

## UNIVERSITY STRATEGIC PLAN TOWN HALL MEETINGS / SURVEYS

- **April 7 – 57 Attendees – CSU Channel Islands**  
Faculty, Staff, Administrators, and University Strategic Plan Steering Committee (USPSC) Members
- **April 29 – 27 Attendees – CSU Channel Islands**  
Staff and the Student Advisory Board on University Life
- **April 29 – 24 Attendees – CSU Channel Islands**  
Faculty, Staff, and USPSC members
- **May 13 – 18 Attendees – CSU Channel Islands**  
University Foundation Board Members
- **September 15 – 52 Attendees – CSU Channel Islands**  
Faculty, Staff, Administrators, and USPSC members
- **September 17 – 20 Attendees – City of Oxnard**  
Community members, Administrators, and USPSC members
- **October 29 – 27 Attendees – City of Camarillo**  
Community members, Administrators, and USPSC members
- **November 5 – 16 Attendees – CSU Channel Islands**  
Student Government and Provost
- **December 3 – 12 Attendees – City of Santa Barbara**  
Community members and USPSC members
- **Wufoo Survey – 36 Respondents**  
18 Staff, 11 Faculty, 4 Students, 3 Community Members

**TOTAL NUMBER OF ATTENDEES/RESPONDENTS : 289**

**UNIVERSITY STRATEGIC PLAN STEERING COMMITTEE**  
*Special thanks to members of the University Strategic Plan Steering Committee for facilitating the development of the University Strategic Plan.*

**Gary Berg**

Associate Vice President and Dean,  
Extended University & International Programs

**Michael Berman**

Vice President for Technology & Communication

**Bill Cordeiro**

Associate Vice President,  
MVS School of Business & Economics

**Jeanne Grier**

Academic Senate Chair; Professor of Education

**Gayle Hutchinson**

Provost and Vice President for Academic Affairs

**Nichole Ipach**

Vice President for University Advancement

**Jill Leafstedt**

Associate Professor of Education;  
Director of Innovative Teaching

**Jim Meriwether**

Program Chair and Professor of History

**Toni Rice**

Associate Vice President, Student Affairs

**Sara Sanders**

Student (History & Political Science);  
Vice President of Student Government

**Wm. Gregory Sawyer**

Vice President for Student Affairs

**Genevieve Evans Taylor**

Chief of Staff to the President

**Ysabel Trinidad**

Vice President for Business & Financial Affairs

**Amy Wallace**

Interim Associate Vice President for Continuous Improvement

**Jim Walker**

Community Member; President Emeritus,  
Moorpark College



**Channel Islands**  
CALIFORNIA STATE UNIVERSITY

# University Strategic Plan 2015 – 2020

January 26, 2015

**PRESIDENT'S MESSAGE**

Just over ten years ago I called upon the University to develop the foundation and principles that would guide our initial development. During our 13 short years of existence, we have created a top university where our students, faculty, and staff are competing with highly impressive results.

Keeping students at the center of the educational experience, we have become a well-developed, comprehensive institution of over 6,000 students, nearly 900 faculty and staff, 24 majors, 17 graduate/credential programs, and eight centers and institutes.

Just as the University has changed, so too has the world and our communities, which are filled with considerable challenges: the globalization of cultural and economic interactions; the environment and the efficient management of our earth's resources; population increases, particularly in groups that traditionally have been least likely to attend higher education; and the explosion of information and the responsibility to examine it with an unbiased eye. These issues demand that we operate in innovative ways to educate students who can think critically, work in teams, and solve real world problems with interdisciplinary approaches.

Thus, in 2013 I asked the University Provost to convene a University Strategic Planning Committee to revisit the University's Strategic Plan and make recommendations that will prepare our students to deal with the dominant issues of the 21st century. Their synthesis of this information has resulted in an affirmation of the University's Mission Statement, and a refocused vision which encapsulates our values, culture and strategic priorities. This document summarizes the key elements of the University Strategic Plan. In the spring and fall, University Divisions will finalize divisional plans. Together, our planning efforts will ensure excellence through innovation as California State University Channel Islands educates leaders for the future.

Richard R. Rush  
President

**MISSION STATEMENT: Why do we exist?**  
**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.**

**STUDENT-CENTEREDNESS:  
How do we define it?**

Ensuring that students' best interests are at the center of all University decisions.

**MISSION PILLARS**

Integrative Approaches • Community Engagement • Multicultural Learning • International Perspectives

**VALUES AND CULTURE: Who are we?**

As an inclusive public University centered on student learning, we embrace and promote integrative approaches, community engagement, multicultural learning and international perspectives. With a singular commitment to student success, we strive for innovative practices and excellence within the disciplines. We practice civility, value collaboration and are responsible stewards of our resources. We adapt to the changing needs of our students, and foster regional and global communities through partnerships.

**VISION: Where will we be in five years?**

CI aspires to be a prominent public University rich with diversity of people, culture, and thought, preparing students for an ever-changing world through exceptional teaching, meaningful scholarship, creative activities, innovative and strong leadership, and significant community partnerships.

**STRATEGIC PRIORITIES****Facilitate Student Success**

- Provide University access to students who bring diverse perspectives
- Provide a mission-driven education that prepares students for individual success as they become contributing members of society
- Provide support for student persistence toward degree completion and opportunity for timely graduation

**Provide High Quality Education**

- Hire and support high quality faculty and staff who are committed to the mission of the University
- Infuse integrative approaches, community engagement, multicultural learning, and international perspectives into all aspects of learning
- Engage undergraduate and graduate students in research and creative activities

**Realize Our Future**

- Build infrastructure capacity
- Leverage the use of technology
- Seek, cultivate, and steward resources both public and private
- Implement collaborative planning and accountability processes

**STUDENT SUCCESS:  
How do we define it?**

- Students achieve established learning outcomes and are academically prepared to graduate;
- Students actively engage in the curricular and co-curricular programs and support services that enhance their educational experience; and
- Students apply their academic and co-curricular experiences to further their education, advance their careers, and contribute positively to a diverse and dynamic society.

**Academic Affairs:**  
Priorities & Initiatives

**University Advancement:**  
Priorities & Initiatives

**Business & Financial Affairs:**  
Priorities & Initiatives

**Student Affairs:**  
Priorities & Initiatives

**Technology & Communication:**  
Priorities & Initiatives