CSUCI Strategic Directions 2023-26

Draft version 3, Summer 2023

See Notes on Methodology, pp. 4-5

Strategic Direction A: Academic & Campus Identity

Leverage an evolving, distinctive campus and academic identity to effectively serve the people, communities, and workforce needs of the region. How?

GOAL 1: DISTINCTIVE IDENTITY

Embrace and Enhance Our Distinctive Identity

- 1a: Highlight and utilize HSI status to ensure institutional commitment to impactful, student-centered "servingness."
- 1b: Integrate and update mission pillars throughout academic programs.
- 1c: Implement Integrated Marketing Communication (IMC) Plan, and use it to align values, mission, and organizational behavior.
- 1d: Ensure that divisional vision statement is aligned with and advances institutional values and mission.

GOAL 2: ACADEMIC EXCELLENCE

Investing in Faculty Achievement and Academic Program Continuous Improvement

- 2a: Expand Academic Program offerings through shared governance (APPC, AVP Academic Programs, AMP process).
- 2b: Articulate a long-term growth plan that incorporates new academic programs and utilizes aggressive strategies for improving application and yield rates.
- 2c: Support and fund scholar-teachers to continually enhance the quality of student academic experiences.
- 2d: Integrate next generation technological advances into academic programs and student experiences.
- 2e: Expand and advance post-graduate outcomes by aligning academic programs' continuous improvement efforts with outcomes data and by accurately communicating the value proposition of a CSUCI degree.
- 2f: Improve the quantity and quality of sponsored projects that advance our regional impact and reputation.

GOAL 3: STUDENT SUCCESS

Supporting Student Retention and Persistence

- 3a: Improve student retention and persistence rates while eliminating equity gaps through targeted programs.
- 3b: Utilize existing and emerging technologies to improve user experience, e.g., interactions with prospective, new, and continuing students.
- 3c: Utilize data to aid in the creation of tailored, appropriate academic experiences and support services for all of our diverse student populations., including undergraduate, graduate, and credential students.
- 3d: Design, implement, and assess a Black Student Recruitment, Retention, and Persistence Plan.
- 3e: Expand transfer and commuter students' programmatic and support experiences as an enhanced retention effort.
- 3f: Increase targeted recruitment and programmatic efforts for Veterans Affairs & Dolphin Guardian Scholars.

3g: Assess and expand New Student Onboarding cross-divisional services and operations to increase student yield and retention.

Strategic Direction B: Student Experience

Strengthen the holistic student experience to enhance students' sense of belonging and affinity to CSUCI. How?

GOAL 4: SENSE OF BELONGING & ENHANCED PROGRAMMING

Supporting Students' Holistic Needs & Connectedness to CSUCI

4a: Ensure continuing development and assessment of the Student Marketing Center, providing opportunities for students to create and manage marketing campaigns and design materials for student-centered programming.

4b: Continue to expand student access to basic needs and wellness services.

4c: Create and expand CSUCI's sponsored competitive Esports program.

4d: Implement and assess an Institutional Programming Collaborative for cross-divisional, centralized programming.

4e: Provide support for academic programs to engage with students in ways to enhance a strong sense of connection and identity within the major and to develop both general and discipline-specific career readiness skills.

4f: Provide physical spaces for building connections and community by students from historically marginalized and underrepresented groups (e.g., student cultural centers; murals).

Strategic Direction C: Campus Culture

Reinforce and enact the values of diversity, equity, inclusivity, and accessibility and create a vibrant and engaging campus culture where students and employees thrive. How?

GOAL 5: CAMPUS CLIMATE

Utilizing data to understand students' and needs and improve campus climate.

5a: Develop and administer a series of campus climate surveys (CCS) for employees and for students, publishing findings to the campus community and utilizing them to make recommendations for improvement, communicating actions taken, and assessing impact of actions over time through successive iterations of the survey cycle.

5b: Implement Title IX recommendations from the Cozen O'Connor Report, publishing progress, assessing changes made, and communicating results of actions taken.

GOAL 6: RACIAL & SOCIAL JUSTICE

Applying the tools of continuous improvement to advance racial and social justice.

6a: Assess and continue initiatives of the Inclusive Excellence Action Plan, monitoring for accountability and outcomes, revising as needed to ensure continuous growth in realizing DEIA values, and publishing updates to the campus community.

6b: Elevate disability in our DEIA work, promoting campus-wide responsibility for disability awareness and advocacy.

6c: Implement biennial usage of the Equity Lens Framework (ELF), a self-assessment instrument created by the President's Advisory Council on Inclusive Excellence, and develop a DEIA Dashboard to publish findings and track change over time.

6d: Create and use a rubric as a DEIA lens for assessing existing policies, enforcement mechanisms, compliance issues, and accountability strategies, revising these as needed to ensure DEIA values are consistently and appropriately embedded.

6e: Recruit, hire, and retain a diverse workforce at every level to promote student success, ensure divergent perspectives, encourage creativity, and facilitate effective communication.
6f: Incorporate antiracism and social justice frameworks in onboarding all new faculty, staff, and administrators.

Strategic Direction D: Sustainability, Resources, and Growth

Advance campus growth, and manage and enhance campus resources effectively and sustainably to fulfill our mission of being a transformational force for individuals, communities, the region, and state. How?

GOAL 7: FINANCIAL SUSTAINABILITY

Ensuring long-term fiscal health of the University

7a: Strengthen integrated and multi-year planning.
7b: Ensure strategic resource allocation and alignment with fiscal viability.
7c: Enhance business acumen across divisions ensuring that campus policies and guidance are current and in line with underlying laws and EOs.
7d: Build out a comprehensive, all-funds budgeting and reporting model. Develop CSUCI comprehensive funds dictionary identifying parameters and policies pertaining to use of funds. Link to CSU legal manual, EO's and regulations.
7e: Appropriately leverage the Site Authority as a campus resource.
7f: Build out a sustainable model for University Auxiliary Services.
7g: Increase and diversify existing revenue streams beyond general fund and tuition.

GOAL 8: STRENGTHEN EXTERNAL PARTNERSHIPS FOR SUSTAINABLE GROWTH TO SERVE OUR REGION

Advancing our mission and vision through partnerships

8a: Develop a comprehensive fundraising strategy and structure to effectively increase philanthropic support and external funding. Launch a campaign leveraging existing philanthropic resources to achieve campus strategic directions.
8b: Clarify, amplify, leverage, and support regional educational partnerships.
8c: Foster opportunities for Public Private Partnerships
8d: Specify and leverage an updated campus master plan (including regional transportation).

GOAL 9: COLLABORATION, OPERATIONAL COHERENCE & EFFICIENCY

Working together to create systems, structures, and strategies to ensure operational efficiency and sustainability

9a: Build acumen, capacity, and infrastructure for action planning, compliance and assessment (e.g., Cultural Resource Management, NAGPRA, Title IX).
9b: Implement and evaluate impact of CSUCI's Climate and Sustainability Plan.
9c: Promote divisional and cross-divisional curiosity, care, and creativity in identifying needs for greater organizational effectiveness and designing solutions to meet those needs.
    i. Create spaces in which faculty, staff, and administrators' concerns, needs, and suggestions for improved efficiencies and effectiveness can be freely discussed, evaluated, and shared with senior campus leaders.
    ii. Identify and implement strategies for ensuring continuity in workflow when disruptions occur.
    iii. Provide purposeful and extended onboarding processes for all new (or new to their position) staff, faculty, and administrators, structured to intentionally increase opportunities for connections within and across divisions; communicate CSUCI's DEIA values, expectations, and Inclusive Excellence Action Plan (IEAP); and support positive morale.

iv. Design and implement a system for vetting high-level campus and divisional decisions before they are made, acknowledging and engaging those who would be responsible for enacting them early in the decision-making process.
v. Provide support and accountability opportunities for supervisors to learn, apply, and evaluate staff retention strategies--while understanding supervisory limitations in this effort (e.g., CSU salary structures vs. external opportunities).
vi. Create a workplace of structure, responsiveness, and efficiency, with streamlining of processes to achieve campus goals while ensuring compliance with EO's, policies, and laws.
vii. Build a culture of excellent customer service to strengthen CSUCI's brand and image.
viii. Identify and dismantle administrative and academic barriers to student success. Achieve efficient divisional and cross-divisional operations that support student success.

9d: Design and implement an effective and equitable hybrid and remote work policy to attract and retain employees.

9e: Promote and support ongoing professional development as central to career progression for staff, ensuring awareness of options and opportunities for advancement.

Notes on Methodology

- CSUCI's Strategic Initiatives 2018-23 expired in May 2023. Initiation of a new five-year strategic plan was not possible during an interim presidency that spanned the 2021 calendar year. A full-scale strategic planning process was further delayed by successive shocks to the campus in the form of the lingering coronavirus pandemic, significant changes in leadership and other personnel in calendar years 2021 and 2022, severe enrollment decline, and an overall sense of overwhelm and exhaustion across campus (borne out by Fall 2022 campus climate survey data).

- To serve the need of replacing expired strategic initiatives in this context, President Yao and his leadership team decided to create a three-year "bridge plan" rather than launch a campuswide five-year strategic planning effort in Fall 2022. This bridge plan would link our 2018-23 Strategic Initiatives with our WSCUC accreditation visit in April 2024, and lead to the creation of our next five-year strategic plan for 2026-31, which will address the results of that visit. Importantly, it would focus on the President's priorities and work underway since January 2021 rather than identify grand new goals. Four new Strategic Initiatives (draft version 1) were drafted by the Chief of Staff Tollefson in Jan-Feb 2023 through identifying, analyzing, and categorizing the many already-underway initiatives deriving from several "planning strategically" efforts dating back to President Yao's interim appointment of Spring 2021. In March 2023, Cabinet members reviewed, critiqued, and revised this draft – adding to it several additional strategies/initiatives not included in the original (linked above). On the second tab of this draft #2, Strategic Initiatives were renamed as Strategic Directions (draft v2) – underscoring through metaphor the importance of having a clear path forward, while at the same time emphasizing the need for flexibility.

- We engaged the campus community in a number of ways with Strategic Directions (draft v2) in its earliest days – through presentations to the Academic Senate, Staff Council, Student Government, and campus administrators; through our Strategic Resource Planning Committee, which is our campus wide budget committee; through interactive WASC Accreditation Gallery Tours in late March that engaged students, staff, faculty, and administrators in reviewing, critiquing, and offering suggested revisions and additions; and through our Critical Learning Collectives whose recommendations for improving campus climate were presented to President Yao and his Cabinet in a series of late-Spring meetings – after these groups had spent the year until then studying, making sense of, and ultimately making informed use of campus climate survey data. Gallery Tour feedback

and CLC recommendations were incorporated into this current document, which is the Strategic Directions Framework (draft v3).

- These four Strategic Directions serve as a bridge connecting our 2018-23 Strategic Initiatives that expired at the end of last semester, our WSCUC accreditation visit in April 2024, and the creation of our next five-year strategic plan, which will address the results of that visit. By having the Strategic Directions Framework span 2023-26, we will be able to make significant progress on immediately impactful strategies and set ourselves up for utilizing accreditation feedback in the formation of our next five-year plan, for 2026-31.