

### SECTION III: FINDINGS AND RECOMMENDATIONS

**Commendations:** The WASC team commends the University for:

1. The leadership team's involvement of internal and external communities in strategic planning and WASC preparation;
2. The faculty and staff's extensive involvement and contributions on work groups and as participants in community forums;
3. The establishment of a culture that values input from multiple perspectives;
4. A clear rationale for community engagement that is understood throughout the university and affirmed by alumni and community leaders;
5. Strategic planning and WASC preparation work that yielded a mission and vision statement that is sharpening university identity;
6. A transparent budgeting process, in these difficult economic times, in which information is shared, input is sought, and decisions made on the basis of data and institutional priorities;
7. An institution characterized by financial integrity;
8. A physical plant that reflects foresight and planning to enhance the student experience;
9. Investments in upgrading the information technology infrastructure to serve not only current needs but also those of students, faculty, and staff in the future; and
10. A "campus of care" with faculty and staff dedicated to student success.

**Recommendations:** The WASC team recommends that the campus, in order to be prepared for the upcoming Educational Effectiveness Review:

1. Ensure that mission, vision, strategic plans and initiatives are truly aligned and operationalized into an action plan that guides the setting of priorities and allocation of resources;
2. Fully develop and implement an institutional assessment plan with particular attention to student learning outcomes;
3. Continue to build leadership for assessment activities;
4. Clarify purposes and goals of student support programs in Student Affairs and Academic Affairs in order to avoid duplication of efforts;
5. Establish a program review process that meets suggested WASC guidelines;
6. Continue to encourage and support efforts to diversify the faculty;
7. Devise a plan for faculty development and support to reach the University's goal of achieving faculty and academic excellence;
8. Consider appropriate training for department chairs, who play a key role in enabling faculty and promoting academic excellence in a time of budget cuts;
9. Conduct an analysis to determine why students leave CSUB and communicate findings of this analysis to appropriate stakeholders in order to improve student persistence;
10. Provide measures of student success to the public (e.g., on the website) consistent with WASC guidelines on transparency and accountability;
11. Provide strong instructional design and development support for faculty teaching online courses, and ensure that these courses meet best practices standards for online learning