

CSULB Strategic Planning

Mid-Range Goals 2000-2003

3/1/00

Preamble

The University has a set of Strategic Priorities which have been developed by broad consultation within our community. These Priorities articulate our commitment to strive for the highest quality in our instructional and support programs in order to provide our students with the best education possible. This is our mission and we try to allocate our resources accordingly.

However, the pursuit of any long-term goal invariably encounters emerging issues and constraints that require some changes in the means if the end is to be achieved. In 1999, the Resource Planning Process Committee (composed of administrators, faculty, staff, and student representatives) determined to deal with this problem. They recommended to President Maxson that a process be developed by which shorter-term (2-3 year) or "mid-range" goals might be established in order to focus the decision-making processes of the Resource Planning Process. President Maxson accepted this recommendation and what follows is the result.

The mid-range planning goals were developed collaboratively by the Provost, the Vice President for Administration and Finance, the Vice President for Student Services, the Vice President for Development, and the Chair of the Academic Senate. The Director of Strategic Planning facilitated and supported this collaborative effort. The discussions aimed at identifying priorities which reflected shared all-university concerns and not those specific to the mission of each Division. The goal was to come to agreement about our most pressing problems and to create mid-range planning goals that each division could use to focus its budget priorities. In short, the primary goal was to have everyone working toward jointly agreed-upon ends.

These mid-range goals were created within the context of our existing Strategic Priorities; they do not replace them. Moreover, because these mid-range goals deal with current issues that may change somewhat each year as they are negotiated against the backdrop of changing circumstances. We expect that the normal period for these goals to remain largely intact will be three years. Finally, these mid-range

goals do not encompass everything that is important in the pursuit of our Strategic Priorities. They attempt to give priority to dealing with the most significant current challenges and opportunities so that our efforts can be concentrated where they will bring us closest to our long-term goals.

The establishment of mid-range planning goals will also give us the opportunity to assess how well we are achieving our objectives by providing more specific short-term goals. These goals include agreed-upon indicators of success which will help us to track our success. This will also facilitate the formation of new mid-range goals as the year's progress and we move on to new challenges.

Planning Area 1. Enrollment Management

Assumptions

1. Tidal Wave II presents a tremendous challenge to California higher education institutions and has the potential to affect all aspects of the university.
2. The state budget provided to the CSU will increase modestly over the planning period to support enrollment growth at marginal cost.
3. Our enrollment will grow steadily over the planning period, with freshman demand particularly strong, and we will reach our currently defined campus enrollment capacity within the planning period.
4. Our applications for freshmen and lower division students will close in November in each year of the planning period.
5. Year Round Operation (YRO) is very likely in the long term but within three years only pilot efforts are likely at Long Beach.
6. YRO will greatly affect the entire campus.
7. YRO will especially affect our Continuing Education program, which is a valuable campus asset that relies heavily upon summer enrollment.
8. We will continue to promote aggressively a positive image for the campus, using the President's Scholars Program as our flagship effort to attract high performing students.
9. Best practice of enrollment management is not limited to controlling admissions but includes managing course availability, retention, and support services for students.

Open/undecided Issues

1. What is our plan for controlling rapid enrollment growth?
2. How will we cope with additional costs of enrollment growth that are not covered by marginal funding provided by the state?
3. How will we continue to serve the region while controlling rapid growth?
4. Will we get the necessary funding for YRO to preserve quality? What will be impacts of YRO on financial aid?
5. How can we maintain the viability and benefits of our Continuing Education operation?
6. What is our plan to facilitate timely degree completion?

Mid-Range Goals

1. Develop and implement a plan to manage new and continuing student enrollment.
2. Develop and implement services that are required to retain continuing students.
3. Plan for YRO.

Planning Area 2. Quality of the Educational, Services and Physical Environment

Assumptions

1. The construction of the four currently approved, major state capital projects (Renovate Fine Arts, New Science Building, Telecommunications Infrastructure, and Fire/Life Safety) will significantly impact the campus.
2. Enrollment growth will increase demands on all of our campus services and will increase workload for our faculty and staff.
3. Our changing student mix has significant impacts on campus services and instructional programs.
4. Our campus needs additional student housing.
5. Enrollment growth will exacerbate our shortage of faculty office space.
6. Maintaining the quality of our teaching-learning environment and services is vital to retaining our status as a "university of choice" for excellent students.
7. Faculty scholarship and creative activity and staff professional development are critical to maintaining the quality of the educational environment.
8. At all times, we must ensure that CSULB is a highly safe environment and that we are prepared for potential emergencies.

Open/undecided Issues

1. How will we ensure fully efficient and appropriate utilization of campus instructional facilities and faculty and staff offices and workspaces?
2. How will we maintain quality of services and the teaching-learning environment for students?
3. How will faculty workload be organized to balance service to students with scholarly and creative activities?
4. Where will we locate housing? What are the alternatives?
5. How will we ensure that CSULB will continue to be a highly safe environment and that we are prepared for emergencies at all times?

Mid-Range Goals

1. Maintain quality of instruction and services as enrollment grows rapidly.
2. Maintain student/faculty/staff satisfaction with the quality of programs and services as enrollment grows rapidly in the next three years.
3. Ensure adequate housing to meet the growing student demand.
4. 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.
5. Maintain the adequacy and quality of the physical environment.
6. Conduct a comprehensive review of the campus physical master plan.

Planning Area 3. Collaborative Management System

Assumptions

1. The Collaborative Management System (CMS) is the implementation of a state-of-the-art campus information system including modules for human resources, fiscal management and student enrollment.
2. CMS will provide essential modernization of campus information systems.
3. The cost and time commitment for CMS will affect other campus priorities.
4. CSULB information users, working with their counterparts from other campuses within the CMS collaborative approach, will influence changes in campus practices that are necessitated by CMS.

Open/undecided Issues

1. How will we effectively utilize the benefits offered by CMS?
2. How will we control and adjust to the substantial changes in campus practice necessitated by the collaborative approach of CMS?
3. How will CMS affect our other priorities?

Mid-Range Goals

1. Complete prototyping and attain substantial implementation of CMS by the end of the three-year planning period.
2. Maximize the benefits obtainable from CMS by adopting best practices and maintaining a system-wide leadership position in the implementation process.
3. Communicate effectively with the campus community about CMS benefits and costs and implementation plans.

Planning Area 4. Assessment, Quality & Accountability

Assumptions

1. We are committed to the enhancement of quality in all of our programs, activities and services.
2. We will do everything necessary to ensure maintenance of regional accreditation and to meet standards for professional accreditation where applicable.
3. The Trustees will implement Cornerstones as a form of campus accountability and Cornerstones will include a significant emphasis on assessment.
4. The CSU will continue to encourage system-wide quality improvement initiatives.

Open/undecided issues

1. Which framework(s) for quality improvement will we adopt?
2. How will we comply with the expectations of Cornerstones without adding to already-heavy faculty and staff workloads? How will we organize ourselves to make changes necessitated by Cornerstones?
3. How can we broaden campus participation in accreditation activities?

Mid-Range Goals

1. 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.
2. Develop, prioritize and track key indicators of quality of instruction and services as enrollment grows rapidly in the three-year planning period.
3. 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).
4. Begin to integrate, coordinate and share communication about quality improvement programs underway in respective campus divisions and units.
5. Develop and implement a comprehensive communication strategy regarding assessment, quality and accountability for external constituents, including the Chancellor.

Planning Area 5. Non-state revenue

Assumptions

1. We benefit from having a critical mass of faculty and staff members engaged in grant and contract work.
2. Expanding our entrepreneurial activities in ways consistent with campus mission will bring benefits to the campus.
3. Endowment enhancement is the next essential step in our development strategies.
4. Success of development strategies will rely heavily upon enhancement of relationship building with our constituents.

Open/undecided issues

1. How will we successfully engage more faculty and staff members in grant and contract work?
2. How will we appropriately expand our entrepreneurial activities?
3. How will we best advance our endowment efforts?
4. How will we successfully engage/re-engage more alumni, friends, parents, business and corporate sponsors in the life of the university?
5. How will we secure funding to expand or maintain current vehicles designed to enhance the university's image, including programs, alumni events, publications and other media?

Mid-Range Goals

1. Develop and implement an incentive plan to support faculty and staff grant and contract activity.
2. Align campus facilities to create opportunities for collaborative grant and contract activities.
3. Broaden the revenue base of the CSULB Foundation.
4. Increase endowment-directed gifts by \$10 million per year.
5. Expand contact with alumni through general and targeted publications, programs, services and on-line information.
6. Increase focus on current students and their potential lifelong relationship with the university following graduation.