

CSUCI STRATEGIC PLANNING: EXTERNAL ENVIRONMENT SCANNING REPORT

I. SOCIAL & CULTURAL ENVIRONMENT

A. DEMOGRAPHIC TRENDS (REVOLUTION 1: POPULATION)

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
<p>1. Decline of 7% in the number of California high school graduates between 2007-2014. (Chronicle of Higher Education Almanac for Fall 2007.)</p>		<p>Relatively small number of Ventura County high school students graduating UC/CSU eligible.</p>	<p>(a) Reduced pool of student applicants eligible to be admitted as FT Freshmen (b) University must consider attracting out-of-state students as freshman. Adjacent states of Arizona, Nevada, and others will enjoy healthy growth and may serve as source for us.</p>
<p>2. Moderate increase in school-aged population. (CPEC, US Census)</p>		<p>Ventura County has one of the highest college going rates, 45% to community colleges—largest in state.</p>	<p>(a) Relatively few area students transfer from high school to CSUCI. (b) More area students instead choose one of the three Ventura County Community Colleges. (c) Relatively few CCC students transfer from area CCCs to CSUCI; instead choosing to attend other area CSUs. (d) CSUCI is not fully benefiting from the Ventura County “educational pipeline.” (See Table 1: Upper Division Pathways)</p>

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<p>3. Increased female student population. (CPEC, US Census)</p>			<ul style="list-style-type: none"> (a) opportunities to increase female participation in sciences (b) continued challenge to recruit male students (c) compliance with Title IX; student services geared towards females
<p>4. Continued graying of the population. Working adult students on the rise. (US Census)</p>		<p>Increased pool of seniors and skilled retirees in Ventura County.</p>	<ul style="list-style-type: none"> (a) Opportunities to provide college courses to older “enrichment seekers.” (b) Opportunities to employ these professionals in innovative ways, expanding on the base provided by OSHER.
<p>5. Rise in Hispanic population (US Census)</p>		<p>California’s school age population will continue to become more Hispanic. Hispanic High School graduation rate remains flat</p>	<ul style="list-style-type: none"> (a) Hispanic culture, language, and social issues will influence CSUCI programmatic direction, as well as its campus environment. (b) Potential opportunities for enrollment

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B. GLOBALIZATION & HIGHER EDUCATION TRENDS (REVOLUTION 5: INTEGRATION)

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
1. Increased demand for higher education and an international market for faculty and students			Recruitment opportunities for faculty and students
2. Increased competition from traditional and non-traditional providers of education		CLU actively recruits international students. Moorpark College has a partnership with University of La Verne for BA	Need to differentiate offerings; online options; increased competition
3. Knowledge economy will require more people trained in high-tech skills and competencies	US deficit in degree attainment continues, especially in science and engineering fields while several other 'developing' countries are increasing their percentages dramatically. US competitiveness in the coming 'knowledge economy' will become more problematic.	Local STEM crisis	Opportunities for expanding STEM disciplines

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C. PHILANTHROPIC TRENDS

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
Overall giving is stable and planned giving is facing changes	E-giving is on the rise	Several major Ventura County corporations suffering economic slumps, including AMGEN and Countrywide. (Philanthropy report.) Establish a culture of philanthropy in the region	<ul style="list-style-type: none"> (a) Greater challenges for fundraising (b) Use of technology to raise money (c) CSUCI's alumni base, while still young, is continuing to grow. (d) CI should focus on major corporate offices in our region for funding

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II. TECHNOLOGICAL ENVIRONMENT

A. TECHNOLOGY TRENDS (REVOLUTION 3: TECHNOLOGY)

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
1. Networking and new wireless capabilities is making laptops, personal email, and media available everywhere. (CSIS report.)	The continued decentralization in the availability of information.	CSU Chancellor's Office pressures for distance and mediated instruction will continue. Private institutions will challenge public institutions in convenience for university instruction.	<ul style="list-style-type: none"> (a) Opportunities for mediated instruction will continue to challenge CSUCI's delivery of educational materials. (b) Need to develop technology infrastructure for students, faculty, staff, and community
2. The revolution in nanotechnology, genetics and biotechnology will continue to impact Western societies.	Human Genome Project will continue to assist scientific progress.	California, as a leader in biotechnology, will have opportunities in higher education for biotechnology growth.	<ul style="list-style-type: none"> (a) CSUCI well situated to participate in biotech advances, with several major companies, including Baxter and Amgen in our area. (b) Biotech start ups should be key ingredient in CSUCI technology park project. (c) Opportunities for nanotechnology participation
3. Technology innovation will be a source of future economic growth			<ul style="list-style-type: none"> (a) CSUCI needs to emphasize not just training in the use of technology, but in technology innovation

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<p>4. Research partnerships have become more important to the innovation process.</p> <p>Universities becoming more important players in the innovation and commercialization process</p>	<ul style="list-style-type: none"> -Greater reliance on external sources for R&D funding for firms globally -Cooperative R&D agreements between federal labs and industry increasing -Greater collaboration in authorship of science and engineering articles across institutions -The number of patent applications filed by universities is increasing -Licensing income is increasing for universities -New start-ups formed increasing 	<p>Local companies engaged in R&D</p>	<ul style="list-style-type: none"> (a) R&D Park needs to be integrated into academic programs (b) Faculty research opportunities
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B. INFORMATION TRENDS (REVOLUTION 4: INFORMATION)

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
1. Re-Learning process needed – as information becomes increasingly perishable and as people return to school to gain new skills (CSIS)	Growth of cyber-universities and distance learning centers		(a) Challenge to CI will not come from adjacent universities but from distant cyber-universities offering majors and opportunities for retooling. (b) CI should consider alternatives to degrees that are attractive to adults, to displaced employees, to those interested in new job fields.
2. Volume of information is on the rise – information revolution	Internet content continues to rise Information is global	CSU, UC, and WASC are all concerned about it Students in Ventura County are unprepared to handle it	Need for critical thinking skills infused throughout the curriculum

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III. ECONOMIC ENVIRONMENT

A. ECONOMIC TRENDS (REVOLUTION 5: INTEGRATION)

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
1. Continued economic globalization	US economic growth to be modest or flat	Ventura County growth is now projected to be slow through 2011 Local industry effects; greater focus on export sector	Need to emphasize global awareness
2. Rising costs of education	Tuition and fees increasing	CSU fees set by Trustees College fees at CSU campuses are low compared to those in other states. CSU could raise student fees and still be at or below comparative states. Given the current state budget, this option may be considered by legislatures and boards of trustees.	Student fee revenue will be an important source of funds. However, the chronic under-funding by the State will not be fully offset by fee increases.

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B. LABOR FORCE TRENDS (REVOLUTION 5: INTEGRATION)

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
1. High projected need for people in STEM fields – engineering, computer science, technologists – in California (Access to Excellence Draft)	Higher skill levels/degrees required for many occupations/	Shortage in state and region for persons with degrees in science and engineering.	Opportunities for degree programs in science, engineering, technology, and CSU funding available.
2. Healthcare and Service-related industries will grow the fastest (health science and information technology); Retail, health, and education sectors will also grow		Shortage in state and region for persons with degrees in health science and nursing.	Opportunities for program growth in health services, nursing, health science, nutrition, wellness, and information technology.
3. Job growth in sectors that only require an Associate’s degree or special certificate	Demand for Associate’s degree and training for many jobs		Certain segments of the population will not require 4-year degrees

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C. COMPETITION & COMMUNITY TRENDS

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
1. Rise in non-traditional schools; online degree programs	Internet based marketing increasingly important. Increased international competition,	Local market does not have direct competitors	(a) Captive local market, i.e. Lack of competition from 4-year colleges (b) Opportunity for satellite campuses
2. Increased demand for education from non-traditional sources (Military and corporate audiences)		Local naval base; corporations in our service area	Opportunities to provide programs to wider audience in a variety of formats

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IV. ENVIRONMENTAL ISSUES

A. ENVIRONMENTAL TRENDS (REVOLUTION 2: RESOURCES)

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
Climate Change; Global warming; rising pollution; resource depletion; non-renewable energy sources	Increased global focus on sustainability and environmental issues	Oceans; Agriculture important to our region	<ul style="list-style-type: none"> (a) Opportunities for restoration, conservation, sustainable development practices by the campus. These practices should span all divisions of campus, including Academic Affairs, Administration and Finance, Advancement, Student Affairs, and the President's Office; (b) Curricular implications, embedding environmental awareness into the curriculum for all graduates; (c) Increased need for research into issues related to the environment.
2. Obesity of US youth; Health issues of the population	Rise in health care costs	Rise in health care costs	<ul style="list-style-type: none"> (a) Student health services; (b) Opportunities for programs in health science, food science, nutrition, etc
3. Resources scarcity and quality for water, petroleum, and other products will be key controversies in future.	Nations will be in tension over access to water, oil, and food, with exporting nations being increasingly powerful.	State of California will spend more on infrastructure, including on its aging water and levy systems.	<ul style="list-style-type: none"> (a) CSUCI can expect that costs for utilities, including heat and water, will increase. (b) Costs for new construction will increase. (c) Pressure will continue to find efficiencies and 'green' solutions to campus growth. (d) Renewable energy will replace fossil fuels as a source of energy, and sustainable development practices will become more important to reducing the long term costs and environmental impact of our campus.

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V. POLITICAL ENVIRONMENT

A. FEDERAL & STATE FUNDING TRENDS

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
1. Flat or declining support for higher education at the federal and state levels	State universities will rely increasingly on private sources of funds for growth.	California State Budget – The state legislature and the governor haven’t successfully addressed the state’s structural budget deficit problem. The funding for enrollment growth and the CSU Compact may not be honored in future years. The CSU system is currently facing a 10% reduction in its budget.	(a) Limited state funding in future (b) Increasing reliance on grants and outside funding (c) Slower FTES growth and delay in implementing some academic programs

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<p>2. College Cost Reduction Act of 2007</p>	<p>The bill will substantially increase the purchasing power of the Pell Grant, the nation's premiere need based grant program which benefits millions of low income students, increasing the maximum grant amount by \$100 for five years beginning in 2008-9. It will make student loan debt more affordable by cutting the interest rate on student loans in half, to 3.4 percent, by 2012, and by capping loan repayment amounts to a reasonable percentage of a graduate's income.</p>	<p>Impact on underserved students in our region</p>	<p>Opportunity to recruit a diverse student body</p>
<p>3. Increased federal funding for K-12</p>		<p>A voter-approved constitutional amendment, Proposition 98, guarantees minimum funding levels for K-12 schools in CA</p>	<p>Limited state funding available for higher education, CSU, and CSUCI</p>

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B. CSU/AAC&U/WASC ISSUES

Trend & Data Source	Global/National Context	Regional/Local Context	Implications for CSUCI
1. Access to Excellence; CSU Initiatives: Reduce time to degree; Distance Learning initiative; Military initiative		Local Naval Base has opportunities for partnerships	<ul style="list-style-type: none"> (a) Unfunded mandates from CO (b) Opportunities to expand access through distance learning (c) Opportunity to better serve military audience
2. National pressure for public accountability of American Universities.	Spellman Report generating debate among accrediting agencies about value of national accreditation. AAC&U LEAP Initiative (Liberal Education & America's Promise)	CSU and UC participating in major 'voluntary system of accountability' to respond and head off this trend for national oversight. WASC accreditation requires continued institutional commitment to assessment.	<ul style="list-style-type: none"> (a) CSUCI can expect pressure from WASC and from the CSU System to demonstrate its quality and effective use of taxpayer dollars. (b) CSUCI needs to devote resources and shape its academic structure to reflect effective assessment efforts. (c) CSUCI's core values match the LEAP learning outcomes and should be sustained
3. Funding formula for graduate and international students changed by the CSU		CSU recently changed its formula funding for graduate students (12 units not 15 for full time status), making it slightly more generous. No additional FTE funding for international students	<ul style="list-style-type: none"> (a) Graduate instruction has been unattractive to CSUs historically. This may make graduate education more viable for CSUCI (b) Less incentive to recruit international students but the campus still keeps the non-resident tuition. However, the out of state fees amount to over \$13,000 for a full-time student, which is a couple thousand dollars more than the state supported students bring to the university. Additionally, when state-support FTE is capped, it makes sense to seek non-residents to a greater degree.

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