

# California State University Long Beach

## STRATEGIC PLANNING

### Mid-Range Goals 2002-2005

Rev. 2/28/02

#### PREAMBLE

At CSULB, university-wide strategic planning includes: (1) an enduring statement of our long-range Mission and Strategic Priorities developed on the basis of wide consultation, (2) Mid-Range Goals with a three year planning horizon, and (3) annual budgeting through the Resource Planning Process (RPP).

Mid-Range Goals serve to link our long-range Mission and Priorities with our annual budget decisions. Mid-Range Goals identify major issues of concern across the whole university, not issues specific to the respective missions of each Division. They do not include everything that is important in the pursuit of our campus mission. Rather, Mid-Range Goals focus attention on our most significant challenges and opportunities within a three-year planning horizon so that our efforts can be concentrated where they will bring us closest to fulfilling our mission of providing the highest quality education possible.

Mid-Range 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.

The establishment of Mid-Range Goals gives us the opportunity to assess how well we are achieving our aims. Annual documents report campus progress toward Mid-Range Goals. These reports and additional strategic planning information are available on the strategic planning web site ([www.csulb.edu/web/projects/planning/](http://www.csulb.edu/web/projects/planning/)).

Careful planning is increasingly important with dramatic changes in our situation. The campus has attained enrollment commensurate with our master plan cap. To control this growth, we are implementing an enrollment management plan. We still have potential for enrollment growth in summer and in modalities that do not use traditional physical facilities.

It has been officially determined that the US economy has been in a recession since March 2001 and was showing signs of a downturn well before that. California is disproportionately impacted because of the energy crisis, significant participation in technology and tourism, and its dependency of state revenues on capital gains derived from stock market appreciation. September 11th clearly exacerbated the economic situation and undoubtedly will delay any recovery. In 2001-02 the State is experiencing dramatic declines in revenues that are projected to result in a serious out of balance condition by some \$4.5 billion by the end of the current fiscal year and a cumulative deficit of \$12.4 billion by the end of 2002-03. Although the prospects for recovery by the second quarter of 2002 are promising, because of the lag between the recovery and state revenues, we face serious budget reductions in the near term.

While we have been given an enrollment target for next year that reflects our current enrollment level, it is unlikely to be funded without a concomitant and significant budget reduction. These budget conditions will have a major impact upon our ability to execute our mid range plans.

Mid-Range Goals for 2002-2005 address these areas of campus planning:

- Quality of Programs and Services
- Resource Management
- Enrollment Management
- Year Round Operation
- Quality of the Physical Environment
- Information Technology
- Non-State Revenue

## **PLANNING AREA I: QUALITY OF PROGRAMS AND SERVICES**

### **ASSUMPTIONS**

CSULB is committed to quality in all of our programs, activities and services. We will do everything necessary to ensure maintenance of regional accreditation and to meet standards for professional accreditation where applicable. The Trustees have adopted the Cornerstones Accountability initiative and formulated accountability measures for all campuses, including an emphasis on assessment. The CSU will continue to encourage system-wide quality improvement initiatives. The campus will ensure compliance with Federal, State, and CSU requirements.

Maintaining the quality of our teaching-learning environment and services is vital to retaining our status as a “university of choice” for excellent students. Enrollment growth and a changing student mix have increased demands on all of our services. Faculty scholarship, creative activity and professional development and staff professional development are critical to maintaining the quality of the educational environment.

Significant numbers of faculty will retire within the planning period and we must provide an appropriate balance of tenured and tenure-track faculty. We must also maintain high quality 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. In addition, 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. Meeting these needs will pose a significant planning and budgetary challenge to the University in a time when less additional state funding will be available.

### **OPEN/UNDECIDED ISSUES**

How will the Chancellor’s Office use the results of the Cornerstones Accountability initiative in dealing with the campus? What issues will result from the upcoming WASC accreditation visit? How will we continue to increase the quality of instruction, co-curricular learning, and services as enrollment grows rapidly? How will we support necessary programmatic growth and change, as state funding becomes less available? How should faculty workload be organized to balance service to students with scholarly and creative activities? In light of the

imminent budget reductions, followed by a condition of steady-state enrollment, how will the campus continue to maintain and improve quality services to students, faculty and staff?

### **MID-RANGE GOALS**

- 1. Ensure that each academic unit has a critical mass of permanent faculty sufficient to maintain program viability and continuity.**
- 2. Maintain the quality of instruction, co-curricular learning, and services for students despite potential budgetary shortfalls.**
- 3. Continue to improve the quality, effectiveness, and satisfaction of services through quality initiatives and process improvement programs (e.g., academic assessment, program review, and balanced scorecard).**
- 4. Effectively utilize the findings and recommendations for institutional improvement embodied in our self-study for the Western Association of Schools and Colleges.**
- 5. Track key indicators of quality of instruction and services in connection with the CSU Accountability Plan.**
- 6. Complete a successful certification review of the university's athletic programs by the National Collegiate Athletic Association (NCAA).**

## **PLANNING AREA II: RESOURCE MANAGEMENT**

### **ASSUMPTIONS**

We are headed into at least one and perhaps two difficult budget years, including the need to deal with budget reductions. Even after the economic recovery, enrollment growth, which has been our primary source of discretionary state resources, will be limited.

### **OPEN/UNDECIDED ISSUES**

How will the University meet the immediate challenge of managing budget reductions without degrading services? How will CSULB planning efforts adjust to a period of no growth or limited growth? How will emerging needs and new initiatives be funded?

### **MID-RANGE GOALS**

- 1. Effectively use the Mid-Range Goals Committee and the Resource Planning (RPP) Task Force to adjust to the immediate budget reductions and future era of limited growth.**
- 2. Implement a process through which operational divisions develop budget planning scenarios that are responsive to an era of limited or no-growth environment.**
- 3. 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 enrollment growth.**

## **PLANNING AREA III: ENROLLMENT MANAGEMENT**

### **ASSUMPTIONS**

Tidal Wave II presents a tremendous challenge to California institutions of higher education and has the potential to affect all aspects of the university. In academic year, 2001-02, CSULB dramatically exceeded our enrollment targets for the academic year and in the summer. This dramatic over enrollment resulted in the largest-ever freshman class. As a result, our campus reached capacity a year earlier than expected. During the planning horizon, our application period for freshmen will close in November and we will remain closed to new lower division transfer students. Because of budget constraints, other enrollment management measures may need to be explored.

Given the economic outlook, there is the probability that we will not be funded for enrollment growth already achieved in the short run. And even after the recovery from the current budget crisis, we will still be faced with the fiscal challenge of steady-state enrollment.

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. The campus understands that 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**

What is our plan to facilitate timely degree completion? How can we continue to best utilize marginal cost funds to maintain quality of instruction and services?

### **MID-RANGE GOALS**

- 1. Successfully initiate the campus enrollment management plan for students entering in Fall 2002.**
- 2. Manage enrollment to a level commensurate with available state resources while preserving the diversity of our student body.**
- 3. Maintain a schedule of classes that enables orderly progress toward degree for students despite potential budget reductions.**
- 4. Develop procedures to optimize classroom utilization.**
- 5. Use the Retention Organization Plan recently approved by the Academic Senate to develop and implement services to retain continuing students and improve time to degree.**

## **PLANNING AREA IV: YEAR ROUND OPERATION**

### **ASSUMPTIONS**

Year-round operation is now an accomplished fact. Careful planning is needed to ensure continued successful implementation. Having implemented a short-term plan for year round operation (YRO) in summer 2001, the campus will proactively plan for long-term impacts of YRO in many areas including academic policies, academic calendar, facilities maintenance,

operations, staffing, and personnel. The campus will include YRO in the calculation of total enrollment. The campus will proactively plan for a reasonable transition period using the services of University College and Extension Services, a valuable campus asset. Financial aid in the summer term under YRO will be provided in the form of State University Grants (SUG) and student loans. Enrollment for summer non-resident students may decline due to the increased fee structure. There may not be enrollment growth in the summer in the short-term due to the prospects of budget reductions in the next two years.

### **OPEN/UNDECIDED ISSUES**

How can the efficiency/cost of summer be made comparable to other semesters? Will summer become a recognized admissions term? How do we determine which academic programs can be sustained at high quality during the summer? How does UCES adjust/compensate for the ultimate transfer of operational support for Summer to the university? As part of our impactation plan, should the campus require summer enrollment prior to their first term for freshman students requiring remediation?

### **MID-RANGE GOALS**

- 1. Develop a long-range plan for YRO with broad university consultation, including enrollment projections for summer 2002 through summer 2004.**
- 2. Successfully plan and execute a transfer of operational support for summer instruction to the university.**
- 3. Improve the efficiency/cost of the summer program to make it comparable to other semesters.**
- 4. Improve student access to high demand general education foundation and remedial courses in summer in order to reduce enrollment bottlenecks.**

## **PLANNING AREA V: QUALITY OF PHYSICAL ENVIRONMENT**

### **ASSUMPTIONS**

We can expect that 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. We can further expect that enrollment growth has increased demands on all of our campus services and facilities. Our campus needs additional student housing, parking and recreational facilities. 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 or efficient utilization. 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.

### **OPEN/UNDECIDED ISSUES**

How will we ensure fully efficient and appropriate utilization of campus instructional facilities as well as faculty and staff offices and workspaces? How will we maintain quality of services and the teaching-learning environment required by increasing student demand? Which of the identified alternatives will we select to develop new student housing? How will

we ensure that CSULB will continue to be a highly safe environment and that we are prepared for emergencies at all times? How do we optimize the campus' ability to cope with energy cost escalation and shortage through aggressive conservation and energy efficient equipment, systems, and practices.

### **MID-RANGE GOALS**

- 1. Maintain the adequacy and quality of the physical environment, including classrooms and faculty and staff offices.**
- 2. Conduct a comprehensive review of the campus physical master plan with a long-range planning horizon. Include in this review campus requirements for instructional capacity, technology, student housing, student athletic and recreational needs, parking as well as campus inter- and intra-vehicle and pedestrian access and movement.**
- 3. Successfully complete intended projects for student housing and parking.**
- 4. Make progress toward a project for a student recreational center.**
- 5. Remodel of the library to add office and instructional space, contingent upon state bond financing.**
- 6. Review utilization of offices and instructional space and reallocate to meet faculty and staff needs.**
- 7. 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.**
- 8. Explore the possibility of locating non-instructional (e.g., research) programs in off-campus sites and pursue options that prove feasible.**

## **PLANNING AREA VI: INFORMATION TECHNOLOGY**

### **ASSUMPTIONS**

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. We will take the necessary steps to facilitate a transition from technology acquisition and installation to the productive use and application of this technology throughout the entire fabric of the institution. Existing information technology support can be improved and provided at lower costs with the economies of scale resulting from a common campus-wide portal, email system, security system and production server environment. New technologies with the accompanying support services now can provide for planned and orderly change the way we teach that can result in measured improvements in learning. These technology investments will respect the limitations imposed by the no-growth era by the application of a cost benefit standard. Students will expect that a "University of Choice will provide a skilled use of technology in appropriate aspects of student learning, institutional support and student life.

The Common Management System (CMS) project will provide a state-of-the-art campus information system, including modules for human resources, financials, and student administration. CMS will provide essential modernization of campus information systems. The cost and time commitment for CMS will affect other campus priorities. 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. Vendor support for the current Student Administration (SA) system will become unavailable sometime in the next few years. CSULB has implemented the initial baseline for Human Resources (HR) and Finance as of July 1, 2001 and has been selected as an early follower SA campus following the two first wave pilot campuses.

In Spring 2002, the campus will begin construction of a two year, \$15 million state-funded capital project to upgrade its technology infrastructure. The outcome is expected to be a state-of-the-art infrastructure to support campus learning and teaching, administrative productivity, and quality student services.

### **OPEN/UNDECIDED ISSUES**

How will the campus insure that a collaborative information technology planning process be organized to adequately represent all academic and administrative units? How will improvements in the assessment of learning outcomes resulting from new technologies be measured? What standards will be applied to measure the cost effectiveness of new information technologies?

How will CMS benefits be integrated into operations? How will we control and adjust to the substantial changes in campus practice necessitated by the collaborative approach of CMS? How will CMS affect our other priorities? What additional HR personnel functionality will be implemented after the 8.x upgrade?

### **MID-RANGE GOALS**

- 1. Support faculty involvement in high quality instruction enhanced by technology.**
- 2. Develop collaborative campus-wide efforts to promote the efficient use of technology support resources for academic and administrative uses.**
- 3. 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."**
- 4. Incorporate ongoing needs for information technology into the comprehensive review of the campus physical master plan.**
- 5. Attain full and stable campus utilization of CMS Phase 1 Human Resources and Finance 7.x modules.**
- 6. Upgrade the CMS Human Resources to version 8.0 by October 2002.**
- 7. Upgrade the CMS Finance to version 8.4 by May 2003.**
- 8. Implement the new Student Administration System including the Peoplesoft Portal product to support the Fall 2003 Entering class.**

9. **Continue to maximize the benefits obtainable from CMS by adopting best practices and maintaining a system-wide leadership position in the implementation process.**
10. **Communicate effectively with the campus community regarding CMS benefits as well as project costs and implementation progress.**
11. **Continue to train end users to use effectively CMS human resource and finance modules and initiate training of faculty, staff and students in the use of the Student Administration system.**
12. **Successfully complete the technology infrastructure project to enhance support for campus learning and teaching, administrative productivity, and quality student services.**

## **PLANNING AREA VII: NON-STATE REVENUE**

### **ASSUMPTIONS**

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

### **OPEN/UNDECIDED ISSUES**

How will we create a University climate that will motivate and encourage faculty and staff members to successfully engage in grant and contract work? How will we appropriately expand our entrepreneurial activities? How will we best advance our endowment efforts? How will we successfully broaden the support from more alumni, friends, parents, business and corporate sponsors in the life of the university? How will we secure funding to expand or maintain current efforts designed to enhance the university's image, including programs, alumni events, publications and other media? How will the administration of the student scholarship programs be handled?

### **MID-RANGE GOALS**

1. **Optimize function to support faculty and staff grant and contract activity.**
2. **Increase endowment-directed gifts substantially each year.**
3. **Increase University-wide focus on current students and their lifelong relationship with the university following graduation.**
4. **Broaden the revenue base of the CSULB Foundation.**
5. **Maintain contact with alumni through general and targeted publications, programs, services and on-line information.**