

STRATEGIC

plan

CALIFORNIA STATE UNIVERSITY,
BAKERSFIELD



SPRING 2020 FORUM

Thursday, April 9, 2020



Strategic Plan Goals Co-Chairs

- Goal 1 : Dr. Thomas Wallace and Dr. Jackie Kegley
- Goal 2 : Dr. Vernon Harper, Dr. Debbie Boschini and Dr. Jim Drnek
- Goal 3 : Dr. Vernon Harper, Dr. Debra Jackson and Dr. Melissa Danforth
- Goal 4 : Victor Martin and Dr. Kristina LaGue
- Goal 5 : Thom Davis and Dr. Brian Street

Goal 1: Strengthen and Inspire Student Success and Lifelong Learning

- **Increase Retention and Graduation**
 - Midterm assessments are conducted every semester
 - Provost Office is working on hiring two Graduation Initiative Advisors
 - Housing academic success plan drafted
 - Academic Roadmaps are updated annually. 4-year maps will be available online through the Program Mapper
- **Increase Student Well-Being (Enhance quality education)**
 - Financial Literacy implemented in FYS curriculum (<http://www.csub.edu/finaid/literacy/index.html>)
 - Continue to work on financial literacy for orientation.
- **Develop and Enhance Advising**



Goal 1: Strengthen and Inspire Student Success and Lifelong Learning

MIDTERM ASSESSMENT

- The Advising Centers support turning the immediate notification email on so students know which instructor(s)/class(es) they are marked at risk of failing. This prevents the information being delayed and allows the student to take immediate action or seek immediate help as opposed to waiting for data to be summarized.
- The Advising Centers will follow up with students marked “at-risk” by sending a robust email newsletter/online module/video directing the student to specific resources on campus and outlining best practices for academic success. The Centers will collaborate and share resources with one another.



Goal 1: Strengthen and Inspire Student Success and Lifelong Learning

MIDTERM ASSESSMENT

- Professional Advisors will discuss a student's "at-risk" status if they see it in GradesFirst while the student is meeting with them.
- In addition, the team talked about the possibility of getting their "retention specialist" position (those interns/grad students that are working on calling students who have not registered for the following term) extended – if this is possible they can use this position to assist in more direct intervention with those identified as most at risk.



Goal 2: Advance Faculty and Staff Progress

Working with the Co-Leaders, we developed a 4-year plan to achieve Goal 2 Strategies

Goal 2: 4-year Workplan								
	Year 1	Resp.	Year 2	Resp.	Year 3	Resp.	Year 4	Resp.
	AY19/20		AY20/21		AY 21-22		AY22-23	
1. Faculty & Staff Recruitment, Retention,	1. Increase number of diversity journals & organizations used to advertise positions		1. Provide a comprehensive set of opportunities for faculty				1. Retain 80% or more of new faculty and staff over a 3-year period	
	2. Review student population and affirmative action plan annually		G. Support & expand affinity groups					
	3. Identify & reduce gaps in representation		1. Increase number of active participants					
	C. Ensure a comprehensive orientation process for faculty & staff		2. Minimum of 3 events/meetings per year					
	1. 100% Participation in new faculty & staff orientation		H. Expand current Faculty Teaching and Learning Center to be inclusive of staff (Suggested Name: Staff and					
	1. 100% of new faculty & staff are offered mentorship							
2. Faculty & Staff Satisfaction	F. Identify and designate specific funds to be used for conference & travel grants awarded to							
			A. Deploy, on an annual basis, a campus climate survey to gauge general perceptions of the campus environment		C. In response to items A & B above, create a campus climate committee			
			B. Conduct exit surveys of employees who voluntarily leave CSUB		1. Accountability for climate change within a division will be reflected in leadership annual			
			D. Promote wellness programs that encourage and support the physical and emotional well-being of all staff		2. Share aggregate data from exit surveys and campus climate surveys with the campus			
			1. Create a wellness affinity group					
			2. Partner with Student Recreation Center and local health providers to develop employee wellness (e.g.					
		3. Create incentive programs						
		E. Encourage & assist staff and faculty to participate in programs that support and lead to career fulfillment and advancement						
		1. Provide a comprehensive set of opportunities						

Goal 2: Advance Faculty and Staff Progress

Year 1: Strategies

- Increase number of diversity journals & organizations used to advertise positions **(ACHIEVED)**
- 100% Participation in new faculty & staff orientation **(ACHIEVED)**
- Identify and designate specific funds to be used for conference & travel grants awarded to faculty & staff **(ACHIEVED)**
- Review student population/affirmative action plan **(IN PROGRESS)**
- Identify & reduce gaps in representation **(IN PROGRESS)**
- A comprehensive orientation process for faculty/staff **(IN PROGRESS)**
- 100% of new faculty & staff are offered mentorship **(IN PROGRESS)**



Goal 3: Develop and Sustain High-Quality and Innovative Academic Programs and Support Services

Working with the Co-Leaders, we developed a 4-year plan to achieve Goal 3 Strategies

Goal 3: 4-year Workplan								
	Year 1	Resp.	Year 2	Resp.	Year 3	Resp.	Year 4	Resp.
	AY19/20		AY20/21		AY 21-22		AY22-23	
1. Scholarly and Creative Activity	2. Encourage students to participate in undergraduate/graduate research courses and projects		1. Invest in tools to collect and summarize scholarly and creative activity					
	4. Fund scholarly and creative activities in each of the Academic Schools		3. Designate and support a grant-writer for each Academic School					
	5. Increase funding for student research							
2. Adaptive & Transformational	1. Fund Faculty Leadership Academy		4. Create Staff Leadership Academy		3. Fund Presidential Student Leadership Academy		2. Create mini-grant program for Faculty, Staff and Students to support attendance at	
	5. Track the progress of leadership academy participants							
3. High-Impact Pedagogy & Practices	1. Fund pedagogical workshops and training institutes and exhibitions		1. Invest in tools to summarize high-impact pedagogy		3. Create campus-wide clearinghouse for high-impact practices proven successful		5. Promote the scholarship of teaching and learning	
			2. Use curricular and co-curricular activities to address local challenges		4. Invest in service-learning and co-curricular activities and programs			
4. Community Engagement in Academic Programs and			3. Support the development and continuation of advisory boards with community representation		2. Invest in tools to track social media engagement			
					3. Track Number of Opportunities and Mechanisms for Community Feedback:			
5. Responsive Academic Programs	1. Prioritize alumni employability for programs entered on the Academic Master Plan		4. Regularly track a study of current and future regional workforce needs and implement findings		2. Invest in national tools to track alumni progress			
6. Metropolitan University	1. Evaluate the current structure of Academic Affairs (i.e. Schools Structure)		2. Collaboratively develop an Academic Strategy		5. Increase student access to high demand academic programs			
	7. Expand local partnership with educational entities		3. Look outward to the community for academic ideas and innovation					
					6. Conduct analysis of academic programs that increase upward mobility			
					8. Create Academic Transformation Committee.			
7. Assessment /Accreditation	4. Provide support to programs who possess and seek accreditation		1. Offer assessment workshops and institutes and exhibitions regularly		2. Provide regular feedback on the quality of assessment efforts			
			3. Track mandatory versus optional accreditation					
8. Increase Tenure Density	Hire Tenure Track Faculty		Hire Tenure Track Faculty		Hire Tenure Track Faculty		Hire Tenure Track Faculty	

Goal 3: Develop and Sustain High-Quality and Innovative Academic Programs and Support Services

Year 1: Strategies

- Hire Tenure Track Faculty (**ACHIEVED**)
- Fund Faculty Leadership Academy (**ACHIEVED**)
- Encourage students to participate in undergraduate/graduate research courses and activities (**IN PROGRESS**)
- Fund scholarly and creative activities in each of the Academic Schools
- Increase funding for student research (**IN PROGRESS**)
- Track the progress of leadership academy participants (**IN PROGRESS**)



Goal 3: Develop and Sustain High-Quality and Innovative Academic Programs and Support Services

Year 1: Strategies (cont.)

- Expand local partnership with educational entities **(ACHIEVED)**
- Support to programs who seek accreditation **(ACHIEVED)**
- Prioritize alumni employability for programs entered on the Academic Master Plan **(ACHIEVED)**
- Fund pedagogical workshops and training institutes and exhibitions **(IN PROGRESS)**
- Evaluate the current structure of Academic Affairs (i.e. Schools Structure) **(IN PROGRESS)**



Goal 4: Recognize and Address Regional Needs in Collaboration with Our Community

- **Strategy 1: Create a Community Ambassadors Group**
 - Increase the exchange of ideas between the University and the Community
 - Explore the possibility of incorporating community leaders from Schools, Centers, and Institutes



Goal 4: Recognize and Address Regional Needs in Collaboration with Our Community

Strategy 2: Implement Data Collection Process

- Runner Alumni Mentor Program
 - PeopleGrove
- Collaborating with IT and IRPA to enhance data collection
- Public Affairs and Communications
 - Tracking and analyzing social media engagements
- Diversifying Volunteer Leadership
 - Advocacy and community involvement



Goal 4: Recognize and Address Regional Needs in Collaboration with Our Community

Strategy 3: Addressing Identified Needs

- Increasing number of internships and sites
 - Grimm Family Center for Agricultural Business
 - CSUB Fab Lab
- Increasing research opportunities
 - President's Associates – Student Research Scholars
- Graduates hired regionally
 - Alumni Engagement
 - Corporate and Foundation Relations)



Goal 5: Diversify, Enhance and Responsibly Steward Campus Resources

- **Strategy 1 – Grants and Contracts:** Restated the Bylaws of the Sponsored Programs Administration auxiliary to expand faculty board membership from two to five (one from each school and one appointed by the Academic Senate) to provide greater shared governance and accountability for the faculty to achieve the desired strategic plan goals related to grants and contracts activity.
- **Strategy 2 – Advancement:** Comprehensive capital campaign moving forward.



Goal 5: Diversify, Enhance and Responsibly Steward Campus Resources

Strategy 3 – Space Utilization: Space Management Committee is meeting regularly to address space utilization strategies (including class rooms, labs and faculty office space) to meet defined Chancellor Office guidelines and support funding for renovation of existing buildings (i.e., Performing Arts Building) and approval for new buildings (i.e., Energy & Engineering Innovation and Global Outreach & Extended Education Building)



Goal 5: Diversify, Enhance and Responsibly Steward Campus Resources

- **Strategy 4 – Reserves:** Setting aside reserves to reduce existing budget shortfall and provide rainy day funds.
- **Strategy 5 – Extended Education and Global Outreach:** Continue to offer summer sessions and winter sessions via extended education to reduce base budget costs and support expanded revenue opportunities.
- **Strategy 6 – Information Technology Services:** Continue to support ITS Roadmap to enhance opportunities for efficiency and effectiveness.

A promotional graphic for the Summer Session at CSU Bakersfield. The background features a tropical beach scene with palm trees and a sunset. The text is centered and reads: "CATCH UP OR GET AHEAD WITH SUMMER Session" in a mix of bold, blocky and cursive fonts. Below this, a dark brown banner contains the dates "MAY 26 - AUGUST 10, 2020". Underneath, the text "ONLINE • HYBRID • IN-PERSON" is displayed. A horizontal line separates this from the "LEARN MORE:" section, which includes the website "SUMMER.CSUB.EDU". At the bottom left is the CSU Bakersfield logo, and at the bottom right are social media icons for Facebook and Instagram with the handle "csubextended".

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THANK YOU!

