

# STRATEGIC PLAN 2008-2013



## PRESIDENT'S MESSAGE

Just over five years ago I called upon the University to develop the foundation and principles that would guide the initial development of our University. With that blueprint we have accomplished much. Keeping students at the center of the educational experience, we have grown from an institution of 1,560 students, 195 faculty and staff, and ten majors to a well developed, comprehensive institution of 3,600 students, over 700 faculty and staff, 23 majors and 12 graduate/credential programs, and six centers and institutes.

The University has changed and the world has changed. In the first decade of this new century we find a world 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, at the beginning of the 2007-08 academic year I asked the University Planning and Coordinating Council (UPACC) 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. UPACC conducted community focus groups, solicited input from campus divisions and town hall meetings, and surveyed regional, national and global conditions, generating full and rich discussions about the path that CSU Channel Islands should chart. Their synthesis of this information has resulted in an affirmation of the University's Mission Statement, and more relevant vision, values, and general strategies. I applaud their efforts.



This document summarizes the key elements of the plan. In the fall UPACC will augment the plan by determining specific two year and five year actions that include steps for assessing our progress. 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

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.

## VISION

CSU Channel Islands is a national and international leader in quality higher education, enrolling a diverse student body, offering innovative academic programs that focus on student-centered learning and are enhanced by faculty research, creative activities, and community partnerships.

CSU Channel Islands provides strong curricular and co-curricular educational experiences for the “whole student” through a community of faculty, staff, and students; graduating students who are prepared for the workforce and prepared to be engaged citizens in the regional and global community.

Through these community partnerships CSU Channel Islands develops a wide base of non-state funding to support excellence in support of the mission.



## CULTURE AND VALUES

As a student-centered educational institution, we embrace and promote excellence and innovation in all areas of teaching, scholarship, creative and co-curricular activities, and in our business enterprises. We exemplify all aspects of the University Mission with a singular commitment to student success in meeting University academic standards. In all our work, we show respect for others, reflect a cooperative and collaborative attitude, and practice civility.

As a young and growing public institution, and a member of the 23 campus California State University system, we operate in an environment of ambiguity with limited state resources. Our environment and our orientation compel us to be entrepreneurial and to seek non-state support. We are fiscally responsible in our stewardship of our resources. We exhibit the highest levels of honesty and integrity.

As a vital part of our regional and global community, we encourage partnerships that support the University Mission while building opportunities for life-long learning and community enhancement.







## GENERAL STRATEGY

1. Encourage and support student-centered learning through teaching, inquiry, scholarly, creative, and co-curricular activities.
2. Foster community engagement with our students and provide access to the University both regionally and globally.
3. Continue developing innovative practices that enhance the quality and effectiveness of the University including academic programs, student support services, the business enterprise, and physical infrastructure.
4. Develop support for the University with the community and public and private funders through inclusive partnerships and programs that encourage others to feel part of the University.

## STRATEGIC INITIATIVES

STRATEGIC INITIATIVE	GROUP LEADER	TWO YEAR OBJECTIVES	FIVE YEAR OBJECTIVES
<b>Student Access/Retention/Success</b>	Jane Sweetland		
<b>STEM Crisis</b>	Dawn Neuman		
<b>Environmental Sustainability</b>	Ashish Vaidya and Deborah Wylie		
<b>Athletics</b>	Greg Sawyer and Athletic Director		

Objectives To Be Completed by Strategic Initiatives Committees in Fall 2008



# STRATEGIC PLANNING MODEL

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

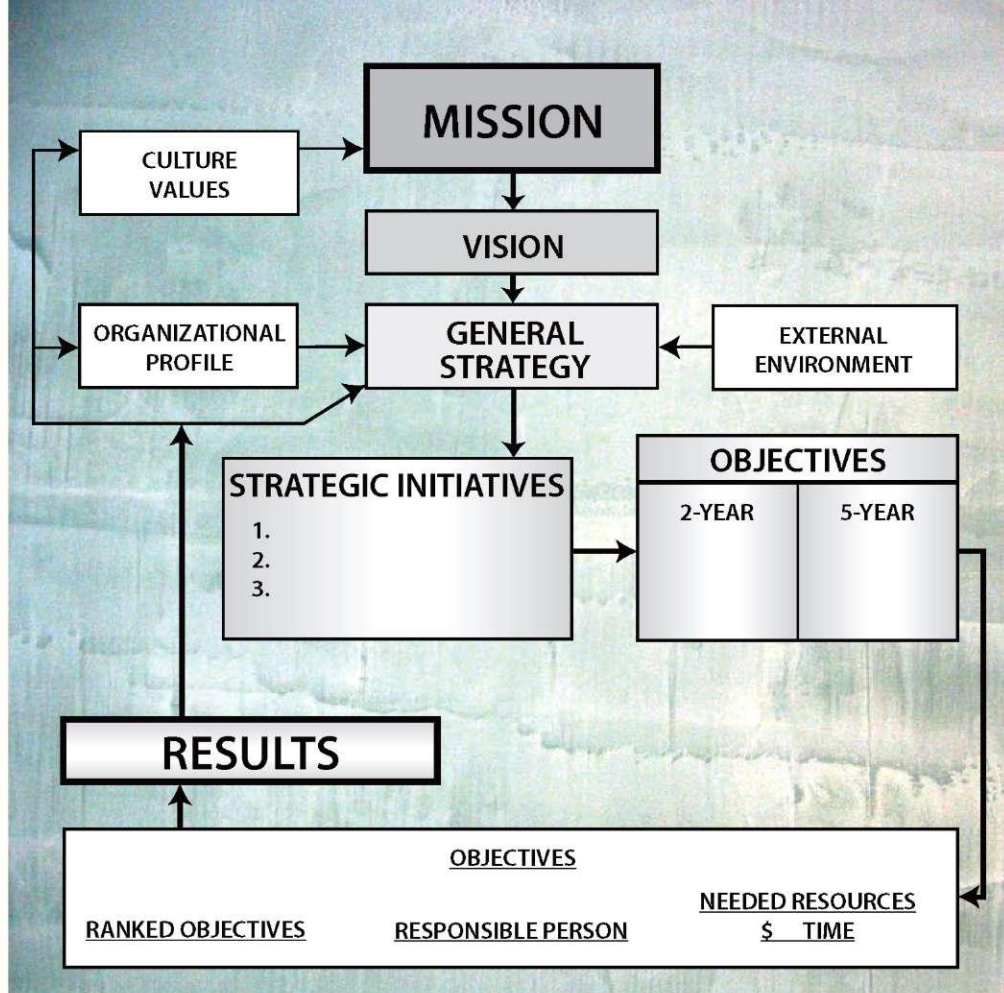
**Mission:** Why does the organization exist - its main purpose?

**Vision:** Where do we want the organization to be in 5 years?

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

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

**General Strategy:** What are the principal activities of the organization? Each Unit is expected to conform to the General Strategies established in the organization's Strategic Plan.



**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.

**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 accurate measurement of results. This function is essential.

The development of Performance Measures should be closely tied to ongoing data gathering processes. If needed, ongoing monitoring processes should be changed to capture the future information needed to measure the strategy's success (or failure).

While developing performance measures and capturing performance data is very important, just as important is a process of updating the Strategic Plan. By adjusting the strategy based on feedback from performance measures, an organization can be assured of fulfilling its overall Mission.

**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.

## 2007-08 TASK FORCE MEMBERS

- Ted Lucas, Provost and Vice President for Academic Affairs – Co-Chair and UPACC Steering Committee
- Bill Cordeiro, Director, Smith School of Business & Economics – Co-Chair and UPACC Steering Committee,
- Therese Eyer mann, Special Assistant to the President – UPACC Steering Committee
- Terry Ballman, Chair, Academic Senate
- Chelsee Bente, President of Student Programming Board
- Dave Chakraborty, Director of Planning, Design and Construction
- Joanne Coville, Vice President for Finance and Administration
- Maureen McQuestion, Chief Information Officer
- Peter MacDougall, Appointed Community Member

- Cris Powell, President of Student Government
- Wm. Gregory Sawyer, Vice President for Student Affairs
- Mitchel Sloan, Appointed Staff Member
- Jane Sweetland, Dean of Enrollment
- Ashish Vaidya, Dean of the Faculty
- Deborah Wylie, Associate Vice President, Operations, Planning & Construction
- Scott Frisch & Kathryn Leonard, Co-Chairs, Senate Fiscal Policies Committee
- Bob Bleicher & Blake Gillespie, Co-Chairs, Senate Faculty Affairs Committee