

CALIFORNIA STATE UNIVERSITY  
**LONG BEACH**

# STRATEGIC PLAN

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**2014 - 2017**

[WWW.CSULB.EDU/DIVISIONS/AA/](http://WWW.CSULB.EDU/DIVISIONS/AA/)

## **PRESIDENT'S MESSAGE**

Strategic planning is a critical element in guiding our success at California State University, Long Beach. As a university nationally recognized for excellence and value, we are proud of the innovation and quality that characterize our degrees and our improving graduation rates. We are one of the most popular campuses in the United States, with more than 83,000 undergraduate applications for fall 2014. At CSULB, our combination of quality, affordability and student success adds up to significant value for our students and for the state of California. We advertise a highly valued degree—and we deliver.

Value is not created by accident. It is the result of careful planning. We rely on our Strategic Plan to guide us in making day-to-day decisions and to evaluate our progress. This Strategic Plan, which many people from across campus spent numerous hours developing, is critical to ensuring we fulfill our mission for future generations.

I appreciate your interest in our Strategic Plan, and I hope that you will find it a useful window on our work, dreams and accomplishments.



## **DISTINCTIONS**

**10<sup>th</sup> in the nation "Best Value",  
*Time Magazine*, based on  
Obama Administration criteria**

**"Top Best Value"  
and "Best in the West",  
*The Princeton Review***

**5<sup>th</sup> "Best in the West",  
*U.S. News & World Report***

**"Best Value" in Public Colleges,  
*Kiplinger's Personal Finance Magazine***

**"Best-Bang-for-the-Buck",  
*Washington Monthly***

**"Excellence and Innovation Award  
for Student Success  
and College Completion",  
*American Association of  
State Colleges and Universities***

**13<sup>th</sup> in the nation  
in bachelor's degrees  
to minority students,  
*Diversity in Higher Education***

**Among top U.S. universities in  
freshman application numbers**

**293,000 "Beach" alumni**

**Premier California  
President's Scholars Program**

**Winner, Big West  
Commissioner's Cup, again**

# CALIFORNIA STATE UNIVERSITY, LONG BEACH

## STRATEGIC PLAN 2014-2017

[www.csulb.edu/divisions/aa/provost/strategic\\_plan/](http://www.csulb.edu/divisions/aa/provost/strategic_plan/)

MAY 7, 2014

*CSULB is a diverse, student-centered, globally-engaged public university committed to providing highly valued undergraduate and graduate educational opportunities through superior teaching, research, creative activity and service for the people of California and the world. CSULB envisions changing lives by expanding educational opportunities, championing creativity, and preparing leaders for a changing world.<sup>1</sup>*

The rising excellence of California State University, Long Beach (CSULB) is increasingly recognized.<sup>2</sup> As a high-quality and low-cost institution, CSULB provides an unusually high return on public investment and makes a remarkable contribution to the “public good.”

### STRATEGIC PRIORITIES

CSULB aims for increasing excellence with five strategic priorities: **Student Success, Academic Quality, Service Excellence, Campus Life, and Sustainable Environment.**

**Student Success:** CSULB’s core academic purpose is to graduate students with highly valued degrees.<sup>3</sup> In recent years, the campus has attained historically high freshman graduation rates, most recently manifesting a 6-year graduation rate of 60% for the fall 2007 first-time freshman cohort. This was accomplished during the most difficult budget years ever and with the most diverse student population ever, capping more than a decade of improvement. The campus aims to continue supporting and improving student success and closing achievement gaps for low-income and underrepresented students.

**Academic Quality:** Teaching excellence is the core of the campus mission; excellence in research and creative activities strengthen academic programs and add “high value” to CSULB degrees. The campus emphasizes student engagement through undergraduate and graduate student research, artistic and creative expression, academic internships, service learning, and international opportunities. CSULB uses evidence about student learning to continuously improve curricula and pedagogies.

**Service Excellence:** CSULB seeks to deliver excellence in services through the concerted efforts of staff and skillful deployment of technology. CSULB aims to continue its leadership among CSU campuses in the quality of services delivered.

**Campus Life:** The University encourages an inclusive culture of respect, collegiality, and civility. CSULB strives always to promote respect for all, support diverse perspectives, provide opportunities to engage in controversial issues with mutual respect, and offer opportunities to serve others. In a healthy, safe, and supportive campus environment, we strive to provide holistic development for our students. Student involvement is the laboratory for learning and skill building where CSULB students can apply the theories and lessons from the classroom to real world experiences. Accordingly, CSULB has over 350 student organizations, 43 club sport teams 19 NCAA Division I athletic teams, residential learning colleges, study abroad opportunities in over 35 countries, and student-run, state-of-the-art facilities. The opportunities through campus life at CSULB are endless.

**Sustainable Environment:** CSULB’s distinctly beautiful campus provides an excellent environment for student learning and is much admired by visitors. As the new Master Plan is implemented in the coming decade the University, guided by the Sustainability Taskforce, aims to improve sustainability, update and expand the infrastructure, promote environmentally responsible behavior, and preserve campus beauty.

<sup>1</sup> [www.csulb.edu/about/](http://www.csulb.edu/about/) (2010)

<sup>2</sup> See citations at [www.csulb.edu/about/recognitions.html](http://www.csulb.edu/about/recognitions.html)

<sup>3</sup> [www.csulb.edu/about/](http://www.csulb.edu/about/)



## BUDGET

The Governor's budget for 2014-15 is encouraging with a proposed 5% increase for the CSU.

The Governor has stated a desire that CSU funding should be tied to performance outcomes, rather than altogether based on enrollment. CSULB welcomes a move in this direction because this campus has for years focused its efforts on attaining performance outcomes that are consonant with state needs and goals, specifically improved baccalaureate graduation rates.

The CSU Chancellor's Office has chosen to award significant parts of the state appropriation through competitive proposals. CSULB did well in the initial year of competition and put funds to good use. However, the delay in knowing budget specifics introduces additional uncertainty into annual budgeting.

Modestly increasing funds will help enable the campus to make progress toward the strategic goals described below. CSULB will continue to pursue its core mission: providing excellent, highly valued, undergraduate and graduate educational opportunities that make exceptional contributions to the state of California and the public good.

## CAMPUS PLANNING AREAS

*CSULB's Strategic Goals* define how the University will advance toward its strategic priorities over the upcoming 3-year planning period. Goals provide the framework for annual budget decisions of the Resource Planning Process Committee. Goals are revised each year by campus leadership<sup>4</sup> to record accomplishments<sup>5</sup> and to respond to developing needs. Campus goals address these planning areas<sup>6</sup>:

- I. Student Success
- II. Quality of Faculty and Staff
- III. Enrollment Planning and Management
- IV. Facilities and Sustainable Development
- V. Fiscal Resources and Quality Improvement
- VI. Academic and Information Technology Services
- VII. Research, Scholarly, and Creative Activities
- VIII. External Support and Community Relations
- IX. Auxiliary Organizations
- X. Emergency Preparedness
- XI. Key Achievements of Prior Goals

<sup>4</sup>The Campus Goals group includes the Chair of the Academic Senate, the Provost and Senior Vice President for Academic Affairs, the Vice Presidents for Administration and Finance, Student Services, and University Relations and Development, and a staff representative.

<sup>5</sup>At the end of this document is a listing of goals from one prior year that have been achieved. Older achieved goals and additional information are available on the strategic planning website at [www.csulb.edu/divisions/aa/provost/strategic\\_plan/](http://www.csulb.edu/divisions/aa/provost/strategic_plan/).

<sup>6</sup>Planning areas and goals in the following pages are not listed in priority order.



# I. STUDENT SUCCESS

In recent years, CSULB has annually achieved record high 6-year, first-time freshman graduation rates. Graduation rate improvements, including improvements for student subgroups, have been a key factor in external recognitions of CSULB excellence, such as the recent recognition of CSULB as the 10<sup>th</sup> best performer in the nation on Obama Administration criteria of graduation rates, service to low-income students, and affordability. The CSU system participates in the national initiative "Access to Success," focusing on student graduation rates and on closing achievement gaps. At CSULB this effort is titled "Highly Valued Degrees Initiative" and is emblematic of the high academic standards that drive CSULB.

CSULB has continued to give high priority to an adequate schedule of classes and support services that facilitate progress to degree for students. Our strategies have focused on improved class availability, advising, curricular simplification, and enhanced family involvement. We are seeking to introduce innovative pedagogies demonstrated to be more effective than lectures at fostering student learning and retention (especially for low-income and under-represented students) such as technology-based classrooms, collaborative learning, undergraduate and graduate research, international study, out-of-classroom activity, and active learning. We are giving special concern to the success of our returning military veterans.

Benchmarking CSULB against appropriate system and national norms suggests that the campus is now above expected values in 6-year graduation rates. The 4-year graduation rate rose slightly in the most recent year to 16% but remains below expected values when compared to campuses with similar funding, student preparation and student demographics. The 6-year graduation rate for low-income (Pell) students rose about 3% in the most recent year and about 6% over 2 years, but continues to lag non-Pell students by nearly 10%. Average units at graduation remain higher than students need to complete degrees and time to degree remains longer. As a result, students are incurring excessive tuition and fees, accumulating more loan debt, delaying entry to the job market and graduate programs, and new students are being denied access. Changes in state and federal regulations limit the number of terms students may receive financial aid.

The campus has launched an ambitious set of efforts to use technology to enhance student success, including predictive analytics, student schedule support, advising center support, multi-year degree planner, and class schedule analytics in support of improved student success.

Improving graduation rates, reducing time to degree, and closing achievement gaps for historically underrepresented students remain important priorities at the federal, state, and system levels as well as on the CSULB campus. The campus remains committed to improving graduation rates, including 4-year rates, to achieve a leadership position among comparable universities.

## THREE-YEAR GOALS

1. Raise CSULB's 4-year graduation rate from the rate for the Fall 2009 cohort, 14.79%, to near the current average 4-year rate for U.S. public master's institutions (medium and large), 20% by 2016.
2. Reduce average units at graduation by at least six units by 2016.
3. Improve freshman progress to degree to reach a 65% 6-year graduation rate by 2016 (2009 entering cohort).
4. Use Student Excellence Funds effectively to strengthen support for students by strengthening advising, increasing course offerings, providing greater access to online and blended courses, increasing access to campus technology, encouraging study abroad, and supporting student research.
5. Continue to support student success initiatives through research, evaluation, and the implementation of e-advising technologies.
6. Expand CSULB's use of instructional methods employing innovative technology.
7. Expand active learning that fosters student engagement including collaborative learning, undergraduate and graduate research, international study, out-of-classroom activity, and active learning.



8. Continue to support student success initiatives through research and evaluation.
9. Complete a comprehensive program for returning military veterans to support their progress to degree including enhanced advising.
10. Continue evaluation of graduate programs, considering such markers as program quality, critical mass of students in a program, sufficient number of graduate only courses, number of students graduated, graduation rates, and a department/college's ability to provide a reasonable level of support for program coordination, advising, and culminating activity supervision, and link to the mission of the University and the CSU.
11. Implement an in-state tuition scholarship to recruit outstanding graduate students and incentivize performance improvements by graduate programs.
12. Use data from the campus-wide evaluation of graduate programs, along with the most recent program reviews, to selectively increase the size of CSULB's graduate programs where quality and need justifications exist.
13. Perform a major renovation of one of the Peterson Hall buildings to provide a consolidated Center for Student Success to bring student support groups from various areas on campus into one location by Fall 2016.
14. Develop a comprehensive parent and family program.
15. Strengthen services and programs that target reduction of the achievement gap (i.e., EOP advising, Men's Success Initiative, etc.)
16. Establish a Foster Youth Program to improve academic success and support foster youth.
17. Provide support for the AB540 Task Force to advise and assist the campus community on legal and ethical issues that impact undocumented and Deferred Action for Childhood Arrivals (DACA) students.
18. Stabilize and support Project OCEAN, addressing suicide prevention awareness and other mental health issues among students.

## **LONGER TERM GOALS**

1. Reduce average units at graduation to a maximum of 130 by 2018.
2. Improve progress to degree for low-income (Pell recipient) and underrepresented minority freshmen to reach a 56% 6-year graduation rate by 2016.
3. Improve retention rates for freshmen (at least 4%) and transfers (at least 8%) and eliminate at least one half of the current "achievement gaps" in retention for low-income and underrepresented minority students compared to other students by 2016.
4. Double the number of students enrolled in study abroad by 2018.



## II. QUALITY OF FACULTY AND STAFF

Each permanent faculty hiring decision is extremely important and must support our academic purpose of graduating students with highly valued degrees. The Academic Division invests considerably in faculty success. New tenure-track faculty hires receive release from teaching for their first 3 years to develop scholarly programs and become established. The campus invests more than \$1 million per year in support for faculty research, scholarly and creative activity, and is planning to significantly increase that amount in 2014-15. The Faculty Center for Professional Development offers teaching improvement workshops and resources. Instructional Technology Support Services offers workshops and support for blended teaching.

CSULB has undergone a significant turnover of its faculty in the last 10 years, with about 40% of current tenured or tenure-track faculty (TTF) hired in the past decade. Workload and ample TTF resources remain concerns. Because of continuing limited resources and great enrollment demand, the quality of instruction will continue to depend heavily on contingent faculty who deliver more than one half of instruction. Professional development for all faculty should encourage innovative pedagogies and new technologies that can be effective with the current generation of students.

The CSU and the California Faculty Association (CFA) agreed to a modest pay increase for 2013-14 and are continuing to bargain salary for future years. We are hopeful of continued salary improvement. With limited resources, new hire salary offers are sometimes not competitive in the marketplace. "Salary compression" remains a concern, but our ability to adjust salaries is limited by system policy and collective bargaining agreements. Fairness considerations also must play a significant role in these decisions.

With an improving budget picture, permanent faculty hiring will increase significantly in 2014 and will continue at a higher level for the next few years. Priority must be given to departments in which students will benefit the most. Our hiring processes must seek the broadest possible pools of diverse applicants for all faculty and staff positions.

Staff workload remains a concern. Wherever possible, business processes should be streamlined to assist with staff workload. Staff development should be encouraged to enhance effectiveness, equip staff to take full advantage of technologies, and support career advancement. Efforts to recruit and retain diverse and talented staff should continue. As our budget stabilizes, we may make some progress on our staffing goals in support of our mission of graduating students with highly valued degrees.

### THREE-YEAR GOALS

1. Increase tenure-track hiring to benefit students and strengthen academic programs, while enhancing tenure density and faculty diversity.
2. Develop measures to increase likelihood of retaining high-quality, diverse faculty.
3. Continue essential staff hiring to address critical operational needs.
4. Increase opportunities for faculty professional development, including lecturers.
5. Provide professional development and training workshops for faculty in the area of instructional technology.
6. Address faculty and staff salary compression and lack of competitiveness in salaries and offers through the use of compensation adjustments, where warranted and permitted by system policy and collective bargaining agreements.
7. Enhance training opportunities to enable greater professional development and career growth for staff members.



### III. ENROLLMENT PLANNING AND MANAGEMENT

CSULB's strong reputation and increasing attractiveness have prompted a very high volume of applications for admission. For Fall 2014, the campus received over 83,500 undergraduate applications, more than any other CSU and among the top five in the U.S.

Since 2002, the University's guiding principles for enrollment have been: (1) maintain access to the extent possible; (2) maintain quality of instruction and student services; (3) give priority consideration to the local community consistent with CSU policy; (4) maintain diversity; and (5) balance enrollments of freshmen, upper division transfer, credential students, and graduate students.

This year we add another principle that reflects our growing awareness of the central importance of student success: (6) manage enrollment levels to enable students from all backgrounds to complete highly valued degrees in a timely manner.

CSULB successfully implemented a new admissions approach that involves major-specific admissions criteria. This new approach is having very positive impacts on student success and has been designed to co-exist with our commitments to local access and diversity. This approach has created new tools that offer an unprecedented degree of influence over the composition of our future student population. It is important that the University employ these new tools carefully and wisely.

CSULB remains committed to the Long Beach College Promise, which commits the University to working with Long Beach Community College and the Long Beach Unified School District to foster college opportunities for local students. This is something the University has been doing since 1992 under the banner of "Seamless Education." CSULB remains committed to working with high schools and community college students to promote university participation and maintain campus diversity. The Long Beach College Promise is cited in the State of California Little Hoover Commission October 2013 as a noteworthy example of K-12/higher education collaboration.

#### THREE-YEAR GOALS

1. Continue to refine the new approach to admissions that better addresses the changed admissions environment based on major-specific criteria for all academic programs, while continuing to honor commitments to local access and student diversity.
2. Inform the use of new admissions tools, incorporating evidence reflecting outcomes for students including degree completion, employment outcomes, graduate school attendance, and other valuable skills offered by academic programs.
3. Continue to develop and monitor measurements of bottleneck courses and facilities and class demand.
4. Give careful consideration to consequences of additional enrollment growth and develop plans for managing growth and ensuring sufficient courses.
5. Enhance measures to ensure that the campus is successfully recruiting diverse entering classes.



## IV. FACILITIES AND SUSTAINABLE DEVELOPMENT

CSULB is committed to maintaining its beautiful and safe campus. Although the campus has long been concerned about energy conservation, there is a growing awareness of the critical importance of sustainability. To focus our efforts, the campus established the Sustainability Task Force, which is comprised of faculty, staff, students, and administrative members. The intent of the group is to 1) develop a long-term sustainability plan for the campus to attain carbon-neutral operations and 2) identify areas in which sustainable improvements can be made in the short term. As a first step in these efforts, the campus successfully began promoting alternate transportation with the U-Pass program, which provides free bus transportation to faculty, staff and students.

CSULB's Master Plan<sup>7</sup> recommends eventual growth to no more than 31,000 full-time equivalent students and outlines stipulations for growth related to the quality of instruction, parking and traffic, green space, the quality of student experience, resources, diversity, tenure density, student retention and graduation rates, and program balance. Growth was interrupted by the state fiscal crisis; with the apparent return of some budget stability, it may be that we will resume growing. The new Campus Landscape Master Plan guides the physical development of the campus and ongoing maintenance and operations of campus grounds. A campus circulation plan will provide safe transportation routes for pedestrians and bicyclists.

The campus is currently in the midst of significant facility projects involving remodeling of the Liberal Arts (LA) and former science buildings. It is important that decisions about new uses of these spaces support campus priorities for student success and facilitate new pedagogies and new technologies. Our first active learning classroom was launched in Fall 2012, and three more were completed Fall 2013. The LA buildings project provides the potential for many more high-technology learning environments.

### THREE-YEAR GOALS

1. Implement the renovation project of LA 2, 3, and 4 that includes seismic strengthening; ADA upgrades; heating, ventilation, and air conditioning; and electrical infrastructure to support classroom technology in a sustainable fashion.
2. Address the deferred maintenance backlog campus wide, to include building and utility infrastructure, roadways, ADA upgrades, etc. Implement bicycle and pedestrian circulation physical improvements based on the Bicycle and Pedestrian Circulation Study.
3. Submit in June 2014 the Campus Sustainability Performance Report to the Sustainability Tracking, Assessment & Rating System (STARS) sponsored by the Association for the Advancement of Sustainability in Higher Education.
4. In compliance with ACUPCC requirements, by May 2014, submit campus Climate Action Plan.
5. Pursue the proposal to build and connect a Thermal Energy Storage Tank to the existing Tri-Generation Central Plant that will provide energy efficient cooling for the campus.
6. Complete the architectural drawings, campus master plan amendment, and related Board of Trustee and environmental approvals for the proposed Alumni Center/CCPE building project.
7. Undertake a feasibility study and comprehensive plan for the Campus Recycle Center that is sensitive to the existing and proposed buildings adjacent to the site.
8. Finalize architectural plans and begin construction to modernize student residential dining at Hillside College in an energy efficient and sustainable fashion.

<sup>7</sup> Five years in the making, the Master Plan framework was created by faculty and staff task forces and the Resource Planning Process Committee. This plan was endorsed by the Academic Senate and the President in 2004 and re-affirmed in 2006 and approved by CSU Trustees in 2008. Additional information can be found on the Physical Planning & Facilities Management website: <http://daf.csulb.edu/offices/ppfm/index.html>.



9. Implement the following elements of the Campus Landscape Master Plan:
  - a. Install new landscaping in open space areas between LA 2, 3, and 4 buildings.
  - b. Other landscaping projects: replace diseased oleander scrubs on Atherton and Palo Verde Streets; update plantings near the Student Health Center, along Friendship Walk, west of Brotman Hall, east and west sides of Human Services and Design, and Engineering Technology buildings.
10. Improve classroom readiness for instruction, incorporating digital technology.
11. Improve instructional technology support for classrooms.
12. Perform a major renovation of one of the Peterson Hall buildings by Fall 2016 to provide a consolidated Center for Student Success that co-locates student support groups from various areas on campus.

## **LONGER TERM GOALS**

1. Continue to develop and implement renewable energy projects that meet the objectives of the American College and University Presidents' Climate Commitment and AB 32 goals.
2. To attain climate neutral operations, develop plans to incorporate design elements of Zero Net Energy Buildings in all future campus buildings where feasible.
3. Develop and implement renewable energy projects that will increase campus solar arrays and decrease reliance on fossil-based fuels, including the installation of photovoltaic panels where feasible in new building construction and renovation projects.



STRATEGIC PLAN

# V. FISCAL RESOURCES AND QUALITY IMPROVEMENT

The University's budget planning process has served the campus well in recent years, managing state budget downturns while protecting the core mission. The campus now appears to be entering a period of budget stability but with reduced resources, a "new normal." The Governor's budget has suggested performance funding, a new development for the CSU. President Obama has proposed incentives to states to develop performance funding. Fortunately, Academic Affairs has already experimented with performance funding. CSULB expects to fare well in any CSU system-wide performance funding process. It is important that we effectively utilize campus budget planning expertise and processes to enhance our core mission of *graduating students with highly valued degrees* and take maximal advantage of opportunities presented by new technologies, innovative and online instruction, service efficiencies, and other changes in the higher education milieu.

CSULB is committed to quality education and to excellent services for faculty, staff, and students. The campus also uses quality improvement tools, such as student success measures and academic program review assessment. These tools contribute to a culture of data-based decision making that provides meaningful, timely feedback on our most important issues. Student, customer, and community input are key elements to this feedback process. The Voluntary System of Accountability, for which CSULB played a pioneering role, remains a national model for full, public accountability to students, parents, legislators, and other constituents. We will continue to enhance support of chairs, directors, and deans in management of data and use of evidence-based assessment and academic program review.

The higher education landscape is changing with dramatic global trends, pervasive technology, persistent budget shortfalls, and increasingly diverse students. Anticipating the need for a new generation of higher education leaders, the President and Provost launched a Leadership Fellows Program in Fall 2013, with 14 now-and-future campus leaders.

## THREE -YEAR GOALS

1. Continue to plan and budget with a focus on our core purpose of graduating students with highly valued degrees, taking maximal advantage of new technologies, innovative and online instruction, service efficiencies, and responding to other changes in the higher education milieu.
2. With the recent consolidation of the 49er and Research Foundations into the campus financial system, continue to optimize use of Financial Management software to create process improvements, including the use of self-service functionality.
3. Update CSULB's Business Recovery Plan (BRP) in compliance with the CSU Emergency Management Program (Executive Order No. 1013) for all critical University functions that enable the campus to restore institutional capacity and resume operations within 30 days following "Emergency Recovery" from a major campus disaster.
4. Complete a Risk Assessment and Business Impact Analysis in compliance with the CSU Business Continuity Program (Executive Order No. 1014) for all critical University functions that enable the campus to restore institutional capacity and resume operations within 30 days following a major campus disaster.
5. Establish a campus approach and procedure for reviews and updates to all Business Continuity plans in compliance with Executive Order No. 1014.
6. Complete a budget analysis system for the Academic Affairs Division that quantifies costs by department or program.
7. Continue to support and expand the Leadership Fellows Program.
8. Expand professional development for Department Chairs.
9. Advocate to the Chancellor's Office for a revamping of the system budget allocation formula to reflect the state's priorities as outlined in the Governor's budget.



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$\vec{F}_1 + F$  (2)

(3)

$F_{net} \Delta t$

$v_0 = F_{net} \Delta t$

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$\frac{v_0}{u_x g}$

Diagram of a box on a surface with forces and velocity vectors. The diagram shows a box on a surface with a normal force  $N$  pointing up, a weight  $mg$  pointing down, and a velocity vector  $v_0$  pointing to the right. The surface is labeled  $u_x$ . The diagram is surrounded by handwritten notes in green ink.

## VI. ACADEMIC AND INFORMATION TECHNOLOGY SERVICES

Consistent with CSULB's mission, academic and information technology activities and resources give priority to support for teaching and learning. We will focus on the coordination of campus efforts in the area of instructional technology. Academic technology supports essential instructional activities:

- Critical instructional resources including "smart" classrooms, instructional laboratories, and the learning management system;
- Campus infrastructure and security that serves students (e.g., registration and advising), faculty and staff (e.g., online benefits, instruction, and research) and administrative functions (e.g., payroll, planning).
- Research and public service aspects of our mission.

The campus has growing interest in digital learning in the forms of "flipped," blended, hybrid and online courses. However, course conversions to these formats must be consistent with the campus priority for student success. This is an area in which the campus has much progress to make.

A Provost's Task Force on Instructional Technology recently released recommendations that include a senior executive Chief Information Officer appointment reporting to the President and a Senior Academic Technology Officer appointment, reporting to the Provost. The campus recognizes its reliance on technology and is giving strong consideration to information technology organization.

The campus gives high priority to and is working toward full compliance with CSU Chancellor's Executive Order 926 on Accessible Technology. CSULB has a new, innovative Accessible Instructional Materials (AIM) Center that sets a new, high standard for the CSU in making access to information possible for all students. The campus must continue to build on progress in training and technical support programs to ensure that faculty, staff, students, and service providers can effectively use our technology services. The campus must continue to use defined campus hardware and software standards to refresh computer technology at minimum refresh cycles (at least every 4 years).

### THREE-YEAR GOALS

1. Give serious consideration to the recent Provost Task Force recommendations and take appropriate implementation measures.
2. Strengthen CSULB's support for digital learning with leadership and resources aimed at "flipped," blended, hybrid, and online course conversions, consistent with the campus priority for student success.
3. Take necessary steps to reorganize Academic Technology Services (ATS) and Information Technology Services (ITS) into more effective support structures with appropriate units reporting to the new Chief Information Officer (CIO).
4. Consolidate campus servers into a single campus location equipped with proper data center security, backup power supplies, redundant data communications connections, and environmental controls by January 2016.
5. Expand the campus identity management infrastructure to provide integration and ease of customer access to new student success initiative systems.
6. Ensure all classrooms using instructional IT are equipped with minimum campus standards as defined at: [http://www.csulb.edu/divisions/aa/academic\\_technology/itss/css/tutorials/smart\\_classroom.htm](http://www.csulb.edu/divisions/aa/academic_technology/itss/css/tutorials/smart_classroom.htm)



7. Create a definitive CSULB intellectual property policy, which is to include specific policy pertaining to courses utilizing new modes of instruction.
8. Expand and improve campus wireless (Wi-Fi) networks to support the proliferation of devices used by the campus community.
9. Successfully implement the campus multi-year E-advising plan including predictive analytics, student schedule support, advising center support, multi-year degree planner, and class schedule analytics in support of improved student success.
10. Develop a strategy for University website governance and management in consultation with University leadership and including website standards for usability and accessibility.
11. Actively participate in a second effort to create a system-wide initiative to assure that payroll systems remain operable and responsive.

## **LONGER TERM GOALS**

1. Implement the Accessible Technology Initiative to move the campus toward full compliance with new CSU Chancellor's Executive Order 926.
2. Enhance the use of self-service technology for employee recruitment, procurement and other administrative tasks.



STRATEGIC PLAN 2014-2017

## VII. RESEARCH, SCHOLARLY AND CREATIVE ACTIVITIES

In keeping with the mission of the University, sustaining and enhancing an environment that supports faculty research, scholarly and creative activity (RSCA) is crucial for the future. RSCA is an essential element of the evaluation of CSULB faculty. Faculty who are active in RSCA create new knowledge that advances thought and practice in their fields of expertise. Moreover, faculty who are active and current in RSCA enhance the quality of the classroom experience and, thereby, the quality of the degrees our students hold at graduation. RSCA involving undergraduate and graduate students is a hallmark of CSULB. Faculty RSCA often has important impacts on the region, state and beyond and often has international aspects.

Historically, CSULB's faculty members and student collaborators have been highly competitive in acquiring external funding to support RSCA and have enjoyed success rates in the 60% range which, when compared to the national average of approximately 20%, underscores the quality and importance of the research conducted by our faculty. However, in recent years, with the financial recession, the competition for funding has become increasingly intense. Sequestration and reductions in the federal appropriation for research and development grants have reduced the amounts of funds available for researchers. Simultaneously, there has been a large increase in the number of proposal submissions, as universities across the nation have looked for external sources of funds to help support their academic and research activities. Not surprisingly, the realities of the economic climate have impacted our funding success on proposal submission, which, this last fiscal year, dropped to 36%. As a result, the total number of funded research projects/programs in FY 2012-13, 115, for a total funding amount of new awards of \$19,423,656, was the lowest in recent history. The overall effective F&A rate for 2012-13 also saw a modest drop of 0.1% from the previous year to 14.7%.

Priorities and fiscal stringencies over the past few years have, by necessity, required that the University direct available resources into our educational programs at the expense of supporting research. However, with the stabilization of the State budget after the passage of Proposition 30, the campus has started to reinvest heavily into the research infrastructure to revitalize our competitiveness for external funding opportunities that align with our mission and with faculty interests and expertise. This has included the investment of approximately \$1.5 million allocated to the colleges toward RSCA, a historical high. Other ongoing investments and incentives made by Academic Affairs and the Office of Research & Sponsored Programs (ORSP) to stimulate research on campus and, in particular, increase grant submission include:

- The Faculty Stipend Incentive Awards (FSIA),
- The Multidisciplinary Research Award (MRA) to promote integrative research between the disciplines,
- The Scholarly Writing Institute (SWI), and
- The Faculty Research Development Workshop.

Additionally, the Chancellor's Office has reinstated funding to promote RSCA, allocating a total of \$2.4 million across the 23 campuses. Distributed by FTEF, CSULB will receive over \$195,000 for 2014-15 from this allocation.

Academic Affairs and ORSP are especially delighted to announce the implementation of two new initiatives that provide students opportunities to undertake research. The Undergraduate Research Opportunity Program (UROP) was launched this past year (Spring 2014) and provides funding for students to undertake paid research during the academic semester. This is complimented by the new Summer Student Research Assistantship Program (Summer 2014) that provides fiscal support for both undergraduate and graduate students to conduct research during the summer intersession. The institutionalization of these student-centered research programs will help reinforce our national reputation as a leader in undergraduate and master's research, which, historically, have been fiscally supported primarily from individual faculty grants.

We believe it is important to recognize faculty and student research activity, so we provide opportunities for faculty recognition through the annual University Achievement Awards and Celebration of Instruction, Research, Creative Activity and Service. Campus leadership is committed to restoring and expanding support in the future. These initiatives should be taken as a sign of our continuing commitment to enhance research activity on this campus, to provide opportunities for the professional development of our faculty, to engage in meaningful relationships with our community members and private sector partners, and to add skills and experiences to our students such that when they graduate they will be competitive in the job market.



## THREE-YEAR GOALS

1. Expand support for CSULB faculty RSCA, including undergraduate and graduate research opportunities.
2. Successfully implement the Small Faculty Grants Program based upon the recent allocations made by the Chancellor's Office.
3. Successfully implement the Summer Student Research Assistant Program.
4. Successfully implement and expand the University Undergraduate Research Opportunity Program.
5. Identify funding sources to establish a sustainable level of RSCA support for faculty that supports and advances the mission of the University.
6. Develop a comprehensive incentives program for faculty and staff to increase the pursuit of external funding in order to increase the number of faculty members applying for external funding from approximately 15% to 20%.
7. Increase the number of CSULB faculty members who are supported by externally funded programs from approximately 10% to at least 15%.
8. Improve institutional and administrative operational procedures to streamline workflow, prevent redundancy, reduce bureaucracy, and increase efficiencies to facilitate grants management by ORSP and by faculty principal investigators (PI).
9. Successfully implement the new Academic Senate policy for academic centers and institutes to strengthen reporting and accountability measures for audit and risk-related purposes.
10. Expand the ORSP website to showcase and recognize RSCA accomplishments and increase utility for information access to internal policies and procedures, external funding opportunities/initiatives/trends, mandated compliance regulations/requirements, grants management toolkits, submission processes, institutional research profile information, divisional research performance statistics, etc.
11. Develop a PI research manual/handbook to assist faculty with research-related activities including proposal development checklists, submissions, routing, internal clearance, budget development, regulatory compliance, and post-award grants administration.
12. Undertake statistical analyses to monitor institutional funding trends to identify obstacles to research and funding success for informed decision making on the development of strategic initiatives to stimulate research and external funding.
13. Map F&A allocation to ORSP and Foundation to workload and workflow in order to inform F&A resource reallocation to maximize efficiency and stimulate research capacity.
14. Increase incentives for faculty and staff to seek external funding to increase sponsored program dollar levels to a target of \$50 million annually, while maintaining an average indirect rate above 15%.
15. If awarded, successfully implement the Building Infrastructure Leading to Diversity (BUILD) program.
16. Develop a faculty Web portal regarding matters of technology transfer and conduct professional development workshops and informational sessions in the area of disclosures, development, and ownership of intellectual property in accordance with the new Academic Senate IP policy (when approved).
17. Develop policies and procedures to assess and mitigate research risk.



## LONGER TERM GOALS

1. Continue to identify strategic opportunities for technology transfer projects.
2. Raise the scholarly profile of the University based on continued enhancements in support for faculty research and creative activity.
3. Pursue transformational mechanisms for increasing research and scholarly capacity on campus including identifying appropriate partnerships with Ph.D. awarding institutions for the development of joint Ph.D. programs, developing policies and procedures and incentives to attract non-tenure-track research professors to conduct collaborative research on campus, and recognizing appropriate research activities within the faculty workload.
4. Identify opportunities to develop strategic alliances with the private/commercial sector for development and commercialization of IP, technology transfer, fabrication, manufacturing, and testing.
5. Promote entrepreneurship through the development and implementation of a strategic plan to attract and secure appropriate collaborative research ventures and incubator companies to the CSULB technology park to increase research activity in technological growth areas including renewable/alternate energy, biofuels, nanofabrication, green technology, medical devices, personalized medicine, alternative energy and water reclamation, aquifer recharge, and water resource technology. Develop methods/tools for capturing, archiving, retrieving, recognizing, and quantifying total RSCA activity on campus and develop methods for trends analysis and comparative assessment against comparable institutions.
6. Develop a searchable faculty research directory database capable of identifying skills, expertise, and technology and collaborative research needs to improve both inter- and intra-campus awareness of resources and expertise to foster collaborative research and creative activity initiatives.

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## Home Field

CALIFORNIA STATE UNIVERSITY, LONG BEACH

## VIII. EXTERNAL SUPPORT AND COMMUNITY RELATIONS

Under the leadership of CSULB's president, planning and execution of the campus' first major comprehensive campaign is a coming imperative in order to obtain needed support to accomplish many of the strategic goals set out in this document. Its alumni base of 293,000, the majority of whom are in close geographical proximity, is a source of strength. CSULB continues to achieve success in securing external funding to supplement dwindling state resources as well as to broaden its reputation as a University of choice among students, faculty, and other significant audiences. CSULB will continually expand cultivation and stewardship activity for major donor and planned giving prospects through college-based, University-wide, fundraising efforts. The University will also continually communicate effectively to external audiences in support of community relations, alumni relations, and fundraising activities. CSULB will continually engage in outreach activities and community partnerships to enhance campus visibility and philanthropic support.

### THREE-YEAR GOALS

1. Complete a major comprehensive campaign, the first in the history of CSULB, with particular focus on securing support for student scholarships, student success, faculty scholarly and creative activities, endowed chairs, academic programs, capital improvement, President's Scholars, and University endowment.
2. Expand outreach to local and national elected officials.
3. Engage alumni to improve participation and giving rates.
4. Develop a strategic Web initiative to execute the redesign of the University website, creating a dynamic, flexible and optimal Web environment.
5. Establish a new content management system for the University.
6. Rebrand the University – develop and strengthen a distinguished brand at regional and national levels.
7. Create a University-wide style guide to provide appropriate uses of University name, logos, colors and editorial content.
8. Establish social media guidelines and build a social media presence across various platforms, integrating it with overall marketing and brand strategy.

### LONGER TERM GOALS

1. Locate campus programs and activities near the downtown area to improve access to campus educational and cultural resources.
2. Partner with Long Beach Studios, when established, to develop opportunities for students and faculty in the entertainment industry.



## IX. AUXILIARY ORGANIZATIONS

The four campus auxiliary organizations, Associated Students, Inc., CSULB 49er Foundation, CSULB Research Foundation, and the Forty-Niner Shops (Auxiliaries) have all been affected by the recent economic downturn. Each of these non-profit, 501(c) (3) organizations receives no state general fund allocation and must secure their own operating revenues. Although revenues are anticipated to be down for the foreseeable future, each auxiliary remains committed to providing quality products, services, programs and facilities to the faculty, staff, and students of CSULB. Campus Auxiliary Organizations at CSULB will support the academic mission of the University and actively promote student success while operating as a self-sustaining partner to the campus.

### THREE-YEAR GOALS

1. The Forty-Niner Shops and the University Student Union will work collaboratively to develop a campus master plan for food service.

### LONGER TERM GOALS

1. Work cooperatively to address common overhead costs.
2. Work cooperatively to promote sustainable practices for the campus community.
3. Seek new and innovative ways to support the University's student success initiatives, particularly in the areas of assessment, program development, and the creation of extra-curricular learning opportunities.



## X. EMERGENCY PREPAREDNESS

Like all major universities, CSULB must be prepared for a variety of potential emergencies. Whether they are natural disasters, criminal acts, or terror-related incidents, the safety of the students, faculty, and staff of the University must be insured. Under the direction of University Police Chief Fernando Solorzano, the campus will take decisive action. A primary goal will be to create a CSULB Emergency Management Advisory Committee (EMAC). This body will advise on Emergency Management related issues in order to protect the University by facilitating the integration of all activities to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and continue operations during the occurrence and recovery from a disaster. There are also plans to identify, train, and equip voluntary Building Marshalls to meet the operational and support needs of the University. Finally the creation of a Department Emergency Operations Plan for every campus unit will be facilitated.

### THREE-YEAR GOALS

1. Under the guidance of EMAC, create a 5-year strategic vision for the University to help facilitate the Office of Emergency Management's goal of improving the institution's ability to mitigate against, prepare for, respond to, and recover from natural or manmade disasters.
2. Ensure that each division of the University has planned thoroughly for emergencies in coordination with EMAC.
3. Expand the Building Marshall Pilot Program to the entire University.
4. Provide additional training to Building Marshalls including CPR, First Aid, and Community Emergency Response Team principles.
5. Establish Department or organizational unit Emergency Plan standards.
6. Require each Department or organizational unit to create an Emergency Operations Plan.
7. Ensure that each college has an updated emergency preparedness plan.



STRATEGIC PLAN **2014-2017**

## XI. KEY ACHIEVEMENTS OF PRIOR GOALS

The goals below were achieved in the past year. Achieved goals are reported only once in each annual *Strategic Plan* document; earlier achievements are archived on the Strategic Planning website.<sup>8</sup>

1. In response to recent changes, disseminate information on copyright law to all faculty. As part of this initiative, establish a user-friendly website to assist faculty in understanding copyright law and in making course materials compliant.
2. Improve transfer progress to degree to reach a 77% 6-year graduation rate by 2016.
3. Improve progress to degree for low-income (Pell recipient) and historically underrepresented transfers to reach 75% and 77% respectively on 6-year graduation rates by 2016.
4. Support CSULB faculty RSCA, including undergraduate and graduate research opportunities.
5. Successfully launch a Leadership Fellows Program under the direction of the President and Provost.
6. Increase essential tenure-track hiring in departments in which students will receive greatest benefits.
7. Develop and implement a plan for reuse of space after science departments relocate into the new Hall of Science and the Liberal Arts renovations are completed.
8. Expand our program of experimental classrooms to test out innovations in technology and design with participating faculty.
9. Develop and implement a bicycle commuting program, including to Beachside College, utilizing established and planned City of Long Beach bicycle routes.
10. Develop and implement a campus climate action and sustainability plan related to the adoption of the American College and University Presidents' Climate Commitment (ACUPCC) that includes the submittal in January 2013 of our Greenhouse Gas Inventory.
11. Complete the Campus-Wide Space Inventory of all state-occupied space on campus.
12. Remove and replace aging and declining trees in the campus quad and selective areas on campus.
13. Formalize a forum for communication between the central IT department and the colleges to consult on projects such as the Campus Active Directory and Desktop Standards. Enable the group to assist and support future campus-wide priority IT efforts.
14. Develop a faculty portal regarding matters of copyright and conduct professional development workshops and informational sessions in the area of copyright.
15. Anticipating that costs to fund retiree medical and other benefits will continue to rise, the Auxiliaries will continue to examine ways to address these expenses.
16. As the need to upgrade or replace information systems surfaces, the Auxiliaries will investigate the feasibility of utilizing existing campus information technology resources.
17. Manage the newly created CSULB 49er Foundation in order to increase voluntary participation, raise donations, and manage assets of said foundation.
18. Include the Auxiliaries in the University strategic planning process to align each Auxiliary with University priorities.
19. The Auxiliaries will work to ensure that each is operating in an open and transparent fashion in order to confirm the effectiveness of our non-profit missions.

<sup>8</sup> [www.csulb.edu/divisions/aa/provost/strategic\\_plan/](http://www.csulb.edu/divisions/aa/provost/strategic_plan/)



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

1. Define and provide ubiquitous wireless access across campus.
2. Focus training and technical support programs to ensure that faculty, staff, students and service providers can effectively use our technology services.
3. Develop a comprehensive approach to the "First Year Experience" that effectively connects student orientation, advising and mentoring, learning communities, "at-risk" programming, and the general education curriculum to ensure student success.
4. Establish security standards for the campus (including all machines joined to the campus domain) and secure licensing for all desktop computers based on a successful pilot that includes desktop encryption, anti-virus, and anti-spyware on all workstations.
5. Continue a campus-wide evaluation of graduate programs considering such markers as program quality, critical mass of students in a program, sufficient number of graduate only courses, number of students graduated, graduation rates, and a department/college's ability to provide a reasonable level of support for program coordination, advising, and culminating activity supervision, and link to the mission of the University and the CSU.
6. Ensure that all students, especially low income and underrepresented minority students, receive ongoing advising by 2015.



CALIFORNIA STATE UNIVERSITY, **LONG BEACH**

1250 BELLFLOWER BOULEVARD, LONG BEACH, CA 90840

[WWW.CSULB.EDU](http://WWW.CSULB.EDU)