

California State University Long Beach

Strategic Planning

www.csulb.edu/web/projects/planning/

Goals 2004-2007

March 22, 2004

PREAMBLE

CSULB's Goals identify priority issues affecting the whole university in a three-year planning horizon. Goals provide guidance to connect annual budget decisions to the campus mission but do not include everything that is important to the mission. CSULB's Goals are reviewed each year by 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.

Over the past several years, CSULB's Goals have provided a useful framework for University efforts to achieve excellence and many campus goals have been fully achieved. At the end of this document is a listing of goals from last year that have been achieved and additional information is available on CSULB's strategic planning web site.

INTRODUCTION

California currently has sizable state budget problems. The CSU and CSULB shared in significant budget reductions for 2002-03 and 2003-04. The 2004-05 year will bring additional reductions.

CSULB's 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. It is critical that we make every effort to maintain the quality of programs and services the campus has achieved over the past several years. Budget reductions *will* force delays in achieving some new campus goals, but a number of goals are not costly and can be pursued despite budget shortfalls.

Campus Goals for 2004-2007 address these areas of planning:

1. Enrollment
2. Physical Facilities and Environment
3. Resources and Quality Improvement
4. Student Retention and Graduation
5. Information Technology
6. Non-State Revenue

ENROLLMENT

Enrollment has been one of our most challenging issues for several years. Rapid growth has strained campus capacity and budget reductions have made careful enrollment management essential. The campus has implemented selective admissions for freshmen, transfers and many majors, which has created concerns about access and diversity.

The campus also faces a long term enrollment planning issue. In response to the anticipated demographically driven growth in demand for higher education in California, CSU Trustees have directed campuses to examine their historic enrollment ceilings and consider increases. CSULB has undertaken a “Master Planning” process to examine long-range enrollment and the campus physical plan. While the current budget challenges cannot be ignored, this master planning process has a 10-20 year horizon and so is relatively independent of the near-term budget problems.

For 2004-05, the impact of the governor’s January budget proposal, if enacted, will be approximately an 8% reduction in budget but only a 5% reduction in enrollment. Containing enrollment loss and accommodating students’ needs for classes with diminished resources pose major challenges for the campus.

Goals

1. Use enrollment tools to manage within one percent of assigned target, balance admissions among freshmen, transfers, post-baccalaureate and graduate students, and maintain campus diversity.
2. Adequately accommodate students’ needs for classes with diminished resources.
3. Work with local high schools and community colleges to promote university participation and maintain campus diversity.
4. Complete the campus “Master Planning” process and finalize a decision regarding how much the campus should grow over the coming two decades.

PHYSICAL FACILITIES AND ENVIRONMENT

CSULB has a beautiful campus and we are committed to maintaining it. The campus has many older buildings which are in substantial need of renovation or replacement. The campus “Master Planning” process will determine the campus physical plan for the coming decade or two.

Goals

5. Update the campus physical master plan to reflect changing needs for enrollment capacity, instructional environments, student housing, technology, faculty office and specialized space needs, green space use, parking, and vehicle and pedestrian access.
6. Finalize decisions on feasibility, gain approval, and determine funding requirements and sources for student housing, parking, and science renovation

RESOURCES AND QUALITY IMPROVEMENT

Despite budget challenges, the campus is committed to high quality instruction and services for faculty, staff and students. Now it is as important as ever that we provide efficient, valuable services and continue to integrate quality improvement in our daily activities. Consistent with recommendations from the Western Association of Schools and Colleges, we will focus on improving our ability to use information and evidence to improve quality.

Goals

7. In each university division, effectively adapt planning and budgetary processes to an era of limited growth.
8. Ensure that each academic unit has a critical mass of permanent faculty sufficient to maintain program quality, viability and continuity.
9. Expand efforts to improve the programs and services with approaches appropriate to respective divisions (e.g., academic assessment, balanced scorecard, quality measures, tracking key indicators, and program review).
10. 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.

STUDENT RETENTION AND GRADUATION

Improving retention and graduation rates is now a major goal for the campus. The Retention Organization Plan recently approved by the Academic Senate and analyses developed by Academic Affairs are helping to frame these efforts, which are being undertaken collaboratively by three university divisions. Campus participation in the national Student Clearinghouse consortium will improve our

ability to track students. Official graduation rates – such as those in US News and World Reports -- probably slightly understate the true rate of attainment of degree for our students because of transfers and other characteristics of campuses of CSULB's type. Recent analyses indicate that compared to other campuses of similar type, CSULB does not lag in retention and graduation. However, the campus is determined to improve student success to the highest possible level. Improved graduation rates will make room for the growing demand for admission.

Goals

11. Implement and use effectively four semester and four, five and six year roadmaps to degree for each academic program, including general education.
12. Effectively utilize the new Student Administration system to achieve efficient course scheduling and student advisement.
13. Maintain a schedule of class offerings that enables orderly progress toward degree for students.
14. Use the summer schedule strategically to offer key general education and major bottleneck courses.

INFORMATION TECHNOLOGY

Information technology is now central to all aspects of campus life from administration to services to instruction. Major issues include ensuring access for all students, including those with disabilities, and ensuring the safety of confidential electronic information.

Goals

15. Safeguard sensitive information with improvements in infrastructure and new policies.
16. Make all electronic publications of the University accessible to all through the use of templates for electronic publishing.
17. Expand use of technology based instruction, including "hybrid," online and distance course offerings to make efficient use of facilities and best serve students.
18. Effectively utilize CMS and internet systems to provide accurate, timely web-based self-help services to students, faculty and staff.
19. Improve coordination, planning and organization of campus information resources.

NON-STATE REVENUE

The post 9/11 environment has had a profound impact on traditional sources of non-state revenue. The capital assets of private foundations have been 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 negative effect on normal charitable giving levels. Experts agree that economic recovery and the regeneration of wealth will be slow and uncertain. At the same, the post 9/11 environment has witnessed an increased investment by the federal government in grant and contract activities, particularly in the areas of health and homeland security.

For the next three years, goals 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 strengths. California State University Long Beach is extremely well branded as a university of choice and has an alumni base of 200,000, the majority of whom are in close geographic proximity. We have a very able group of faculty scholars and teachers, many of whom have been recruited within the last decade. These research-active faculty members are ideally positioned to compete for federal grant and contract resources. In a time of scarce state revenues, we must pursue available opportunities for external funding, when such opportunities are aligned with our mission and faculty interests and expertise.

GOALS

20. Increase the level of Estate Planning/Planned Giving activities in order to generate endowment-directed gifts.
21. Expand the “Edge of Excellence Endowment for Teaching and Learning” and increase funding in support of faculty scholarly and creative activities.
22. Expand the level of giving opportunities offered to alumni and others through general and targeted publications, programs, on-line information, and direct contact.
23. Obtain external funding to support campus work with local high schools and community colleges to promote access and diversity.
24. Broaden the base of alumni support to the Annual Fund.
25. Increase the numbers of faculty active in externally funded programs – from approximately 10% of faculty to at least 20% of faculty.
26. Increase sponsored program dollar levels from approximately \$40M annually to \$60M annually, while focusing on an increase in our indirect rate.
27. Develop a more responsive and facilitative infrastructure to support faculty scholarship and ensure that each college and divisional unit is aware of opportunities for external funding.

KEY ACHIEVEMENTS OF PRIOR GOALS

The goals below have now been achieved. In addition, goals that were established and achieved in earlier years are reported in prior Campus Goals documents available on the Strategic Planning web site.

28. Integrate the administrative and operational aspects of the Summer Session into regular University administrative functions.
29. Improve the utilization of offices and instructional spaces through better scheduling, remodeling, space reallocation, and technology.
30. 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 11th, including strengthening liaisons with Federal and State agencies.
31. Implement the new Student Administration System including the Peoplesoft Portal product to support the fall 2003 Entering class.
32. Begin end-user training for faculty, staff and students on the Portal and new Student Administration System.
33. Strengthen the university's pre and post award functions with the objective of optimizing faculty and staff grants and contracts activity.
34. Successfully implement the revision to the campus enrollment management plan for students entering in fall 2003.
35. Put into place the means to manage enrollment to a level commensurate with available state resources while preserving the diversity of our student body.
36. Improve the efficiency/cost of the summer program to make it comparable to other semesters.
37. Develop a long-range plan for YRO with broad university consultation, including enrollment projections for summer 2002 through summer 2004.

PAST GOALS STILL IN EXECUTION

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

38. Upgrade the CMS Finance to version 8.4 by FY 2005/06.
39. 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.
40. Support faculty involvement in high quality instruction enhanced by technology.

41.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.”

42.Successfully complete the technology infrastructure project to enhance support for campus learning and teaching, administrative productivity, and quality student services.

43.Complete the endowment objective for the President’s Scholars Program.