

CSULB Strategic Planning

Progress toward 2000-2003 Mid-Range Goals

MARCH 28, 2001

PREAMBLE

CSULB is committed to effective planning at all levels. It is with pleasure and some pride in achievement that this report on campus progress is presented. An effective planning process must include measuring results. It is true that goals must remain flexible to respond to changing conditions. Nevertheless, tracking results indicating progress toward attainment of campus goals provides an important measure of accountability.

In spring of 2000, the four divisional vice presidents and the Chair of the Academic Senate developed Mid-Range Goals for the three-year planning period of Academic Years 2000-2003. Each vice president and the Senate Chair worked in consultation with their respective divisions and constituents to identify key campus goals. The Resource Planning Process Committee accepted these goals and used them as the framework for funding allocations made in spring 2000 for the following academic year. This document summarizes major indicators of progress toward key goals in each of seven campus planning areas.

PLANNING AREA I: ENROLLMENT MANAGEMENT

Goal: Develop and implement a plan to manage new and continuing student enrollment.

1. A plan to manage new and continuing student enrollment has been developed and approved by the Academic Senate and the President and has received approval in concept from the Chancellor.

Goal: Develop and implement services that are required to retain continuing students.

Funding allocated for advising services (\$305,000), support for students with disabilities (\$134,000), research on student retention and graduation (\$67,000).

The 2000 Senate retreat focused on student graduation and retention and a special committee has been formed to examine this issue.

The Institutional Research Office has developed data on campus graduation and retention rates for use in study of this issue.

PLANNING AREA II: YEAR ROUND OPERATION

Goal: Plan for YRO.

Two university committees have been working on YRO, an administrative committee and an Academic Senate committee.

The campus developed a short-range YRO plan for and applied for summer 2001 YRO conversion.

The campus slated for summer 2001 conversion to YRO. YRO fee schedules have been adjusted to reflect the current state funding mandates.

PLANNING AREA III: QUALITY OF THE EDUCATIONAL, SERVICES AND PHYSICAL ENVIRONMENT

Goal: Maintain quality of instruction and services as enrollment grows rapidly.

Funds allocated for enrollment growth (\$4.024M), support services outside the classroom (\$1.473M), new faculty start-up (\$300,000), faculty scholarship (\$300,000), technology (\$1.021M), weekend network support (\$45,000), support staff for sports programs (\$120,000) and faculty travel (\$150,000).

Staffing to provide on-site network coverage on Saturday and Sunday from 7:00 a.m. to midnight to reduce incidents of network outages that disrupt internet access for faculty, students and staff utilizing computing resources from off-campus sites on weekends.

Goal: Maintain student/faculty/staff satisfaction with the quality of programs and services as enrollment grows rapidly in the next three years.

Funds allocated to support college operations (\$775,000), staff training (\$75,000), admissions/registration/financial aid (\$220,000), and library (\$340,000).

The professional development program for managers and supervisors to provide expert knowledge-based training and enhanced managerial skills has been redesigned and expanded.

Full cashiering service is being implemented at the Health Center. Paperless records in Academic Evaluation and Financial Aid have been implemented.

The campus expanded to Gigabit technology on the campus backbone leading to the adoption of this baseline standard for the system infrastructure build out.

Goal: Ensure adequate housing to meet the growing student demand.

Potential locations have been identified on the Veterans Administration (VA) property or the northeast corner of campus. Negotiations with the VA are underway.

Goal: Ensure that CSULB is a highly safe environment free of violence, hostility, harassment, and discrimination; and that we are prepared for emergencies at all times.

Funds allocated to promote campus safety (\$152,000).

Police staffing has been enhanced resulting in increased presence, visibility, response time and emergency preparation.

A campus policy has been developed to deal with the possibility of emergency power outages.

Goal: Maintain the adequacy and quality of the physical environment.

Funds allocated for building maintenance (\$425,000), academic facilities support (\$325,000), weekend grounds and custodial services (\$132,000).

Planning is essentially complete for the campus telecom infrastructure project in preparation of bid next Spring. Construction of the thirty-month project should begin in 2001.

Maintenance cycles of mechanical equipment have been increased to extend useful life, reduce costs and provide for a better environment.

Weekend Custodial and Grounds Services have been implemented to improve the appearance and appeal of the campus.

The new Science Building will begin a twenty-four month construction period in February 2001.

Renovation of the East and West Library have been submitted as a Major Capital Projects priority for 2002-03.

Job Order Costing Contracts have been implemented to speed the delivery of construction services to the campus.

A comprehensive survey of campus exterior lighting has been completed to evaluate campus lighting and plan for improvements.

Improvements have been made that ease faculty's parking shortage on upper campus and a jitney service has been initiated between Lot 18 to the Psychology Building.

Goal: Conduct a comprehensive review of the campus physical master plan.

The funds allocated (\$100,000) have provided a framework for a comprehensive review of the physical master plan, which is underway.

Get out of the I-6 program and implement a contingency measure to protect the institution's ability to operate. [Note: this was NOT an articulated goal last year. Should we include here?]

An aggressive campaign with the Public Utility Commission and legislature is being pursued.

Conservation measures have been encouraged and emergency generator capacity is being secured.

PLANNING AREA IV: COMMON MANAGEMENT SYSTEM

Goal: Complete prototyping and attain substantial implementation of CMS Human Resources and Finance modules by the end of the three-year planning period.

Human Resources and Finance Phase 1 central prototyping and campus level planning has been completed including: campus specific project plans, resource requirements for consulting, backfill staffing, operating expenses, facilities and training.

Baseline software including initial campus data conversions has been implemented at the campus. Design and development of campus interfaces and reports is in progress. Planned testing, training, and “go-live” activities in 2001 are currently on track.

Alternative approaches for the Student Administration (SA) system options due to non-selection as a pilot SA campus are being evaluated in consultation with the Chancellor and PeopleSoft.

Goal: Maximize the benefits obtainable from CMS by adopting best practices and maintaining a system-wide leadership position in the implementation process.

Human Resources and Finance business process re-engineering activities are in work to leverage and maximize the PeopleSoft system functionality.

Existing administrative processes are being evaluated and re-engineered to improve quality and accessibility of information and elimination of duplicate effort and non-value added processes.

Goal: Communicate effectively with the campus community about CMS benefits and costs and implementation plans.

Lines of communication are functioning well within the committees and sponsors across division lines.

Concentrated campus end-user communications are planned in 2001 to closely coincide with end user training schedules and system “go-live” dates.

PLANNING AREA V: ASSESSMENT, QUALITY & ACCOUNTABILITY

Goal: Involve a broad cross-section of the campus community in a thoughtful campus review for the Western Association of Schools and Colleges resulting in full regional accreditation for the campus.

WASC committees with broad campus representation have been formed and are at work.

Goal: Develop, prioritize and track key indicators of quality of instruction and services as enrollment grows rapidly in the three-year planning period.

Goal: Identify, endorse and support quality improvement programs in campus divisions and units based on respectively appropriate frameworks (e.g., academic assessment, program review, and balanced scorecard).

Each of the four divisions has adopted one or more frameworks for accountability.

The Division of Administration and Finance is running a pilot program using the *Balanced Scorecard* framework. The first phase of the campus Integrated Facility Information System (IFIS) has been implemented providing new on-line capabilities that will speed delivery of services and greatly enhance real-time information in departments. The system also includes an automatic on-line email/WEB transactional based Customer Satisfaction Survey.

Funds were allocated to Academic Affairs for educational innovation, general education and assessment (\$167,000). Academic Affairs continues to work toward improving its program review process. The PEP Council has set goals for implementation of academic assessment majors and general education in conjunction with the systemwide accountability process.

The Division of Student Services utilizes periodic program review and annual goal setting to ensure accountability. A Division committee oversees the planning processes in the division.

The Division of University Relations and Development sets annual fundraising goals and strategies with cooperation of college deans and the concurrence of the university president.

Goal: Begin to integrate, coordinate and share communication about quality improvement programs underway in respective campus divisions and units.

The Business Office has been reorganized as two separate units, which has led to better and more focused responses to customer needs and to improved accountability and responsibility.

The campus continues to actively participate in the system-wide Quality Improvement program.

Goal: Develop and implement a comprehensive communication strategy regarding assessment, quality and accountability for external constituents, including the Chancellor.

The first annual *Accountability Report* was provided to the Chancellor, gaining accolades for both content and production value.

The *Accountability Report*, the *Mid-Range Goals* and other assessment, quality and accountability documents were placed on the campus Strategic Planning web site and made available to the entire campus.

The campus has responded to several major compliance issues including: Federal Tax Relief reporting changes, Nonresident Alien Tax withholding, 1099 reporting issues and Financial Aid loan requirements.

The campus has increased the quantity and quality of reports utilized by the campus consistent with the WASC recommendation to create a "Culture of Evidence" and has made substantial data available on the campus web site.

PLANNING AREA VI: NON-STATE REVENUE

Goal: Develop and implement an incentive plan to support faculty and staff grant and contract activity.

This goal is under study in Academic Affairs. University Relations and Development has been providing 6 units of faculty release time to the Colleges to support private philanthropic efforts.

Goal: Align campus facilities to create opportunities for collaborative grant and contract activities.

Campus efforts have been focused on improving the faculty office situation and efforts toward this goal have been delayed.

Goal: Broaden the revenue base of the CSULB Foundation.

The Foundation has expanded and diversified its revenue base by implementing a service contract with the City of Long Beach managing a major Federal Program.

CSULB Technology Park negotiations are completed with the development partner; site, infrastructure and building construction will begin in spring 2001. The first tenant occupancy is expected in the fall.

Goal: Increase endowment-directed gifts by \$10 million per year.

Central development has established a strong estate planning function staffed by a fully licensed attorney who offers advice and guidance to faculty, staff, alumni and friends of the university.

Lectures and seminars on every aspect of financial and estate planning are regularly offered to a broad constituency.

Goal: Expand contact with alumni through general and targeted publications, programs, services and on-line information.

Funds were allocated for a second annual alumni magazine to strengthen relationships with alumni and the community (\$95,000).

Increase focus on current students and their potential lifelong relationship with the university following graduation.

A Student Alumni Program has been established within the office of Alumni Affairs.