



## 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.

## Vision

CSU Bakersfield will be the leading campus in the CSU system in terms of faculty and academic excellence and diversity, quality of the student experience, and community engagement. Realization of our vision will be advanced by recruitment, development and promotion of excellent and diverse staff within an organizational culture committed to excellence in all areas.

## Core Values

In order to honor our purpose and commitment to achieving our vision of excellence in all areas, we 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.
- Nurturing a civil and collegial campus environment that values the diversity of persons and ideas.
- Engaging one another with respect, trustworthiness, ethical behavior, and self-reflection.
- Promoting active and informed engagement of faculty, staff, students, and community stakeholders in shared governance.
- Being accountable to the public, alumni, students, and one another for achieving the mission, vision, and goals of the university.

## Academic Strategy

The University will develop plans to increase the student enrollment to 18,000 students over the next fifteen to twenty years. While continuing its commitment to the enrollment of community college transfers and non-traditional aged students, an increased emphasis will be placed on enrolling more first-time freshmen directly from high school, and more students from other California counties, other states, and other nations. We will review our existing academic programs and determine what new academic programs should be added to meet the changing student, community and economic development needs of our region. New faculty will be recruited as the enrollment grows. New facilities and support infrastructure will be planned to accommodate the expansion of academic programs and student enrollment.

## Strategic Goals

1. Extend Faculty and Academic Excellence and Diversity
2. Enhance the Quality of the Student Experience
3. Strengthen Community Engagement
4. Develop an Excellent and Diverse Staff
5. Develop a Campus Culture With a Sense of Community and a Commitment to Organizational Excellence

# Strategic Goals and Objectives

## **Goal 1: Extend Faculty and Academic Excellence and Diversity**

### Objective 1.1

Recruit, develop, retain, and promote an excellent and diverse faculty

### Objective 1.2

Invest in faculty excellence and plan for faculty turnover

### Objective 1.3

Ensure that academic programs are excellent, offer diverse intellectual perspectives, and advance global awareness

### Objective 1.4

Develop new academic programs that respond to regional, state, and national needs and student demand

### Objective 1.5

Provide academic facilities, libraries, and instructional and technology resources that support teaching, learning, research and creative activities

### Objective 1.6

Enhance University programs and services through active fundraising, contracts and grants, public-private partnerships, and other entrepreneurial activities

## **Goal 2: Enhance the Quality of the Student Experience**

### Objective 2.1

Develop and achieve student learning outcomes within academic programs and university-wide

### Objective 2.2

Develop and achieve university-wide student development outcomes

### Objective 2.3

Enhance student opportunities for active learning and participation within the university, regional, and global communities

### Objective 2.4

Create a vibrant campus life which engages our diverse student body

### Objective 2.5

Improve student retention and graduation rates

### Objective 2.6

Reduce existing achievement gaps in first-year retention, baccalaureate degree completion, and graduate and professional school readiness

## **Goal 3: Strengthen Community Engagement**

### Objective 3.1

Collaborate with partners in K-12 education, community colleges, community-based organizations, and other entities to advance educational attainment within the region, including:

- a. increasing high school students' eligibility rates for college admission;
- b. increasing college-going rates among recent high school graduates;
- c. increasing transfer readiness and success for community college students; and
- d. assisting adults without high school diplomas to complete high school equivalency requirements and participate in higher education

### Objective 3.2

Educate and partner with public and private organizations, elected officials to support regional, state and national economic development

### Objective 3.3

Collaborate with community partners to enhance the quality of life in the region, including health status, and cultural and youth enrichment

### Objective 3.4

Improve accountability to the public for the educational effectiveness of the University

## **Goal 4: Develop an Excellent and Diverse Staff**

### Objective 4.1

Recruit and retain excellent and diverse staff, supervisors, and managers; provide ongoing training and opportunities for professional growth; and plan for succession

### Objective 4.2

Create a performance management system that identifies the competencies and skills necessary to achieve campus goals and priorities and promotes individual accountability for excellent performance

### Objective 4.3

Ensure appropriate levels of staffing commensurate with current and future campus needs and available resources

### Objective 4.4

Recognize and reward excellent performance

## **Goal 5: Develop a Campus Culture With a Sense of Community and a Commitment to Organizational Excellence**

### Objective 5.1

Promote a civil and collegial campus environment that values diversity and respect for differing views

### Objective 5.2

Honor and celebrate the achievements of the campus community

### Objective 5.3

Ensure that innovative, continuous improvement initiatives are developed and lead to the use of best practices in each campus department

### Objective 5.4

Promote practices across the campus that evidence a commitment to environmental sustainability

### Objective 5.5

Integrate alumni, parents, and friends into the life of the University

### Objective 5.6

Build financial capacity through revenue generation, and investment and budget management

### Objective 5.7

Achieve institutional effectiveness through shared governance, shared responsibility, and shared accountability for the excellence of the University