

- 1. Expand use of technology based instruction, including “hybrid” courses to make efficient use of facilities and best serve students.**
- 2. Effectively utilize the new Student Administration system to achieve efficient course scheduling and student advisement and retention.**

### **3. Effectively utilize CMS and new systems to provide web-based self-help services to students, faculty and staff.**

#### **NON-STATE REVENUE**

The post 9/11 environment, coupled with a sustained bear market, has had a profound impact on traditional sources of non-state revenue. The capital assets of private foundations have been sharply depleted, lowering their capacity for grants to colleges and universities. Shrinking corporate and personal wealth, a highly volatile stock market, as well as a generally flat economy, have had a sharply negative effect on normal charitable giving levels. Economists are unwilling to predict the near to mid-term economic environment with any certainty. The State of California faces its greatest budgetary crisis since the early 1990s. Experts agree that economic recovery and the regeneration of wealth will be slow and uncertain.

Campus goals for the next three years of effort to secure non-state revenue must be shaped by the realities of the economic conditions described above. At the same time, we must not lose sight of our assets. California State University, Long Beach is extremely well branded as a university of choice. In addition, it has an alumni base of 200,000--the majority of whom are in close geographic proximity.

#### ***Goals***

- 1. Increase the level of Estate Planning/Planned Giving activities in order to generate endowment-directed gifts.**
- 2. Initiate the “Edge of Excellence Endowment for Teaching and Learning” in support of faculty scholarly and creative activities.**
- 3. Expand the range of giving opportunities offered to alumni and others through general and targeted publications, programs, on-line information, and direct contact.**

#### **KEY ACHIEVEMENTS OF PRIOR GOALS**

The goals below, articulated in prior years, have been largely achieved at this point in time. The campus has succeeded in implementing an initial enrollment management plan. The Common Management System has brought advances in information systems for administrative use. The campus has carried out a successful NCAA certification self-study process and created a broadly based collaboration to advance the use of technology for instruction.

- 1. Implemented the campus enrollment management plan for students entering in Fall 2002.**
- 2. Successfully planned and executed a transfer of operational support for summer instruction to the university.**
- 3. Attained full and stable campus utilization of CMS Phase 1 Human Resources and Finance 7.x modules.**
- 4. Upgraded the CMS Human Resources to version 8.0 by October 2002.**
- 5. Completed a National Collegiate Athletic Association (NCAA) certification self-study of the university's athletic programs.**
- 6. Developed collaborative campus-wide efforts to promote the efficient use of technology support resources for academic and administrative uses.**
- 7. Maximized the benefits obtainable from CMS by adopting best practices and maintaining a system-wide leadership position in the implementation process.**
- 8. Communicated effectively with the campus community regarding CMS benefits as well as project costs and implementation progress.**
- 9. Trained end users to effectively utilize CMS human resource and finance modules and initiate training of faculty, staff and students in the use of the Student Administration system.**
- 10. Broadened the base of alumni support to the Annual Fund.**

### **PAST GOALS STILL IN EXECUTION**

The goals below, articulated in prior years, are substantially underway. CSULB has developed strong support for the President's Scholars Program. The campus has begun to become more inclusive in discussion of enrollment issues and more comprehensive in enrollment planning. CSULB is improving the efficiency of summer school and laying long range plans for year round operation. The campus is continuing to develop the Common Management System and the new Student Administration System. Safety remains a continuing top priority. Efforts to strengthen the technology infrastructure are well underway. The Division of Academic Affairs has made key changes to support grants and contracts activity.

- 1. Upgrade the CMS Finance to version 8.4 by FY 2005/06.**
- 2. Successfully implement the revision to the campus enrollment management plan for students entering in fall 2003.**
- 3. Improve the efficiency/cost of the summer program to make it comparable to other semesters.**
- 4. Develop a long-range plan for YRO with broad university consultation, including enrollment projections for summer 2002 through summer 2004.**
- 5. Ensure that CSULB continues to be a highly safe environment, free of violence, hostility, harassment, and discrimination; and that we are prepared for emergencies at all times. Evaluate and upgrade emergency preparedness in light of the events of September 11<sup>th</sup>, including strengthening liaisons with Federal and State agencies.**
- 6. Effectively use the Campus Goals Committee and the Resource Planning (RPP) Task Force to adjust to the immediate budget reductions and future era of limited growth.**
- 7. Support faculty involvement in high quality instruction enhanced by technology.**
- 8. Implement the new Student Administration System including the Peoplesoft Portal product to support the fall 2003 Entering class.**
- 9. Begin end-user training for faculty, staff and students on the Portal and new Student Administration System.**
- 10. Ensure that the CMS Student Administration System provides facilities and tools to improve institutional student satisfaction and to support the objective of the CSULB "Retention Plan."**
- 11. Successfully complete the technology infrastructure project to enhance support for campus learning and teaching, administrative productivity, and quality student services.**
- 12. Complete the endowment objective for the President's Scholars Program.**
- 13. Strengthen the university's pre and post award functions with the objective of optimizing faculty and staff grants and contracts activity.**