

# Defining CSUB for the Future Through Partnerships for Excellence



## CSU Bakersfield Strategic Plan: 2008-2015

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# President's Introduction

This strategic plan has been developed to guide the University community on our path to realization of our vision of excellence by 2014-15. The background on the development of our vision statement was presented in my first University Day address on September 7, 2004. That address is posted on our campus website.

Our strategic plan is an organic document. While the goals and objectives will remain fairly stable, strategies and initiatives will change over time. In fact, many strategies have been implemented even while this document has been in the process of being finalized. Rather than being primarily a hard copy document stored on a shelf, our strategic plan is an electronic document that will be updated annually as new strategies and initiatives are developed and others are fully implemented. Appropriate metrics and benchmark data for each goal will be posted on an annual basis.

The October 2008 update of our strategic plan incorporates the additional objectives we identified in our 2007 WASC proposal, the commitments contained in the CSU system-wide strategic plan, "Access to Excellence", and other objectives that have emerged over the past two years. Future updates will be guided by the work of the university-wide Strategic Planning Committee.

As we move forward, a significant factor that will advance our efforts is having a sense of campus community—a shared sense of purpose, belonging and mutual respect, and shared accountability for the future of CSUB. Through our "partnerships for excellence" we will realize our vision.

Horace Mitchell, Ph.D.  
President

# Background

When California State College, Bakersfield (CSCB), opened for classes on October 1, 1970, it marked the fulfillment of a twenty-year dream—the dream of a baccalaureate-degree granting institution in the Southern San Joaquin Valley and High Desert. Chartered in 1965 as part of a bill authored by Bakersfield's own Senator Walter Stiern, CSCB became the 19th campus of the CSC system. The first president was hired in 1967. Groundbreaking ceremonies, presided over by then-Governor Ronald Reagan, took place on April 11, 1969. CSCB became California State University, Bakersfield (CSUB) in 1988.

CSUB is the only four-year-degree-granting campus within a 100-mile radius. It serves a vast region encompassing Kern, Tulare, Inyo, and Mono counties, and parts of Los Angeles and Kings counties. The main campus is located on a 375-acre site, which was donated by the Kern County Land Company to the State of California for the university, a remarkable demonstration of the community's commitment to and support for the institution.

The University is committed to being a comprehensive University and strives for excellence in its four schools: Humanities and Social Sciences; Business and Public Administration; Natural Sciences and Mathematics; and Education. CSUB awards bachelor's degrees in 31 academic areas. The master's degree is awarded in 22 academic areas. Some 7,800 undergraduate and graduate students attend CSUB at either the main campus in Bakersfield or the Antelope Valley Center. There are over 30,000 living alumni, 70% of whom continue to reside in our service region.

CSUB is distinguished by an outstanding faculty, excellent academic programs, and by the extraordinary accessibility of the faculty to students. Small classes and close interaction between students and faculty enhance the learning environment. Over 90% of the tenured faculty earned doctorate degrees in their fields of study. CSUB has the highest percentage of faculty in the CSU with terminal degrees. CSUB hosts numerous centers and institutes, which promote scholarly research and publication and give students an opportunity to conduct research, as well as provide invaluable scholarly and research resources to the community. The University is fully accredited by the Western Association of Schools and Colleges.

# Mission

California State University, Bakersfield is a comprehensive public university committed to offering excellent undergraduate and graduate programs that advance the intellectual and personal development of its students. An emphasis on student learning is enhanced by a commitment to scholarship, diversity, service, global awareness and life-long learning. The University collaborates with partners in the community to increase the region's overall educational attainment, enhance its quality of life, and support its economic development.

# Vision

By 2014-15 CSU Bakersfield will be the leading campus in the CSU system in terms of faculty and academic excellence and diversity, quality of the student experience, and community engagement. Realization of our vision will be advanced by recruitment, development and promotion of excellent and diverse staff within an organizational culture committed to excellence in all areas.

# Academic Strategy

The University will develop plans to increase the student enrollment to 18,000 students over the next fifteen to twenty years. While continuing its commitment to the enrollment of community college transfers and non-traditional aged students, an increased emphasis will be placed on enrolling more first-time freshmen directly from high school, and more students from other California counties, other states, and other nations. We will review our existing academic programs and determine what new academic programs should be added to meet the changing student, community and economic development needs of our region. New faculty will be recruited as the enrollment grows. New facilities and support infrastructure will be planned to accommodate the expansion of academic programs and student enrollment.

# Goal 1: Extend Faculty and Academic Excellence and Diversity

## Objective 1.1

Recruit, develop, retain, and promote an excellent and diverse faculty

## Objective 1.2

Invest in faculty excellence and plan for faculty turnover

## Objective 1.3

Ensure that academic programs are excellent, offer diverse intellectual perspectives, and advance global awareness

## Objective 1.4

Develop new academic programs that respond to regional, state, and national needs and student demand

## Objective 1.5

Provide academic facilities, libraries, and instructional and technology resources that support teaching, learning, research and creative activities

## Objective 1.6

Enhance University programs and services through aggressive fundraising, contracts and grants, public-private partnerships, and other entrepreneurial activities

# Goal 2: Enhance the Quality of the Student Experience

## Objective 2.1

Develop and achieve student learning outcomes within academic programs and university-wide

## Objective 2.2

Develop and achieve university-wide student development outcomes

## Objective 2.3

Enhance student opportunities for active learning and participation within the university, regional, and global communities

## Objective 2.4

Create a vibrant campus life which engages our diverse student body

## Objective 2.5

Improve student retention and graduation rates

## Objective 2.6

Reduce existing achievement gaps in first-year retention, baccalaureate degree completion, and graduate and professional school readiness

# Goal 3: Strengthen Community Engagement

## Objective 3.1

Collaborate with partners in K-12 education, community colleges, and community-based organizations to advance educational attainment within the region, including:

- 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

## Objective 3.2

Partner with public and private organizations, elected officials, and other entities to support regional economic development

## Objective 3.3

Collaborate with community partners to enhance the quality of life in the region, including health status, and cultural and youth enrichment

## Objective 3.4

Improve accountability to the public for the educational effectiveness of the University

# Goal 4: Develop an Excellent and Diverse Staff

## Objective 4.1

Recruit and retain excellent and diverse staff, supervisors, and managers; provide ongoing training and opportunities for professional growth; and plan for succession

## Objective 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

## Objective 4.3

Ensure appropriate levels of staffing commensurate with current and future campus needs and available resources

## Objective 4.4

Recognize and reward excellent performance

# Goal 5: Develop a Campus Culture With a Sense of Community and a Commitment to Organizational Excellence

## Objective 5.1

Promote a civil and collegial campus environment that values diversity and respect for differing views

## Objective 5.2

Honor and celebrate the achievements of the campus community

## Objective 5.3

Ensure that innovative, continuous improvement initiatives are developed and lead to the use of best practices in each campus department

## Objective 5.4

Promote practices across the campus that evidence a commitment to sustainability

## Objective 5.5

Integrate alumni, parents, and friends into the life of the University

## Objective 5.6

Build financial capacity through revenue generation, and investment and budget management

## Objective 5.7

Achieve institutional effectiveness through shared governance, shared responsibility, and shared accountability for the excellence of the University