



STRATEGIC THEMES

STRATEGIC BUDGET COMMITTEE

FEBRUARY 2013

Four Strategic Themes that will guide our work over the next 5 years:

Under these themes, the CSUMB Strategic Budget Committee will recommend concrete objectives, action steps, time lines, responsible groups, and measurements, as well as make recommendations for resource allocation to strategically support the goals of the campus.

CSUMB serves the diverse communities of California. We are an Hispanic-serving institution, and more than half of our students are the first in their families to attend college. We are a residential campus, with more than fifty-two percent of our students living on campus. We strive to meet the needs of our region, with thirty-five percent of our students coming from the local tri-county area and approximately forty percent staying in the region upon graduation. We seek to make higher education accessible to traditionally underserved and low-income populations and nearly eighty percent of our students receive some sort of financial aid.

Our plan is designed to build on the founding vision and current strengths of CSUMB, as well as to anticipate future challenges and meet the needs of our region and our nation. We encourage a culture of innovation, and will weave the concepts of creativity and innovation throughout our activities.

Themes Developed in Fall 2012:

Theme 1. Student Success

CSUMB strives to ensure that our students fulfill their academic pursuits by encouraging and assisting them in the development of educational and career aspirations and the progressive steps necessary to achieve their goals. We care about traditional outcomes such as academic achievement, retention, and timely graduation; as well as the acquisition of prevailing industry qualifications and professional skills. We also focus on preparing our students to be engaged, thoughtful, and informed citizens and members of their community.

Successful CSUMB students acquire knowledge and advance their skills and understanding of standards in their fields of study. They also develop advanced aptitudes and gain critical thinking and communication skills, both written and oral. They gain the ability to apply theoretical concepts to action - to consider, apply, test, and assess multiple approaches to solve challenges.

CSUMB students develop the capacity for understanding their role in complex social, economic,

and political systems and gain a sense of self-efficacy for positively impacting organizations and communities. CSUMB believes in and invests in the whole student through classroom and co-curricular experiences for the personal and professional development of an educated person.

CSUMB nurtures engaged learners who develop the skills and dispositions appropriate for living and working in a diverse society. We teach our students to tolerate different belief systems, to be receptive to challenging viewpoints, and to work cooperatively with diverse people. We are committed to the development of students with the identity as citizens in a pluralistic society with a sense of personal and social responsibility to engage and advance their communities.

CSUMB is committed to community partnerships, innovative teaching and learning, a diverse and welcoming campus, and supportive learning environment. We expect our students to gain a sense of purpose, a broader perspective, and to connect with other individuals and groups on campus and in the community with a deepening appreciation of assets and differences and an ability to critically examine and challenge their own and others' biases.

Strategies:

- A) Improve retention and graduation rates
- B) Improve advising
- C) Support the development of the whole student
- D) Improve internship, career and graduate school placement

Theme 2: Academic Excellence

CSUMB fosters a culture of high expectations, with the support that will enable students to meet these high expectations. We are committed to access, leading to completion. We are committed to high-impact practices that lead to student success. Our faculty and students are engaged because we encourage and support innovative learning experiences, including undergraduate research, internships, and service learning experiences.

CSUMB will meet the needs of students, the region, and the state and develop programs that address current and emerging issues by providing a strong scholarship core, distinguished by a commitment to access, student support, and cultural competence.

CSUMB espouses high expectations for students and faculty. We promote accessible education with well-crafted classroom and co-curricular opportunities that support the strong scholarship of distinguished disciplines. We also organize opportunities for and encourage a degree of interdisciplinary study and intermingling of branches of learning to support the development of broad perspectives.

CSUMB expects students and faculty to be engaged in active and applied learning that fosters collaboration to address pressing and emerging social, environmental, educational, and economic issues regionally and nationwide. We connect academic theory and inquiry with community service activities and civic engagement as an effective pedagogical strategy for developing student knowledge and skills.

CSUMB coordinates community partnerships, supports service learning in the curriculum, and

recognizes civic-minded practice in faculty work across disciplines.

CSUMB is an outcomes-based institution that defines success through the achievement of broad degree-level as well as major-specific outcomes.

Strategies:

- A) Increase tenure/tenure-track faculty
- B) Develop and assess well-defined baccalaureate outcomes
- C) Develop academic centers of excellence
- D) Encourage high expectations of faculty, staff, and students
- E) Continue to support faculty, staff, and students (we note that “faculty/staff working conditions are student learning conditions”)
- F) Foster active and engaged learning with high-impact practices
- G) Increase utilization of our campus, including more support and opportunities for study abroad, as well as increased international student enrollment
- H) Encourage technologically enhanced innovations in teaching and learning that enhance student learning
- I) Internationalize our student body, including developing more support and opportunities for study abroad, as well as increased international student enrollment

Theme 3: Regional Stewardship

For CSUMB, regional stewardship means place-based learning that intentionally integrates community understanding, context, and assets into the curriculum and learning goals across academic disciplines. CSUMB’s civic engagement objectives should be mutually defined by campus and community partners with a goal of aligning students’ service and reflection experiences with the needs and goals of the region, with the ultimate goal of impacting both student learning and institutional and community change for the better.

CSUMB is a major economic driver and a leader in the strategic economic development of the region. We believe an institution of higher learning should be responsive to the needs of the communities it serves, an asset for the greater good, and a neutral convener for the various jurisdictions and interest groups.

CSUMB fosters and supports collaborative learning relationships between instructors, students and community participants with results-oriented project engagement and intentionally designed curriculum and academic programming to meet the needs of the communities served. We strive to position the university as part of an ecosystem of public problem solving and advance higher education’s contribution to building a healthier, more just democracy by tapping into the energy, talent, and intellectual capacities of students, faculty members, and partners in the region.

Strategies:

- A) Encourage community engagement and act as neutral convener of officials and interest groups (e.g., Strive Network)
- B) Foster local internships and job opportunities for students and graduates
- C) Increase responsiveness to regional needs, including development of academic program offerings in Extended Education

- D) Serve as a model and resource for regional sustainability efforts, while continuing to enhance our own sustainability efforts in line with the Campus Climate Commitment
- E) Ensure good communication and follow-up with our community partners

Theme 4: Institutional Capacity

CSUMB endeavors to build its institutional capacity by deliberately and carefully planning the judicious use of its human, technological, organizational, and resource assets and capabilities. Our goal is to maximize the number of people we serve and to meet the needs of the 21st century subject to our institutional constraints.

CSUMB intends to take a leadership role in addressing the national need to transform higher education to focus faculty and staff innovation on quality improvements and on increased efficiency and reduced costs. We strive to expand access to those segments of our population that have previously been excluded, traditionally underserved, and who will become an increasingly important portion of our citizenry and work force.

CSUMB will conceive the means to become more convenient, more accessible, and more cost-effective to more people.

Strategies:

- A) Increase numbers of students reached, including those reached through Extended Education
- B) Reduce total graduation costs per student
- C) Improve strategic space planning to maximize campus use
- D) Community-building and connecting
- E) Increase external funding
- F) Continue strategic branding and marketing efforts.