

# Strategic Plan Additions & Implementation

**California State University  
Dominguez Hills  
February, 2014**

# Goal

Facilitate a process that builds on CSUDH's current Strategic Plan to reaffirm goals, determine measurable desired objectives, and prioritize among plan initiatives to establish priorities for the next 5 years.

# Characteristics of Successful Planning and Implementation

- Vision- and Mission-Driven
- Positive & Optimistic
- Builds on Past
- Developed by Campus
- Open and Collaborative
- Focused & Implementable
- Conversational
- Creative
- Realistic
- Measurable

# Elements of a Strategic Plan

What are the fundamental beliefs?

Core Values

Looking into a crystal ball,  
what is our ideal future?

Who are we?

What do we do?

Whom do we serve?

How are we different?

What do we have to do to  
achieve Mission and  
move forward?

How will we know when  
we have arrived?

*Desired Objectives*

What are we going to do to  
achieve our desired Objectives?

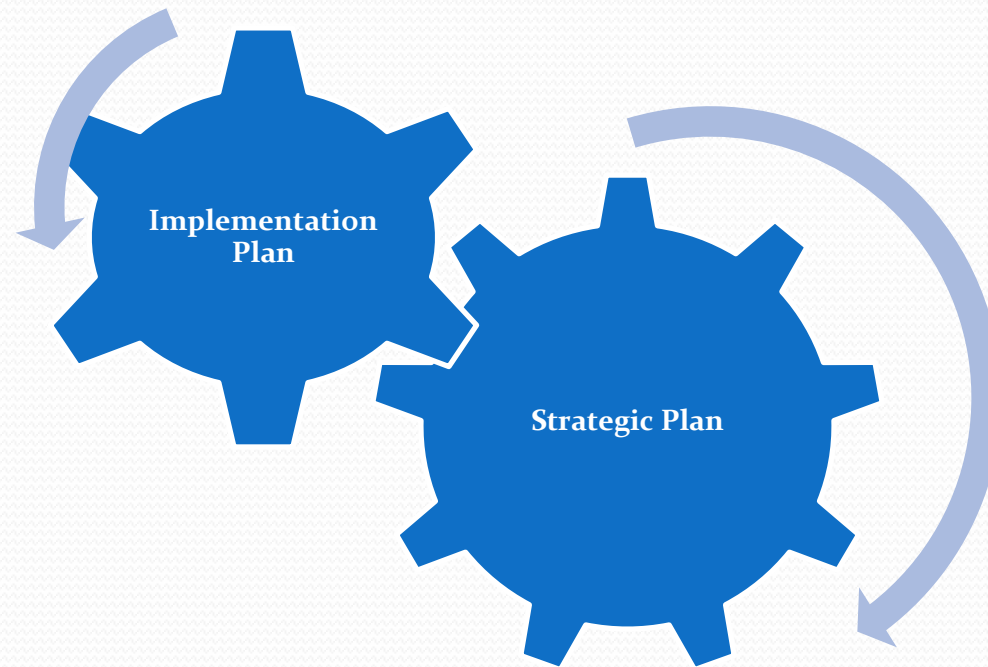
Why? What? Examples



Strategic Position

Inside ↔ Outside

# Strategic Plan Implementation



# CSUDH Strategic Plan

## Vision

A vital educational resource for the South Bay, CSU Dominguez Hills will be recognized as a top-performing Comprehensive Model Urban University in America. By 2015, we will be known as a campus community and gathering place...

# CSUDH Strategic Plan

## Mission

To unify our University in achieving our institutional vision, we have identified five key messages that articulate our identity, purpose, and strengths while countering misperceptions about the quality and rigor of our academic programs. These messages reiterate the key touch points for all future outreach communications.

# Our Message, Our Identity

- A CSU Dominguez Hills education transforms not only the student, but also the communities.
- CSU Dominguez Hills recognizes and protects the financial investment our students and their families make to secure a quality education.
- CSU Dominguez Hills challenges preconceived ideas about our students, academic programs, and university.
- CSU Dominguez Hills embraces the diversity of California while preparing students for the realities of a global economy and workplace.
- CSU Dominguez Hills is a vital hub for the South Bay region.



# CSUDH Strategic Plan Goals

- Goal 1: Build the excellent academic programs that reinforce our position as a comprehensive model urban university.
- Goal 2: Enhance access to an excellent teaching and learning environment that supports the graduation rates and career success of our students on par with the best urban comprehensive universities nationwide.
- Goal 3: Deliver a campus-wide enrollment management initiative to identify and recruit future students and support their transition, retention, and graduation.

# Strategic Plan Goals (cont.)

- Goal 4: Achieve fiscal stability and substantially increase revenues through a range of efforts, including fundraising, partnerships, foundations, and research grants – thus strengthening our ability to effectively invest in and allocate resources necessary to achieve success.
- Goal 5: Engage our communities to support CSU Dominguez Hills' position as the University of the South Bay.
- Goal 6: Systematically improve the quality and cost-effectiveness of support services to strengthen academic programs and student services.

# Steps & Schedule

- |  |                      |
|--|----------------------|
| <b>1. Getting Started</b>                              | <b>Jan/Feb, 2014</b> |
| <b>2. Formulate the Goals &amp; Desired Objectives</b> | <b>Feb/Mar, 2014</b> |
| <b>3. Determine the Strategies</b>                     | <b>Mar/May, 2014</b> |
| <b>4. Develop Implementation Plan</b>                  | <b>June, 2014</b>    |
| <b>5. Plan Completion</b>                              | <b>Summer, 2014</b>  |

# Step 1 (Jan.)

## Getting Started

- Refine process
  - Roles & relationships
- Review documents
- Establish the University Planning Committee co-chaired by the Provost and the VP for Enrollment Management & Student Affairs

# Step 1 (cont.)

## Getting Started



Town Hall Meeting

Small Group Discussions



## Step 2 (Feb., Mar.)

Planning Council considers feedback from Town Halls  
and makes recommendations on Plan Goals

# Step 2 (cont.)

## Formulate Objectives

- Planning Council determines appropriate objectives – ways to measure achievement of each goal and shares with campus community
  - E.g., *Improve the graduation rates of incoming freshmen students by ten percent and the graduation rates of transfer students by 15 percent.*

# Elements of a Strategic Plan

What are the fundamental beliefs?

**Core Values**

Looking into a crystal ball,  
what is our ideal future?

**Vision**



**Strategic Position**



Who are we?

What do we do?

Whom do we serve?

How are we different?

**Mission**

Inside ↔ Outside

What do we have to do to  
achieve Mission and  
move forward?



How will we know when  
we have arrived?

*Desired Objectives*

What are we going to do to  
achieve our desired Objectives?

Why? What? Examples



# Step 3 (April/May)

## Determine the Initiatives/Strategies

- Planning Council to assess priorities among current plan initiatives and select those that are most important to achieve objectives.
- The initiatives selected will be:
  - Organized around goals
  - Work across organizational & campus lines
  - Emphasis on “big ideas”
  - Strategies are elaborated expressions of an idea
    - Intro & Background
    - Basic Elements & Description
    - Models
- Initiatives will be shared with the campus community

# Enhance Staff Development

## **Introduction and Background**

Staff are an integral component to the operations of the institution.

For high-quality staff to be attracted to the university, appropriate attention must be paid to issues related to staff recruitment and retention. This initiative focuses on programs that support the personal and professional development of staff.

This initiative relates most directly to:

- Quality of life for faculty and Staff
- Increased Enrollment and Student Success

## **Basic Elements and Brief Description**

Following are ideas to enhance the development of staff:

- a. Initiate a formal staff training and development program, with courses and learning experiences to enable staff to learn, climb, and better serve students and the entire campus community
- b. Enhance the new staff orientation program to introduce new employees to all aspects of the University
  - Physical layout of the campus through a campus tour
  - Policies and procedures
  - The traditions, culture, and values of the University
  - How they and their families can become involved in the many activities of the University
- c. Provide staff internship / cross-training opportunities to enable staff to learn the skills of other positions
- d. Hold the Staff appreciation event during the academic year when everyone is on campus and can celebrate the accomplishments of staff and their contributions to the teaching/learning process
- e. Provide support – the needed time as well as financial backing – for staff to take classes and pursue degrees or certificates
- f. Make computers available to staff who do not have one as part of their job, so that they can remain informed on campus news and events that, more and more, are being communicated electronically.

## **Additional information and Potential Models**

Miami University Job Enrichment Program: <http://www.units.muohio.edu/prs/staffdevelopment/>

Berea College: <http://www.berea.edu/cltcr/staffdevelopment.asp>

University of Iowa Faculty and Staff Development: <http://www.uiowa.edu/learn>

# Step 3, cont. (May)

Vice President for Administration & Finance estimates revenues from traditional sources, based on historical trends and planning assumptions: enrollment, etc.



# Step 4 (June)

## **Plan Implementation**

A stakeholders conference develops a schedule & work plan for the Strategic Plan, for recommendation to the President

# Step 5 (Summer, 2014)

- The President approves the new augmented Strategic Plan and its implementation.

# Celebration!





# Strategic Planning Process

**California State University**

**Dominguez Hills**

**February, 2014**