

CSUB University Goals and Strategic Objectives
Cabinet Leads and Partners

Goal 1: Extend Faculty and Academic Excellence and Diversity

#	Strategic Objectives	Cabinet Lead	Cabinet Partner(s)
1.1	Recruit, develop, retain, and promote an excellent and diverse faculty	Zorn	
1.2	Invest in faculty excellence and plan for faculty turnover	Zorn	
1.3	Ensure that academic programs are excellent, offer diverse intellectual perspectives, and advance global awareness	Zorn	
1.4	Develop new academic programs that respond to regional, state, and national needs, and student demand	Zorn	
1.5	Provide academic facilities, libraries, and instructional and technology resources that support teaching, learning, research and creative activities	<u>Zorn</u> (Funding) <u>Davis</u> (Execution)	Zorn
1.6	Enhance University programs and services through: a) aggressive fundraising (Zorn) b) contracts and grants (Zorn & Wallace) c) public-private partnerships and other entrepreneurial activities (Davis)	Zorn Davis	Zorn Wallace

CSUB University Goals and Strategic Objectives
Cabinet Leads and Partners

Goal 2: Enhance the Quality of the Student Experience

#	Strategic Objectives	Cabinet Lead	Cabinet Partner(s)
2.1	Develop and achieve student learning outcomes within academic programs and university-wide	Zorn	
2.2	Develop and achieve university wide student development outcomes	Wallace	
2.3	Enhance student opportunities for active learning and participation within the university, regional, and global communities	Wallace	
2.4	Create a vibrant campus life which engages our diverse student body	Wallace	Zorn
2.5	Improve student retention and graduation rates	Zorn	Wallace
2.6	Reduce existing achievement gaps in first year retention, baccalaureate degree completion, and graduate and professional school readiness	Zorn	Wallace

Goal 3: Strengthen Community Engagement

#	Strategic Objectives	Cabinet Lead	Cabinet Partner(s)
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: <ul style="list-style-type: none"> a. Increasing high school students' eligibility rates for college admission; b. increasing college-going rates among recent high school graduates; and c. increasing transfer readiness and success for community college students 	Zorn	Wallace

CSUB University Goals and Strategic Objectives
Cabinet Leads and Partners

	d. Assisting adults without high school diplomas to complete high school equivalency requirements and participate in higher education.		
3.2	Educate and partner with public and private organizations, elected officials, and other entities to support regional, state, and national economic development.	President	Zorn
3.3	Collaborate with community partners to enhance the quality of life in the region, including health status, and cultural and youth enrichment	Wallace	Zorn
3.4	Improve accountability to the public for the educational effectiveness of the University	President	

Goal 4: Develop an Excellent and Diverse Staff

#	Strategic Objectives	Cabinet Lead	Cabinet Partner(s)
4.1	Recruit and retain excellent and diverse staff, supervisors, and managers; provide ongoing training and opportunities for professional growth; and plan for succession	Davis	
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	Davis	
4.3	Ensure appropriate levels of staffing commensurate with current and future campus needs and available resources	Cabinet	
4.4	Recognize and reward excellent performance	Cabinet	

CSUB University Goals and Strategic Objectives
Cabinet Leads and Partners

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

#	Strategic Objectives	Cabinet Lead	Cabinet Partner(s)
5.1	Promote a civil and collegial campus environment that values diversity and respect for differing views	President	Zorn
5.2	Honor and celebrate the achievements of the campus community	Cabinet	
5.3	Ensure that innovative, continuous improvement initiatives are developed and lead to the use of best practices in each campus department	Davis	Cabinet
5.4	Promote practices across the campus that evidence a commitment to environmental sustainability	Young	Davis
5.5	Integrate alumni, parents, and friends into the life of the University	President, Wallace	Zorn
5.6	Build financial capacity through revenue generation, and investment and budget management	Zorn, Davis	
5.7	Achieve institutional effectiveness through shared governance, shared responsibility, and shared accountability for the excellence of the University	President, Cabinet	