



WE DEFINE THE

Future

**TRANSFORMING
LIVES AND COMMUNITIES**

Strategic Plan 23-28



CSUSB

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President's Message

Dear Campus Community—

I am very proud of the document that you hold in your hands. It is the end result of the hard work of a year involving all sectors of our university community. This comprehensive plan will help to guide California State University, San Bernardino through its next five years.

A growing and diverse institution of higher education can only move forward through collaboration and clear communication among each and every one of its areas and functions. The best way to do this is by organically creating a plan that, regardless of where we work on campus, will guide what we do and when we do it over the next five years.

We learned a great deal from our initial seven-year plan, from 2015-2022. It was robust enough to take us through conversion from a quarter to a semester campus and a successful reaccreditation. And it was able to be extended to help us navigate a global pandemic, which drastically altered the way we offered our services and educated our students. Not only was the clarity of its goals key to its success, but its accompanying implementation plan, complete with annual metric goals that were reported on each year, meant that our plan was not an object to be kept on a shelf but a living guide.

I have both high hopes and confidence that our new plan, with its four goals—student success; faculty and staff success; diversity, equity and inclusion; and internationalization—will successfully guide our outstanding university through its next five years.

My thanks and congratulations to those who spearheaded and coordinated the process and to each and every member of the CSUSB community for your participation.



A handwritten signature in white ink, appearing to read 'TDM', positioned to the left of the portrait.

TOMÁS D. MORALES

President, California State University, San Bernardino



Message from the Co-Chairs

In fall 2022, we embarked on a nearly nine-month journey with students, staff, faculty, and administrators to create CSUSB's Strategic Plan 2023-2028. The plan strived for innovation in all aspects of campus life and sought to improve systematic processes that would optimize efficiency and enhance inclusion for CSUSB, our Palm Desert Campus, and the Inland Empire region.

Over the past seven years, CSUSB's vision of transforming lives has inspired and deeply affected our campus community. We are excited to see this vision coming to fruition! U.S. News & World Report now ranks CSUSB as #13 for social mobility and we are incredibly proud of what this achievement means for our students.

CSUSB's Strategic Plan 2023-2028 describes the next phase of our journey, our unwavering commitment to transform lives and communities. In our ongoing pursuit of excellence and in these uncertain times, this commitment will drive our efforts. Most of our students are the first in their families to graduate from college, and the knowledge, experiences, and connections gained through CSUSB will significantly and positively impact their lives and communities, both locally and globally.

With the implementation of this plan, CSUSB will embark on an equally significant endeavor of ensuring the values of diversity, equity, and inclusion are threaded into everything we do. The President's DEI Board provides a unique and sophisticated framework to achieve this task, and the initiatives outlined in our Strategic Plan 2023-2028 will ensure we are successful in this regard.

We want to express our sincere gratitude to the Strategic Planning Task Force and campus community members who devoted time, energy, and heart into creating a plan we can truly call our own. Our collective efforts will impact our campus, region, and world for years to come.



K Campbell

KELLY CAMPBELL, PH.D.
Interim Vice Provost for Academic Affairs



N Dabbs

NICOLE DABBS, PH.D.
Chair and Professor of Kinesiology



Strategic Planning Process

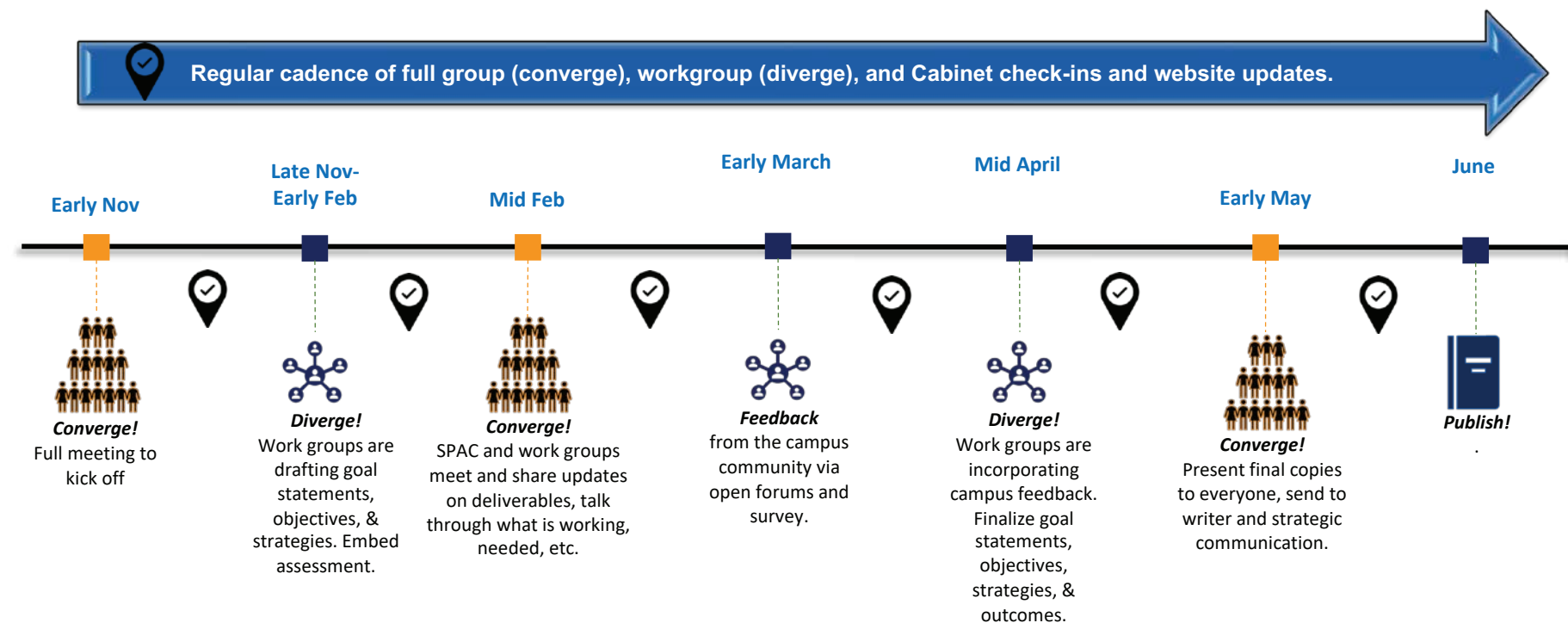
In the 2022/2023 academic year, California State University, San Bernardino launched their second strategic planning process, including students, staff, faculty, and administrators across ranks, colleges, and divisions. The task force's charge was to define the university's priorities for the next five years. In 2014/2015, the university embarked on its first comprehensive five-year strategic planning process, which involved developing a vision, mission, core values, and five goals. That plan was extended for two years while under successful reaccreditation and a global pandemic. The university's 2022/2023 planning process, as designed, represents the opportunity to build on previously accomplished goals and continue to reach for new ones.

In May 2022 at the President's Leadership Retreat, four goals were identified for the new plan: 1. Student Success; 2. Faculty and Staff Success; 3. Diversity, Equity, and Inclusion; and 4. Internationalization. The Strategic Planning Task Force led the university-wide process to fully develop goal statements, objectives, strategies, outcomes, and measures for each goal theme. The process included soliciting and incorporating input through a variety of means from the entire campus community, ensuring that the plan's development was organic, transparent, and inclusive.

CSUSB's Strategic Planning process included:

- A diverse group of task force members representing students, faculty, staff, and administrators.
- Review of the previous strategic plan and university vision, mission, and values.
- Revisions to the university's mission and core values.
- Regular campuswide communications to provide information, updates, and opportunities for input.
- Campus community feedback forums, feedback surveys, and a 24/7 "Share Your Voice" feature on the strategic plan website.
- Presentations to the campus community, Faculty Senate, and President's Cabinet throughout the planning process.
- Development of goal statements, objectives, strategies, outcomes, and measures by the task force work groups.
- An advisory committee made up of work group co-chairs that met regularly, oversaw the work groups' deliverables, and assisted in the development of a five-year implementation plan.

Timeline



Strategic Plan Definitions

Goal: University priority.

Goal Statement: General description of an intended end state to be achieved.

Objective: Specific description of intended achievements or pre-set targets that are measurable, in service of a goal (verifiable, performance-based).

Outcome: Desired effects (i.e., benefits, changes, or improvements) that CSUSB aims to generate; outcomes are the result of objectives.

Strategy: The actions and/or tasks to realize the outcomes.

Measure: Evidence for gauging the extent to which the outcomes are achieved.



Strategic Planning Task Force

CO-CHAIRS

Kelly Campbell
Interim Vice Provost for Academic Affairs

Nicole Dabbs
Professor and Chair of Kinesiology

ADVISORY COMMITTEE

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Interim Vice Provost for Academic Affairs

Nicole Dabbs, Strategic Plan Co-Chair
Professor and Chair of Kinesiology

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Associate Professor of English

Paz Olivérez, Student Success Co-Chair
Vice President, Student Affairs

Rina Nolasco, Faculty and Staff Success Co-Chair
President's Office, Confidential Aide

Bradford Owen, Faculty and Staff Success Co-Chair
Associate Vice President, Faculty Development

José Muñoz, Diversity, Equity, & Inclusion Co-Chair
Associate Professor of Sociology

Robin Phillips, Diversity, Equity, & Inclusion Co-Chair
Vice President, Human Resources

Tomás Gomez-Arias, Internationalization Co-Chair
Dean, Jack H. Brown College of Business

Hyunkyung Oh, Internationalization Co-Chair
Interim Dean, College of Extended and Global Education

Muriel Lopez-Wagner, Research Sub-Committee Chair
Chief Data Officer and Associate Vice President

Jennifer Sorenson
Senior Associate Vice President, Facilities Planning & Management

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Associate Professor of Philosophy

STRATEGIC PLANNING RESEARCH SUB-COMMITTEE

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Chief Data Officer and Associate Vice President, Office of Institutional Research

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Chair, History Department and Director, Office of Student Research

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Assistant Professor of Psychology

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Administrative Analyst/Specialist, College of Natural Sciences

Tanner Carollo, Diversity, Equity, & Inclusion Representative
Director of Institutional Research & Analytics

Ece Algan, Internationalization Representative
Professor of Communication Studies



Strategic Planning Work Groups

STRATEGIC GOAL 1: STUDENT SUCCESS

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Associate Professor of English

Paz Olivérez, Co-Chair
Vice President, Student Affairs

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Rebecca Lubas
Dean of Libraries

Hattie McNutt
Therapist, Counseling & Psychological Services

David Marshall
Director, University Honors Program

Jennifer Mersman
Assessment and Research Officer, Student Affairs

STRATEGIC GOAL 2: FACULTY AND STAFF SUCCESS

Rina Nolasco, Co-Chair
Confidential Aide, President's Office

Bradford Owen, Co-Chair
Associate Vice President, Faculty Development

Oluwaseyi Adeoye
Student-at-Large, Associated Students Incorporated

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Wagner Prado
Associate Professor of Kinesiology

Consuelo Sanchez
Administrative Support Coordinator, Services to Students with Disabilities

Ernesto Torres
Building Maintenance Mechanic

Sharon Ward
Professor of Special Education Rehabilitation and Counseling

STRATEGIC GOAL 3: DIVERSITY, EQUITY, AND INCLUSION

José Muñoz, Co-Chair
Associate Professor of Sociology

Robin Phillips, Co-Chair
Vice President, Human Resources

Hollie Allbaugh
Interim Manager, Diversity & Inclusion

Jane Chin-Davidson
Professor of Art and Design

Jesse Felix
Executive Director, Administrative Offices

Daria Graham
Associate Vice President, Student Affairs and Dean of Students

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Operating Systems Analyst, Identity, Security & Enterprise Technology/
Lecturer of Information and Decision Sciences

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Office of Student Leadership & Engagement

Guadalupe Romero
College of Social and Behavioral Sciences elected representative,
Associated Students Incorporated

Erik Schott
Assistant Professor of Social Work

Crystal Wymer-Lucero
Director of Alumni Relations

STRATEGIC GOAL 4: INTERNATIONALIZATION

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Dean, Jack H. Brown College of Business

Hyunkyung Oh, Co-Chair
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Nancy Hernandez
Lead International Admissions Evaluator,
College of Global and Extended Education

Yawen Li
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Director, International Admissions & Student Financial Services,
College of Global and Extended Education

Pamela Moses
Organizational Change Facilitator, Office of Institutional Research

Joe Tormey
Director of Hospitality Management

Taewon Yang
Department Chair of Accounting and Finance



University Vision, Mission and Core Values

VISION:

CSUSB is a model for transforming lives.

MISSION STATEMENT:

At CSUSB, we promote each other's growth and success and enhance the vitality of our region through active learning, effective mentoring, impactful scholarship, and civic engagement. We cultivate the professional, ethical, and intellectual development of our diverse students, faculty, and staff so they thrive and make positive contributions to our globally connected society.



Core Values: P.A.C.K.

Progress

Innovation, sustainability and integrity are essential components of our commitment to students, faculty, staff, and community members. We are responsible stewards of the university and the environment and are dedicated to sustainable growth and development.

Access

We are committed to our student population and fostering their success. We recognize that equitable access to information, research, experiences, and resources is vital to a positive educational environment, thriving athletics, and extracurricular activities. We believe in transparency, eliminating barriers, and empowering each other so everyone may fully participate in gaining knowledge and derive the greatest benefits from university life.

Community

We are actively engaged in contributing to our region and committed to the social mobility of our students and community members. We value justice and equity in all that we do, and work collaboratively to be inclusive in achieving collective and individual goals.

Kindness

We recognize, respect, and value each member of the campus community, and treat everyone with kindness and compassion. We are invested in the academic, economic, social, emotional, psychological, and physical well-being of our students and campus colleagues. We believe a healthy university is one in which we all thrive.

Strategic Goals

Goal 1: Student Success

Engage every CSUSB student in inclusive experiences that foster their curiosity and transform their lives and communities.

Goal 3: Diversity, Equity, and Inclusion

Advance an environment where every member of the university plays an active role in diversity, equity, and inclusion excellence through engagement, empowerment, education, and accountability.

Goal 2: Faculty and Staff Success

Attract outstanding and dedicated staff and faculty and retain them by cultivating a safe environment where they thrive professionally and personally; in which their voices are represented; and which fosters impactful collaborative partnerships.

Goal 4: Internationalization

Elevate CSUSB as a global institution that provides inclusive and transformative international experiences to its campus.



Goal 1: Student Success

Engage every CSUSB student in inclusive experiences that foster their curiosity and transform their lives and communities.

Objective 1.1

Acknowledge and value students' cultural, linguistic, and social identities.

OUTCOMES

1. Enhance student access to culturally responsive and adaptive pedagogy in their curricular and co-curricular experiences.
2. Develop students' skills in knowledge-transfer for navigating systems, processes, and procedures to support them as lifelong learners.
3. Augment students' sense of belonging.

STRATEGIES

1. Review institutional practices and procedures to identify those that create barriers, including expanding work with the Gardner Institute to review curricular complexity.
2. Implement the strategic enrollment management plan.
3. Redesign online interface for easier student awareness and access to relevant university resources.
4. Provide targeted "college basics" instruction opportunities for first-year and incoming transfer students.
5. Enhance mental health support, in part by increasing accessibility of mental health services.
6. Provide students with library materials that represent their identities.
7. Scale up summer credit opportunity funding (e.g. GIG, SUG).
8. Scale up embedded mentoring and supportive pathways programs in first-term classes outside of GE math, English and first-year seminar courses.
9. Strengthen cross-divisional collaborative partnerships to provide students with holistic and supportive experiences.

Objective 1.2

Transform students' understanding of self as agents in a global society.

OUTCOMES

1. Enhance students' sense of self-efficacy through metacognition, social learning, and academic excellence.
2. Develop students' ability to articulate how their experiences at CSUSB impact their personal growth.
3. Develop students' core competencies and expertise to engage with their local and global communities.

STRATEGIES

1. Enhance the collaboration between department and institutional level advising.
2. Support the authentic implementation of and equitable student participation in High Impact Practices (HIPs).
3. Augment partnerships between students and community-based organizations.
4. Support regular meaningful assessment of student learning outcomes (SLOs) and co-curricular experiences across the university.
5. Increase co-enrollment (dual enrollment) partnerships with community colleges and high schools.
6. Continue to grow culturally responsive and data informed tutoring, mentoring, and writing support strategies.
7. Develop incentive-driven Supplemental Instruction (SI) opportunities throughout the curriculum.

Objective 1.3

Empower students to apply competencies that enrich their communities.

OUTCOMES

1. Develop students' academic interests through transferable/paid experiences on campus or paid internships/co-ops.
2. Engage students in post-graduation experiences they find meaningful (including professional career, graduate school, and community engagement).
3. Strengthen students' lifelong connection to the university.

STRATEGIES

1. Scale up and develop programs to provide students with peer and community mentoring opportunities.
2. Provide opportunities for students across majors to apply their knowledge in meaningful settings beyond the classroom (e.g. undergraduate research, co-ops, community-institution partnerships, competency-based learning).
3. Provide opportunities for students to develop multimodal communication skills for diverse settings.
4. Invest in student-community facilities, including athletic fields.
5. Engage with local school districts by sponsoring academic events.
6. Create opportunities for students to earn certificates, micro-credentials, and badges related to field of study and/or career.

Goal 2: Faculty and Staff Success

Attract and retain outstanding and dedicated staff and faculty by cultivating a safe environment where they thrive professionally and personally; in which their voices are represented; and which fosters impactful collaborative partnerships.



Objective 2.1

Ensure equitable and efficient work.

OUTCOMES

1. Recruit and retain an optimal number of high-quality staff and faculty to successfully manage campus workload.
2. Enhance efficiency of campus processes such as purchasing, reimbursement, payments, and hiring.
3. Enhance mechanisms for flexible and fair apportioning of faculty workload across teaching, research/creative activities, and service.

STRATEGIES

1. Increase funding and support for recruitment and hiring of faculty and staff.
2. Ensure staffing levels meet the operational needs of the institution.
3. Examine and reform CSUSB policies and procedures to facilitate faculty's ability to use professional development funds in order to hire students, acquire equipment, etc. in a timely and efficient manner.
4. Create a more efficient hiring process.
5. Develop new pathways to reward faculty who excel in research or creative activities with reassigned time.
6. Audit distribution of reassigned time and size of classes to ensure equity in faculty workload.

Objective 2.2

Promote a culture of trust and safety that values and integrates human differences and cares for the holistic well-being of staff and faculty.

OUTCOMES

1. Create greater representation and collaboration between staff and faculty in shared governance.
2. Enhance respect, equity, and accountability among faculty and staff.
3. Enhance work-life balance for CSUSB employees.

STRATEGIES

1. Create an Academic Senate to promote more inclusive shared governance.
2. Promote a culture of respect and civility in which everyone's contributions are valued.
3. Increase recognition of staff accomplishments.
4. Create a new Staff and Faculty Wellness Program.
5. Increase availability and capacity at the Children's Center and Infant Toddler Lab School.
6. Explore work arrangements that include staff input and keep student success and institutional needs in mind.

Objective 2.3

Enhance pathways and guidance for professional advancement.

OUTCOMES

1. Enhance support for leadership and management training programs to help staff and faculty advance in their careers.
2. Expand mentorship networks.
3. Enhance resources and support for research, scholarly, and creative contributions, including reassigned time, funding, and technology.

STRATEGIES

1. Create a mentorship program for staff, including clarifying career pathways.
2. Enhance professional development opportunities for staff and faculty.
3. Develop and thoroughly document badging and/or micro-credentialing for all staff and faculty.
4. Reimagining how the Staff Development Center can support staff excellence.
5. Facilitate awareness of existing HR processes (e.g. IRPs and reclass).



Goal 3: Diversity, Equity, and Inclusion

Advance an environment where every member of the university plays an active role in diversity, equity, and inclusion excellence through engagement, empowerment, education, and accountability.



Objective 3.1

Uphold an unwavering commitment to an enduring diverse, equitable, and inclusive environment.

OUTCOMES

1. Develop and expand the university's infrastructure, services, programs, training, and resources to grow all employees' DEI competencies.
2. Establish a process for DEI consultants to help departments better understand and integrate DEI goals into their standard operations.
3. Develop a system to continually update campus documents, forms, and policies to reflect best practices of inclusion.

STRATEGIES

1. Develop a Truth, Racial Healing, & Transformation (TRHT) Campus Center, including hiring or assigning a director to partner with appropriate campus entities (IEC, Ombuds, DEI, etc.).
2. Enhance equity and inclusion in our curricula including pedagogy and assessment.
3. Enhance collaboration between DEI partners across campus to create campus-wide events (e.g. event planning, speakers, employee resource groups).
4. Establish DEI champions for each division and department.
5. Participate in the CSU Racial Equity Alliance and other relevant organizations to continue educating the campus on key DEI concepts and competencies.
6. Create a directory of DEI experts across campus and a repository of DEI resources.
7. Develop and ensure university materials use inclusive and are accessible (e.g., policies, procedures, applications).
8. Create annual reporting on DEI progress for each division and college.

Objective 3.2

Strengthen our culture of belonging, acceptance, and appreciation for the unique characteristics and contributions of all students, alumni, faculty, staff, and administrators.

OUTCOMES

1. Enhance a sense of belonging at the department, college/unit, division, and university levels.
2. Identify and integrate new identity-informed best practices for student success.

STRATEGIES

1. Recognize and reward members of the university community who demonstrate a commitment to diversity, equity, and inclusion.
2. Utilize available and new survey data to help better understand the experience of CSUSB community members and their diverse perspectives.
3. Identify opportunities to increase a sense of belonging by creating intentional recognition and appreciation initiatives for university employees.
4. Expand alumni engagement in career development and mentorship programs for students and recent graduates from historically underrepresented groups.
5. Update communication methods to further connect students, staff, and faculty to resources on campus.



Objective 3.3

Promote and support a campus environment that values and affirms human rights and protections for all members of our community.

OUTCOMES

1. Create infrastructure that strengthens the ability of faculty, staff, and students to recognize and address human rights violations.
2. Create and allocate campus spaces and initiatives to honor and protect the human rights of marginalized communities and increase awareness of those rights.
3. Develop infrastructure needed to support and expand campus-wide DEI efforts for sustaining human rights.

STRATEGIES

1. Provide training programs to help campus members 1) understand their rights and responsibilities under the law and 2) learn how to identify and respond to discrimination, harassment, and other human rights issues.
2. Expanded availability and knowledge of adequate all gender bathroom spaces, lactation rooms, and interfaith meditation/prayer rooms to honor the needs of the campus community.
3. Create data-informed initiatives and policies to assist our students from historically underrepresented students.



Goal 4: Internationalization

Elevate CSUSB as a global institution that provides inclusive and transformative international experiences for our students, faculty, and staff.



Objective 4.1

Enhance global learning opportunities for the campus community.

OUTCOMES

1. Enhance the understanding of global issues and world cultures among students, faculty, and staff.
2. Enhance the university curriculum by increasing the inclusion of topics and course materials related to global matters.
3. Support more faculty in globally-focused research and collaborate with faculty outside of the U.S. on research projects.

STRATEGIES

1. Increase the number of globally-focused activities and augment student, faculty, and staff involvement.
2. Increase international student groups' awareness of club allocation budget (CAB) funding for activities and events.
3. Create incentives for faculty to internationalize their new and existing curricula.
4. Increase funding to the Professors Across Borders (PAB) program and encourage more faculty to participate.
5. Create a global research learning community for students, faculty, and staff.
6. Enhance student participation in globally-focused research through paid student assistantships.

Objective 4.2

Expand student, faculty, and staff participation in education abroad programs.

OUTCOMES

1. Restore student participation in education abroad programs to pre-pandemic levels within the first two years, then increase by 10% annually over the following three years.
2. Develop and broaden the Collaborative Online International Learning (COIL) program.
3. Develop study abroad at home opportunities.

STRATEGIES

1. Enhance education abroad program diversification (including virtual and at-home programs), integration, and visibility.
2. Provide comprehensive and centralized support for faculty and students in education abroad programs.
3. Lower study abroad costs and increase financial aid awareness to improve affordability.
4. Use effective evaluation procedures and methods to facilitate program development and improvement.



Objective 4.3

Grow, diversify, and engage the international student body.

OUTCOMES

1. Enhance opportunities for students to learn from other students of different cultural backgrounds.
2. Create a more diverse and culturally rich campus community.
3. Enhance international student retention and timely graduation.

STRATEGIES

1. Diversify global regions/markets and programs of interest in recruitment plans.
2. Develop a strategic enrollment plan for International Admissions (IA) including an integrated multichannel branding, marketing, and communications plan for international students.
3. Collaborate closely with academic departments as a part of the recruitment pipeline.
4. Expand financial aid opportunities for international students.
5. Increase awareness among international students and campus members that all services for students (e.g. advising, counseling and psychological services) are available to international students.





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