Strategic Planning Coordination Committee

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Julie Stoneburg
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Academic Personnel Coordinator
A Message from the President

More than a year ago, I called a group together to work on a project, the results of which would form the foundation and principles to guide and direct a major University. It is rare when men and women have the opportunity to create history and to set a course that others will follow for years to come. It also carries with it a tremendous responsibility.

My goal in forming the strategic planning committee was to identify a diverse group of faculty, administrators, students, and community leaders who would work together to create the Strategic Plan for California State University Channel Islands. I could not have hoped for a more dedicated, passionate group of individuals. Over the course of planning, a few of the names and faces changed, but the commitment remained steadfast. At each meeting, the talents of this group were evident, as each shared his or her vision for this University, and no member was shy about challenging another’s ideas. The dialogue was rich and the results successful.

This concise document will be the cornerstone for Cal State Channel Islands. We will all strive daily to reach the objectives that are listed and will persevere to make these outcomes a reality for our University. By following the path that is here, we will ensure that California State University Channel Islands is among the leading institutions of higher learning in the country.
University Mission Statement

Placing students at the center of the educational experience, California State University Channel Islands provides undergraduate and graduate education that facilitates learning within and across disciplines through integrative approaches, emphasizes experiential and service learning, and graduates students with multicultural and international perspectives.

Culture and Values (not in priority order)

Culture and values directly impact and influence the mission of all organizations. At California State University Channel Islands, our culture and values mirror the characteristics of the people who make up our campus community. Our culture and values reflect our commitment to students and to promoting a learning environment for the entire community.

I. Individual Values
- Openness and flexibility
- Authentic, direct, and open communication
- Commitment to diversity
- Broad interests-horizons
- A sense of humor
- Respect for other individuals
- Intellectual and personal honesty and integrity
- Commitment to hard work
- Ongoing, critical self-reflection

11. Faculty Values
- Sharing of knowledge
- Commitment to diversity
- Creativity
- Risk taking – pioneering, new things
- Knowledge and research
- Strong community involvement
- Entrepreneurship
- Collaboration and teamwork
- Forward-looking, visionary, constructive criticism, dynamic
- Generating results
- Instilling intellectual stimulation

III. Student Values
- Strong foundation, multiple skills
- Respect for physical environment
- Ability to integrate knowledge and practice
- Commitment to diversity
- Responsibility to greater community
- Demonstrated learning
- Appreciation of one another’s likes and differences
- Commitment to service
- Pursuit of excellence – knowledge, self-knowledge

111. Student Values
- Sharing of knowledge
- Commitment to diversity
- Creativity
- Risk taking – pioneering, new things
- Knowledge and research
- Strong community involvement
- Entrepreneurship
- Collaboration and teamwork
- Forward-looking, visionary, constructive criticism, dynamic
- Generating results
- Instilling intellectual stimulation

IV. Institutional Values
- Accessibility
- Quality
- Commitment to diversity
- Idealistic while realistic
- Continuous improvement
- Campus seen as a community and partner
- Fiscal responsibility/good steward of funds
- Mutual support and respect for one another
- Sense of place/history – aesthetics
- Intense public scrutiny and dialog with community
- Advanced planning
- Campus family – a community of students, faculty, and staff
- Fusion of culture and intellect
- Focus on ideas, not personalities – civility
- Innovation
- Global and local perspectives
- Building opportunities for students, communities, and each other

*Commitment to diversity - culture, race, skills, opinion, ways of knowing, age, sexual orientation
Vision

A California State University that... *(not in priority order)*

1. Meets the needs/concerns/goals of students
2. Continually assesses and improves student learning
3. Assures that students proceed through the University in a timely manner and graduate on time
4. Equip students for success after graduation: graduate studies, employment, personal satisfaction
5. Encourages a facility in two languages
6. Prepares students for participation in citizenship
7. Becomes students’ “campus of first choice”
8. Honors and celebrates the many heritages on our campus and in our community
9. Promotes civility
10. Encourages the appreciation and valuing of each person
11. Creates an environment open to all forms of diversity and experience
12. Develops programs that meet regional needs
13. Prepares high quality programs that attract students, faculty/scholars, and recognition from around the world
14. Promotes teaching/learning across disciplines
15. Provides continuing and professional education
16. Reflects an engaged University
17. Welcomes advice from community and professional perspectives
18. Integrates University and community resources
19. Promotes partnerships with others, including schools, community colleges, colleges/universities, other CSUs, government organizations, civic/cultural organizations, and private/public firms
20. Promotes and supports learning communities
21. Embodies a community of scholars as a center of inquiry for students, faculty, and others
22. Facilitates life-long connections and an appreciation of our University experiences
23. Enables continuous professional enrichment for the internal and external community
24. Promotes and supports scholarly and creative activities
25. Teaches skills and provides opportunities to apply the skills on campus and in the community
26. Encourages technical fluency
27. Encourages Learning for Living, Learning for Life, Learning for a Lifetime
28. Exemplifies effective stewardship of our human, financial, and physical resources
29. Builds an appropriate endowment

General Strategy – Next 2-5 years

1. Encourage and support learning through teaching, inquiry, scholarly and creative activities
2. Provide community access to University resources
3. Earn WASC accreditation
4. Develop academic programs as well as support organizations and physical facilities
5. Promote University Advancement
Strategic Planning Model Flowchart

CULTURE and VALUES
(See page 2)

MISSION Statement
(See page 2)

VISION
(See page 3)

Organizational PROFILE

General STRATEGY
(See page 3)

External ENVIRONMENT

Strategic DIVISIONS
(See page 6)

Strategic INITIATIVES
(See pages 6 through 8)

OBJECTIVES
Two-Year Five-Year
(See pages 7 and 8)

Assessment of RESULTS

OBJECTIVES
Ranked OBJECTIVES
Responsible PERSON
Needed RESOURCES
$ Time
Strategic Planning Model

Page 4 presents a diagram of the Strategic Planning Model used by the committee to guide their planning process. The committee developed each module of the plan according to the following definitions/criteria:

**Culture/Values:** The major elements of the internal value system that define the organization.

**Mission:** Why does the organization exist – its main purpose?

**Vision:** Where do we want the organization to be in the next five years?

**Organizational Profile:** An analysis of the major internal elements, including an evaluation of their strengths and weaknesses.

**General Strategy:** What are the principal activities of the organization?

**External Environment:** An analysis of the major external elements, including an evaluation of their opportunities and threats.

**Strategic Divisions:** An analytical way of looking at organizations – not tied to a formal hierarchical structure.

**Strategic Initiatives:** The projects/efforts/approaches used to implement the strategy.

**Objectives:** The specific targets of performance. “Objective” is another term for goal. Each objective should be measurable (preferably numeric). Each objective should be assigned to one person for ultimate responsibility. Each objective should be tied to funding: little can be done without dedicated resources.

**Assessment of Results:** The compilation and analysis of activities based on the strategy. All plans must have a mechanism to capture results. All plans must have performance measures (often called expectations) built into the plan. The strategy must be formulated and articulated in a way that allows for an accurate measurement of results.

**Tactics:** How should the strategies/activities be implemented? How will it happen? This is not part of the Strategic Plan, but it does consume most of an organization’s time and energy.
Strategic Divisions

- Students
- Teaching, Learning, Scholarly, and Creative Activities
- Internal and External Community
- Financial and Physical Resources
- Technology
- Human Resources Development
- Marketing (“Positioning CSUCI”)

Strategic Initiatives 2003-2008

Initiative I. To continually assess the effectiveness of and make appropriate modifications to the following programs, services, activities, and projects (not prioritized):

- The recruitment, support, and retention of excellent faculty, staff, and administrators
- Delivery of curriculum that promotes student learning
- Co-curricular and other student services
- The progress toward WASC accreditation process
- The development of the Academic Master Plan, including curriculum
- Enrollment management processes to build and support student numbers and retention
- Continual evolution of the campus Physical Master Plan
- Generation of income from all potential sources, including the success of increased fund-raising efforts
- Development of marketing and external communication processes to increase regional and national recognition and brand awareness

Initiative II. A special project to align faculty support (for teaching and for scholarly and creative activities), staff support, faculty and staff assessment and reward system with our Mission and Strategies.

Initiative III. A special project to implement effective and comprehensive planning processes, organizational structures, and assessment / evaluation mechanisms.

(See charts on pages 7 and 8)
## Strategic Initiatives 2003-2008

<table>
<thead>
<tr>
<th>INITIATIVE I</th>
<th>WASC</th>
<th>TWO-YEAR OBJECTIVES</th>
<th>FIVE-YEAR OBJECTIVES</th>
<th>PERSON(S)</th>
</tr>
</thead>
</table>
| Human Resources Function | | Processes in place  
Productivity measures | Same as two-year objectives  
Increases above two-year objectives | Assoc VPHR / Assoc VPAA  
VPFA / Assoc VPAA |
| Curriculum Delivery | X | Data from campus-wide Assessment Plan | Increases above two-year objectives | WASC Steering Committee |
| Co-curricular | | Student leadership / government  
Student clubs  
Athletic programs  
Student participants  
Activities  
Services for students  
Enhanced communication with students | Increases above two-year objectives  
Increases above two-year objectives  
Increases above two-year objectives  
Increases above two-year objectives  
Increases above two-year objectives  
Increases above two-year objectives | VPAA  
VPAA  
VPAA  
VPAA  
VPAA  
VPAA |
| WASC (visit Oct '04) | X | Candidacy | Accreditation  
Same as two-year objectives | WASC Steering Committee |
| Academic Master Plan | X | Expanded plan in place  
Processes in place | Same as two-year objectives  
Same as two-year objectives | VPAA  
Dean of the Faculty / Enrollment Management Committee  
VPAA / VPFA  
VPAA / VPFA |
| Enrollment Management / Student Success | | | Same as two-year objectives  
Same as two-year objectives | VPAA / VPFA  
Univeristy Advancement Team |
| Physical Master Plan | X | Five-year plan in place  
Align with Academic Plan | Same as two-year objectives  
Same as two-year objectives | University Advancement Team  
University Advancement Team / VPAA / VPFA  
University Advancement Team / VPAA / VPFA |
| Income Generation | | 10% of allocated budget  
Accelerate Site Authority Income; Supplement Income (from donors) | Increases above two-year objectives  
Increases above two-year objectives | University Advancement Team  
University Advancement Team / VPAA / VPFA  
University Advancement Team / VPAA / VPFA |
| Identity-Unique Recognition | | ≤πd ≤d ∞rάgρ | Increase in positive stories and diversity of stories | |

**KEY**
- VPHR = Vice President of Human Resources
- VPAA = Vice President of Academic Affairs
- VPFA = Vice President for Finance & Administration
- WASC = Western Association of Schools & Colleges
- VPSA = Vice President for Student Affairs
- UTF = University Task Force

*Continued on page 8*
## Strategic Initiatives 2003-2008

<table>
<thead>
<tr>
<th>INITIATIVE II</th>
<th>WASC</th>
<th>TWO-YEAR OBJECTIVES</th>
<th>FIVE-YEAR OBJECTIVES</th>
<th>PERSON(S)</th>
</tr>
</thead>
</table>
| Align faculty and staff support, assessment, rewards with Mission / Strategy | $\times$ | Modified RTP (Retention / Tenure / Promotion) document  
Staff support plan  
Data from campus-wide Assessment Plan  
Demonstrate support / alignment: Grants / IRB (Institutional Review Board)  
Faculty Development Office / Activities  
Handbooks / Documents  
Sabbaticals  
Release time  
Reassigned time  
Other support of scholarly / creative activities | Same as two-year objectives  
Same as two-year objectives  
Increases above two-year objectives  
Increases above two-year objectives | Academic Senate / Faculty Development Office  
UTF: Staff Support  
WASC Steering Committee | UTF: Faculty Support |

<table>
<thead>
<tr>
<th>INITIATIVE III</th>
<th>WASC</th>
<th>TWO-YEAR OBJECTIVES</th>
<th>FIVE-YEAR OBJECTIVES</th>
<th>PERSON(S)</th>
</tr>
</thead>
</table>
| Comprehensive Planning Processes | X | Updated Strategic Plan  
Organizational Attributes:  
Student retention  
Student graduation  
CSUCI students in other programs  
Students employed  
Student incomes  
Faculty / Staff / Administration quality  
Faculty / Staff / Administration retention  
Survey results: campus / community  
Productivity measures  
Capstone / Accountability targets  
Other benchmarks | Same as two-year objectives  
Increases above two-year objectives  
Increases above two-year objectives  
Increases above two-year objectives  
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Increases above two-year objectives | President of the University | UTF: Organizational Attributes |

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