

California State University Long Beach

Strategic Priorities and Goals 2013-2016

http://www.csulb.edu/divisions/aa/planning_enrollment/strategicplanning.html

June 18, 2013

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.¹

The rising excellence of California State University Long Beach (CSULB) is increasingly recognized.² As a high quality and low cost institution, CSULB provides 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.³ In recent years, the campus has attained historically high freshman graduation rates with the most diverse student population ever, capping 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 Every Day” in services through the concerted efforts of staff and skillful

Selected Recognitions

- Top ‘Best Value’ and ‘Best in the West’ by *Princeton Review*
- No. 4 in the West, *U.S. News & World Report*
- *Kiplinger’s* Best Values in Public Colleges
- Top 5 Nationally in Freshman Applications
- 280,000 ‘Beach’ alumni
- Premier CA President’s Scholars Program
- Described as a “National Model” in report from regional accreditation
- US top 10 in bachelor’s degrees to minority students and US top 10 in degrees to Hispanics
- ‘Military Friendly School’, *G.I Jobs*
- Winner, Big West Commissioner’s Cup, again
- New Hall of Science is largest project ever
- 2 new doctoral degrees: Physical Therapy, Nursing
- Faculty members among nation’s top undergraduate professors

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

² See citations at <http://www.csulb.edu/about/recognitions.html>

³ <http://www.csulb.edu/about/>

deployment of technology. CSULB aims to continue leadership among CSU campuses in the quality of services delivered.

Campus Life: “Beach Pride” is a hallmark of CSULB’s diverse students, staff, faculty and alumni. The University enjoys an inclusive culture of respect, collegiality, and civility and strives always to promote respect for all, support for diverse perspectives, opportunities to engage in controversial issues with collegiality and respect, and opportunities for service to others.

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.

BUDGET

Although CSULB has been through several years of substantial budget reductions, the campus has protected academic programs and core services. This was possible with careful use of nonpermanent state funding provided in 2010. Governor Brown’s November 2012 ballot initiative was successful, avoiding another round of severe reductions.

The Governor’s budget proposal for 2013-14 is encouraging. He proposed funds for the CSU both to backfill a 2012-13 fee rescission and an additional 5% increase. In addition, he has expressed an intention to provide additional similar increases in following years. If these proposals are approved by the state Legislature, the CSU may enjoy a degree of stability that has not been in place for several years. However, these funds do not fully restore cumulative effects of years of reductions. The CSU and CSULB are now operating within a “new normal,” stable but reduced circumstances. Over a longer term, the recovery of the state economy is very slow and most analysts continue to forecast years of limited higher education funding in most U.S. states, including California due to the difficult economy and competing state fiscal obligations.

The Governor’s budget includes suggestion 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 effort on attaining performance outcomes that are consonant with state needs and goals, specifically improved baccalaureate graduation rates.

Increased stability may 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 three year planning period. Goals provide the framework for annual budget decisions of the Resource Planning Process Committee. Goals are revised each year by campus leadership⁴ to

⁴ The Campus Goals group includes the Provost and Senior Vice President for Academic Affairs, the Vice Presidents for Administration and Finance, Student Services, and University Relations and Development, a staff representative, and the Chair of the Academic Senate. The Director of Strategic Planning and the Assistant Vice President for Institutional Research and Assessment facilitate.

record accomplishments⁵ and to respond to developing needs. Campus goals address these planning areas⁶:

1. Quality of Faculty and Staff
2. Student Retention and Graduation
3. Enrollment Planning and Management
4. Facilities and Sustainable Development
5. Fiscal Resources and Quality Improvement
6. Information Technology Services
7. Research, Scholarly and Creative Activities
8. External Support and Community Relations
9. Auxiliary Organizations
10. Key Achievements of Prior Goals

QUALITY OF FACULTY AND STAFF

Each permanent faculty or staff hiring decision is extremely important and must support our academic purpose of graduating students with highly valued degrees. CSULB has undergone a significant turnover of its faculty in the last ten years. Tenure track faculty density and faculty workload remain serious 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 both innovative pedagogies and new technologies that can be effective with the current generation of students.

Because of limited resources, faculty and staff hiring for permanent positions will continue to be modest for the next few years. The campus will seek the broadest possible pools of diverse applicants for all faculty and staff positions. Without raises in recent years, sometimes new faculty and staff salaries are relatively high compared to longer serving employees, creating “salary compression.” With limited resources, new hire salary offers are sometimes not competitive in the marketplace. However, our ability to adjust salaries and offers is often limited by system policy and collective bargaining agreements. Fairness considerations also must play a significant role in these decisions.

Staff workload remains an ongoing concern. Wherever possible, business processes should be streamlined to assist with staff workload. Staff development should be encouraged to enhance effectiveness 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 to support our mission of graduating students with highly valued degrees.

THREE YEAR GOALS

1. Continue essential tenure track hiring.
2. Continue essential staff hiring.
3. Increase opportunities for faculty professional development, including lecturers.
4. 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.

⁵ 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 CSULB’s strategic planning web site at http://www.csulb.edu/divisions/aa/planning_enrollment/strategicplanning.html.

⁶ Planning areas and goals in the following pages are not listed in priority order.

5. Enhance training opportunities to enable greater professional development and career growth for staff members.

LONGER TERM GOALS

1. Increase tenure track hiring to strengthen academic programs, while enhancing tenure density and faculty diversity.

STUDENT RETENTION AND GRADUATION

In recent years, CSULB has achieved record high six-year graduation rates. Graduation rate improvements, including improvements for student subgroups, have been a key factor in external recognitions of CSULB excellence. 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.

Our strategies have focused on improved class availability, advising, curricular simplification, and enhanced family involvement. We are expanding our use of innovative pedagogies demonstrated to be more effective than lecture at fostering student learning and retention (especially for low income and underrepresented 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 modestly above expected values in 6 year graduation rates. However, the campus is unfortunately below expected values in 4 year graduation rates when compared to campuses with similar funding, student preparation and student demographics. Average units at graduation remain substantially higher than students need to complete degrees and time to degree remains longer. Unfortunately, students are taking longer to graduate and complete degrees than necessary. 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.

Next year we expect financial penalties from the state for students who exceed limits on accumulated units. We already have changes in federal regulations that limit the number of terms for financial aid. Delayed degree completion will become even more expensive for students, especially hurting lower and middle income students.

Improving graduation rates and closing achievement gaps for historically underrepresented students are issues of growing importance 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. Continue to give highest priority to an adequate schedule of classes and support services that facilitate progress to degree for students.
2. Raise CSULB’s 4 year graduation rate from current 14.79% to near the current average 4 year rate for US public Master’s (medium and large), 20% by 2016.
3. Reduce average units at graduation by at least 6 units by 2016.
4. Improve freshman progress to degree to reach a 58% six-year graduation rate by 2014 (2008 cohort).

5. Use Student Excellence Funds effectively to strengthen support for students.
6. Use college graduation rate goals effectively to strengthen college efforts to support students toward graduation.
7. Expand CSULB's use of instructional methods based on innovative technology.
8. Expand active learning that foster student engagement including collaborative learning, undergraduate and graduate research, international study, out-of-classroom activity, and active learning.
9. Continue to support through research and evaluation student success initiatives.
10. Complete a comprehensive program for returning military veterans to support their progress to degree including enhanced advising.
11. In partnership with the U.S. Department of Veteran Affairs, establish a Veterans Success Program on campus to improve, and expand educational and employment opportunities for student veterans.
12. 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.
13. 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. Longer Term Goals
14. Reduce average units at graduation to a maximum of 130 by 2018.
15. Improve progress to degree for low income (Pell recipient) and underrepresented minority freshmen to reach a 56% six-year graduation rate by 2016.
16. Improve transfer progress to degree to reach a 77% six-year graduation rate by 2016.
17. Improve progress to degree for low income (Pell recipient) and historically underrepresented transfers to reach a 75% and 77% respectively on six-year graduation rates by 2016.
18. Improve retention rates for freshmen (at least 4%) and transfers (at least 8%) and eliminate at least one half of current "achievement gaps" in retention for low income and underrepresented minority students compared to other students by 2016.

ENROLLMENT PLANNING AND MANAGEMENT

CSULB's strong reputation and increasing attractiveness have prompted a very high volume of applications for admission. For Fall 2013, the campus received over 88,200 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 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.

For 2013-14, CSULB is implementing a new admissions approach that involves major-specific admissions criteria. This new approach is likely to have 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 CSULB to working with the community college and school district to foster college opportunities for local students. This is something the University has long 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.

THREE YEAR GOALS

1. Successfully implement, and continue to refine, a 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. Develop information to 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.

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 launched efforts to promote alternate transportation with the U-Pass program which provides free bus transportation to faculty, staff and students.

CSULB’s Master Plan⁷ 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 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 are planned for Fall 2013. The Liberal Arts buildings project provides the potential for many more high technology learning environments.

⁷ 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 strategic planning website: http://www.csulb.edu/divisions/aa/planning_enrollment/strategicplanning.html.

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. 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.
3. Expand our program of experimental classrooms to test out innovations in technology and design with participating faculty.
4. Develop and implement a bicycle commuting program, including to Beachside College utilizing established and planned City of Long Beach bicycle routes.
5. Implement bicycle and pedestrian circulation physical improvements based on the Bicycle and Pedestrian Circulation Study.
6. 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.
7. Submit in January 2013 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.
8. In compliance with ACUPCC requirements, by January 2014, submit campus Climate Action Plan.
9. Pursue the proposal to build a Tri-Generation Central Plant that would generate campus cooling, heating, electrical power.
10. Complete the architectural drawings, campus master plan amendment, and related Board of Trustee and environmental approvals for the proposed Alumni Center project.
11. 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.
12. Complete the Campus Wide Space Inventory of all state-occupied space on campus.
13. Finalize architectural plans and begin construction to modernize student residential dining at Parkside College, in an energy efficient and sustainable fashion.
14. Implement the following elements of the Campus Landscape Master Plan:
 - a. Removal and replacement of aging and declining trees in the campus quad and selective areas on campus.
 - b. Install new landscaping in open space areas between LA 2, 3, & 4 buildings.
 - c. Other landscaping projects: replace diseased oleander scrubs on Atherton and Palo Verde Streets; update plantings near Student Health Center, along Friendship Walk, west of Brotman Hall, east and west sides of Human Services and Design and Engineering Technology buildings.

LONGER TERM GOALS

1. Continue efforts to centralize student services based on a "one-stop" concept in the campus vicinity of Brotman Hall, the Horn Center, and the Student Union.
2. 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.
3. To attain climate neutral operations, develop plans to incorporate Zero Net Energy Buildings design elements in all future campus buildings where feasible.
4. 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.

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 core missions. The campus now appears to be entering a period of budget stability but with substantially reduced resources, a "new normal." The Governor's budget includes suggestions for performance funding, a new development for the CSU. 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. Continue to enhance support of chairs, directors, and Deans in management of data and use of evidence based assessment and academic program review.

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 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.

INFORMATION TECHNOLOGY SERVICES

Consistent with the CSULB's mission, information technology activities and resources give priority to support for teaching and learning. Information technology (IT) supports critical campus activities:

- Critical instructional resources including "smart" classrooms, instructional laboratories, and the learning management system;
- Research and public service aspects of our mission;

- Campus infrastructure 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).

Effectively organizing and managing information technology support services are critically important but very complex on a large, poorly funded campus. 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 "High Technology Center" that sets a new, high standard for the CSU in making access to information possible for all students. The campus must always give priority to ensuring campus information security as risks evolve over time. 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. Begin the consolidation of Academic Technology Services (ACS) and Information Technology Services (ITS) into a single information technology organization which will report to the new Chief Information Officer (CIO).
2. 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 2014.
3. Build on progress in training and technical support programs to ensure that faculty, staff students and service providers can effectively use our technology services.
4. 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
5. Aggressively expand the use of technology-based modes of instruction such as flipped, hybrid, and on-line, to enhance the learning experiences of our students.
6. Create a definitive CSULB intellectual property policy which is to include specific policy pertaining to courses utilizing new modes of instruction.
7. 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.
8. Complete a comprehensive inventory of campus resources currently invested in IT in all university divisions, including a thorough assessment of security risks.
9. 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.

LONG 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.
3. Develop a strategy for university website governance and management in consultation with university leadership and including website standards for usability and accessibility.
4. Actively participate in a second effort to create system-wide initiative to assure that payroll systems remain operable and responsive.

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 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. Multidisciplinary RSCA is of growing importance.

CSULB's faculty members and student collaborators are highly productive in RSCA. The total number of funded research projects/programs in FY 2011-12, 197, was the third highest in the last six years. The externally funded research dollar amount, \$49,067,569, was the highest in the last six years. The campus is committed to ongoing pursuit of available opportunities for external funding that are aligned with our mission and with faculty interests and expertise. This includes initiatives to support grant submission (faculty stipend incentive awards), collaborative inter-disciplinary research (MRA), scholarly writing (SWI), and grantsmanship (GWI). We believe it is important to recognize faculty and student research activity, so we have expanded the opportunities for faculty recognition through the newly created annual University Research Celebration and award ceremony. Campus leadership is committed to restoring and expanding support in the future.

THREE YEAR GOALS

1. Support CSULB faculty RSCA, including undergraduate and graduate research opportunities.
2. Identify funding sources to establish a sustainable level of RSCA support for faculty that supports and advances the mission of the university.
3. Increase the number of faculty members applying for external funding from approximately 15% to 20%.
4. Increase the number of CSULB faculty members who are supported by externally funded programs from approximately 10% to at least 15%.
5. 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.
6. Expand the Office of Research & Sponsored Programs (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.
7. Develop a faculty 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.
8. 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.
9. 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.
10. Increase incentives for faculty and staff to seek external funding to increase sponsored program dollar levels to a target of \$50M annually, while maintaining an average indirect rate above 15%.

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 and consider approaches for attracting 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, recharge and resource technology.
6. 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.
7. Develop a searchable Faculty Research Directory database capable of identifying skills, expertise, and technology and collaborative and research needs to improve both inter- and intra-campus awareness of resources and expertise to foster collaborative research and creative activity initiatives.

EXTERNAL SUPPORT AND COMMUNITY RELATIONS

Under 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. CSULB is well branded. Its alumni base of 280,000, 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 state dwindling 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 to external audiences effectively 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. Partner with Long Beach Studios, when established, to develop opportunities for students and faculty in the entertainment industry.
3. Expand outreach to local and national elected officials.

LONGER TERM GOALS

1. To improve access to campus educational and educational resources, locate campus programs and activities near the downtown area to improve access to campus educational and cultural resources.

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 CSU Long Beach 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. Given the anticipated revenue limitations the Auxiliaries will consider appropriate ways to address ongoing operating expenses while maintaining adequate levels of service to the university community.
2. 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.
3. 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.
4. As the need to upgrade or replace information systems surfaces, the Auxiliaries will investigate the feasibility of utilizing existing campus information technology resources.
5. The Forty-Niner Shops and the University Student Union will work collaboratively to develop a campus master plan for food service.
6. Manage the newly created CSULB 49er Foundation in order to increase voluntary participation, raise donations, and manage assets of said foundation.

LONGER TERM GOALS

1. Work cooperatively to address common overhead costs.
2. Include the Auxiliaries in the University strategic planning process to align each Auxiliary with University priorities.
3. Work cooperatively to promote sustainable practices for the campus community.
4. 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.

KEY ACHIEVEMENTS OF PRIOR GOALS

The goals below were achieved in the past year. Achieved goals are reported only once in each annual *Strategic Priorities and Goals* document; earlier achievements are archived on the Strategic Planning web site.⁸

1. During the current, severe California budget crisis, give priority to sustaining academic program quality and faculty morale. [move to done]
2. Continue essential tenure track hiring to ensure that academic programs have essential stability, while seeking to enhance faculty diversity.
3. During the current, severe California budget crisis, give priority to sustaining essential services and staff morale.
4. Continue essential staff hiring while seeking to enhance diversity.
5. Successfully implement the new CSULB Diversity Hiring Plan.
6. During the ongoing severe California budget crisis, continue to give highest priority to sustaining classes and support services that facilitate progress to degree for students.
7. Improve freshman progress to degree to reach a 58% six-year graduation rate by 2012 (2006 cohort, 56.6% was achieved).
8. Expand and institutionalize the Vet Net Ally program.
9. Develop processes to ensure priority registration for veterans, consistent with new state legislation.
10. Restructure, consolidate and streamline to enhance advising for students.
11. Determine and achieve the level of enrollment access that is consistent with student success at CSULB.
12. Successfully implement new doctoral programs in Nursing Practice and Physical Therapy, achieving high academic standards and serving the needs of the state and region.
13. Strengthen support for instructional classrooms to ensure that virtually all classes using instructional IT proceed without hardware or software interruptions.
14. Finalize architectural plans and begin construction to modernize student residential dining at Parkside College, in an energy efficient and sustainable fashion.
15. Establish university standards for "smart" classrooms (http://www.csulb.edu/divisions/aa/academic_technology/itss/css/tutorials/smart_classroom.html)
16. Develop a Campus Landscape Master Plan in the physical development of the campus and in the ongoing maintenance and operations of campus grounds.
17. Complete a CSULB 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.
18. 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.
19. Develop a program of experimental classrooms to test out innovations in technology and design with participating faculty.
20. Create a new innovative "High Technology Center" that sets a new, high standard for the CSU in making access to information possible for all students.
21. Successfully implement a new initiative, CSULB Multidisciplinary Research Award (MRA), launched in 2011, to encourage and promote inter-disciplinary research projects.[move to accomplished?
22. Continue to support initiatives to promote faculty research and grant submission.

⁸ http://www.csulb.edu/divisions/aa/planning_enrollment/strategicplanning.html

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

1. Target international student recruitments through General Fund and College of Continuing and Professional Education (CCPE) in strategic areas.
2. Define and provide ubiquitous wireless access across campus.
3. Focus training and technical support programs to ensure that faculty, staff students and service providers can effectively use our technology services.
4. 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.
5. 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.
6. 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.
7. Ensure that all students, especially low income and underrepresented minority students receive ongoing advising by 2015.