Strategic Plan Campus Forum Feedback
March 8, 2019
Icardo Center

CORE VALUES

We place students and student success at the center of all we do, and are guided by a set of core values that shapes our work with students, with each other, and with the region we serve.

These core values include the following commitments:
- *Developing the intellectual and personal potential of every student*
- *Supporting the intellectual and professional development of all faculty and staff*
- *Contributing to the growth and well-being of our region*
- *Nurturing a civil and collegial campus environment that champions innovation, learning, and diversity*
- *Engaging one another with respect, trustworthiness, ethical behavior, and self-reflection*
- *Promoting active, informed engagement in shared governance by students, faculty, and staff*
- *Collaborating with the public, alumni, and one another for achieving the mission, vision, and goals of the university*

Question

Is there anything not clear or missing in each statement; or is it ok as is?

Overall Feedback on Core Values

- Reorder statements
    - Suggestion #1: Reorder to 1, 2, 5, 4, 6, 7, 3
    - Suggestion #2: Move third value about growth of region right before the last value about collaborating with the public
- Proposal of additional core values:
    - "To be a sustainable, green, environmental campus"
        - Saving energy, good use of water, air, and water quality
        - Reduce carbon footprint
    - Respect the limited resources of our students
    - "Fostering an environment of transparency and open discourse"
    - "Commitment to continuous improvement in processes and outcomes"
- Should we include national or international outreach?
- Are we missing lifelong engagement? – It is included in the goals (lifelong student success), but should it speak to lifelong alumni engagement?
- Needs to address tenure-track density, which ties into the graduation initiative
- Values are clear, easy
- Consider bolding or underlining key words – this would lead to great marketing, even as acronyms
- For students – issues taking specific classes, increased costs, more emphasis on student success

- We developed "guiding principles" two years ago…where are they? – Are they interchangeable or acknowledge that they exist?
- Proactive role in shaping the community around it, academic, professional, positive leadership that is not coming from an agenda-based place
    - University has a role here; Grow, time, resources, for people; Rallying point and a place to be proud of it; Once we see that we are good to the community they would want to come to see us and engage more; More of a presence, outreach, very insular, more we can be out and meet people where they are; Community engagement

Feedback on Opening Statement: We place students and student success at the center of all we do, and are guided by a set of core values that shapes our work with students, with each other, and with the region we serve.

- Add "academic excellence" to "student success"
- Like opening statement
- Emphasis on "student and student success"
- "We" is not clear. Should it be specific? (CSUB faculty and staff?)
- Statement might be too narrowly focused ("all we do") on students to encompass core values 2 and 3
- Replace "shapes" with "shape" (grammatically correct)
- Eliminate "we place…"

Feedback on Core Value 1: Developing the intellectual and personal potential of every student

- None

Feedback on Core Value 2: Supporting the intellectual and professional development of all faculty and staff

- None

Feedback on Core Value 3: Contributing to the growth and well-being of our region

- Region vs. global community
- What word encompasses students, region, global?
- Too vague – consider bringing in some of our key values for our region – economics, poverty, lack of education, healthcare services, clean air, environment, basic needs (Intellectual, economic, cultural, and physical well-being)
- Make this more robust – Positive, expanding on what well-being means; Improving lifestyle

<u>Feedback on Core Value 4: Nurturing a civil and collegial campus environment that champions innovation, learning, and diversity</u>

- Exclusion of civil
- Like the word "champions"
- Include sustainability – committed to sustainability
- Replace "diversity" with "pluralism"
- Add engagement

<u>Feedback on Core Value 5: Engaging one another with respect, trustworthiness, ethical behavior, and self-reflection</u>

- "Integrity" could be included in this core value

<u>Feedback on Core Value 6: Promoting active, informed engagement in shared governance by students, faculty, and staff</u>

- None

<u>Feedback on Core Value 7: Collaborating with the public, alumni, and one another for achieving the mission, vision, and goals of the university</u>

- None

MISSION

California State University, Bakersfield is a comprehensive public university committed to offering excellent undergraduate and graduate programs that advance the intellectual and personal development of its students. An emphasis on student learning is enhanced by a commitment to scholarship, diversity, service, global awareness and life-long learning. The University collaborates with partners in the community to increase the region's overall educational attainment, enhance its quality of life, and support its economic development.

<u>Question</u>

Is there anything not clear or missing in each statement; or is it ok as is?

<u>Feedback</u>

- Mission statement is okay/good as is (5 groups stated this)
- Add ethics as a component. Ethics is present in vision and core values, but absent in mission statement
- It is inclusive of everybody's role on campus
- Include "committed to sustainability"

- Appreciate the word diversity
- We give and receive so much from the region (for example—food pantry, RAMP program)
- The region's overall educational attainment and better preparation
- Work with students and their move from high school
- Shorten mission statement (5 groups stated this)
    - This is what we are about, less description, more inspiration
    - It's on the back of the business card
    - It may be trimmed. There is some duplication with the first sentence, "intellectual and personal development," and second sentence, "emphasis on student learning"
    - Less descriptive
    - Mission statement should be shortened—administrators wanted the mission statement shortened, remaining individuals were okay with current mission statement
- We learn beyond the textbooks – "Intellectual and personal development of its students"
- Economic development as to grow existing businesses, give students opportunities, all above approach from university, region, and constituents
- Proposed wording edits:
    - Public university that ~~committed to~~ offer~~sing~~ excellent undergraduate
    - California State University, Bakersfield is a comprehensive public university ~~committed to offering~~offers excellent undergraduate and graduate programs that advance the intellectual and personal development of its students.
    - "We offer excellent programs" rather than "committed to offering"
    - Might be easier to read if first sentence ended on "public university"
    - An emphasis…. To "life-long learning" is passive.
        - Word smith - We emphasis student learning through our commitment to scholarship, and then the rest of the sentence.
- The University collaborates with partners in the community to increase the region's overall educational attainment, enhance its quality of life, and support its economic development
    - This sentence speaks to our commitment to the community. We feel that one way we are different is our strong, intensive, and intentional way we work with our community – passionate

VISION

CSU Bakersfield will be a model for supporting and educating students to become engaged, innovative, and ethical leaders in the regional and global community.

Question

Is there anything not clear or missing in each statement; or is it ok as is?

Feedback

- What implications follow for what we do (for example, curriculum) from the use of the term "leader" vs. for example, "contributor"?
- Words hit the point / Good! / It is ok as is / Clear and easy to remember
- Add "knowledgeable" – "become knowledgeable, engaged…"
- Rather than just academics, we focus on everything
- Presenting the core package
- The word "model" implies an elitist attitude
- We need to be more innovative
- Suggested edits:
    o Suggest "educating and developing" as well as supporting
    o Should the word "institution" go after model?"
    o Or, combine "diverse institution" or "educational institution" instead of "model for"?
- Are all our students heading toward leadership? Can they serve the community? Can they contribute to the community/region/global community?
- Like to see more on how we can be a be a better model and create our own path instead of relying on imitating other universities
- Seems to be more mission-like than vision-like
    o CSU Bakersfield will be a model [vision] for supporting and <u>educating students to become engaged, innovative, reflective and ethical leaders in the regional and global community.</u> [mission]
- Things in the vision resonate as part of the mission
- Need to address how students/graduates bring value to the community. Resource, career ready after graduation
- Where is the educated, informed, or knowledge in what we are creating?
- How are we showing that CSUB will be part of the educational hub in the community?
- How do we show the impact to the community?
- Is what we are influencing more than just students?
- Future leaders for the regional and global community, do we remove students
- Is it missing a diversity piece?
- Is it too generic?
- We were "hung up" on the word "model" – We want to be the first choice for families and students. Would like to see this emphasized

GOALS

- *Strengthen and Inspire Lifelong Student Success*
- *Advance Faculty and Staff Success*
- *Develop and Sustain High-Quality and Innovative Academic Programs*
- *Recognize and Address Regional Needs in Collaboration with the Community*
- *Diversify and Enhance Our Campus Resources*

<p style="text-align:center">Strategic Plan Campus Forum Feedback
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Question

Is there anything unclear or missing in the Goal statements, or are they okay as is?

Overall Feedback on Goals

- Propose the following order:
    - Strengthen and Inspire Lifelong Student Success
    - Diversity and Enhance Our Campus Resources
    - Develop and Sustain High-Quality and Innovative Academic Programs
    - Advance Faculty and Staff Success
    - Recognize and Address Regional Needs in Collaboration with the Community
- Additional goals proposed:
    - Add vibrant campus life
    - Add to goal? – Career readiness – or to vision or mission
    - Addition of "communication" as a strategic goal, but also could be a specific measure
    - "Educating an Innovative Workforce"
- Graduation mentioned as specific reference
- These goals will need to be fleshed out concretely with objectives and might be refined in the process
- Vague
- Do they capture all the values? The core values should be reflected in the goals. Perhaps they can be captured in our outcomes? Especially #4, 5, 6
- The goals sound good, but the question is will we dedicate ourselves to doing it? How can we support our students who are struggling? When we do outreach we should not concentrate only on our athletics. We should expand our recognition and show our community what we are doing
- Can our goals be measured?
- Things not to forget but to emphasize—tenure track density, career readiness
- How desirable are our students to employers? We want to graduate students that they value. They were recruited
- Where does support services fall under?
- How do we make sure to show that advance Faculty and Staff Success is for Student Success?
- Must include: tenure-track density throughout strategies within goals. Emphasize tenure-track density, especially because not achieved in last spring
- Where does "safe campus," parking, sustainability, and crime rate fit? Would this be an action item under goal 5?

Feedback on Goal 1: Strengthen and Inspire Lifelong Student Success

- Reorganize—Propose: "Strengthen Student Success and Inspire Lifelong Learning"
- "Strengthen Career-Preparation and Inspire Lifelong Student Success"
- Add "and education" to the end of this goal

- Address education and graduation
- Inspire continuing education and training practices
- No alumni outreach included
- Continuing engagement of students and alumni
- Separate into two goals
- Remove strengthen and just leave "Inspire"

Feedback on Goal 2: Advance Faculty and Staff Success
- "Advance Faculty and Staff Development"
- "Invest in Faculty and Staff Success"
- "Advance / Support Faculty and Staff Success"
- "Invest in / Support Faculty Development"
- Replace "success" with "excellence"
- Too vague
- Quality through education
- Success is a hard measure. What does this mean?
- Concerned about implementation of this goal

Feedback on Goal 3: Develop and Sustain High-Quality and Innovative Academic Programs

- Change to: "Develop and Sustain a Variety of Academic Programs that Advance the Vision / Mission of the University"
- Wording needs to imply continued support for sustaining existing programs (that might be facing resource constraints)
- Too wordy
- "Sustain"—it suggests that once we achieve what we wanted, we will stay there
- "Develop and Sustain"—works perfectly. All programs can and should be high-quality and innovative. This is not too focused, nor does it point to particular programs
- How do we put in cost effective, affordable, or some way to say programs can't be out of control in cost

Feedback on Goal 4: Recognize and Address Regional Needs in Collaboration with the Community

- "Meet Regional Needs in Collaboration with the Community"
- "Proactively Identify and Collaborate With the Community to Meet Regional Needs"
- "Identify" instead of "Recognize" (mentioned by two groups)
- Reach Out and Recognize
- "Proactively Identify" instead of recognize
- Address doesn't seem to denote the action as we would like it – maybe support
- Is recognize needed?

Feedback on Goal 5: Diversify and Enhance Our Campus Resources

- "Diversify, Enhance, and Steward Our Campus Resources"
- "Diversify, Enhance, and Properly Steward Our Campus Resources and Services"
- Resources—good word
- Important and need to keep. Maybe should be listed as #1 goal
- What does this mean?
- We have a lot of land, does this mean bring in others?
- Parking
- Collaborate with the Community to Meet Regional Needs
- Add "properly steward" our resources
- "Resources" not a strong term
- Add the term "Services"
- Add "and" between campus and resources
- Consider "Broaden" instead of diversity or vary
- "Grow" instead of Enhance?
- Need to look at tying budget / resources to strategic planning.
- Need to look at diversified funding and tying allocation / funding model to mission / vision
- With the use of diverse resources, develop a strategic and sustainable financial model

GENERAL FEEDBACK

- In the powerpoint presentation, regional needs discussed were all STEM needs, no liberal arts or teachers
- Consider STEAM (Science, Technology, Engineering, Arts, Mathematics)
- In my field, "diversity" is a neutral fact
- The value or goal is "pluralism"—active and positive engagement with diversity for the common good
- Please attend to punctuation
- Use the oxford comma
- We have awesome support staff who deserve to rise up and be successful, but are often overlooked for other options. We have great opportunities on this campus with our support staff who deserve a chance to rise.