



Office of the President

UNIVERSITY STRATEGIC PLAN

Presented By:

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Strategic Planning Model

During several months of 2002, President Rush presided over the development of a Strategic Plan for CSUCI. The process, involving administrators, faculty, staff, students and community members, was facilitated by a faculty member. CSUCI utilized a planning model (below) previously used in a variety of other successful planning processes.

CULTURE/VALUES:

The major elements of the internal value system that defines the organization.

MISSION:

Why does the organization exist - its main purpose?
(Vision = where do we want to be?)

ORGANIZATIONAL PROFILE:

An analysis of the major internal elements, including an evaluation of their strengths and weaknesses.

EXTERNAL ENVIRONMENT:

An analysis of the major external elements, including an evaluation of their opportunities and threats.

GENERAL STRATEGY:

What are the principal activities of the organization? Each Department is expected to conform to the General Strategies established in the organization's Strategic Plan.

STRATEGIC AREA:

An analytical way of looking at organizations – not tied to formal hierarchical structure.

STRATEGIC INITIATIVES:

The projects/efforts/approaches used to implement the strategy.

OBJECTIVES:

The specific targets of performance. "Objective" is another term for goal. Each objective should be measurable (preferably numeric). Each objective should be assigned to one person for ultimate responsibility. Each objective should be tied to funding: little can be done without dedicated resources.

RESULTS:

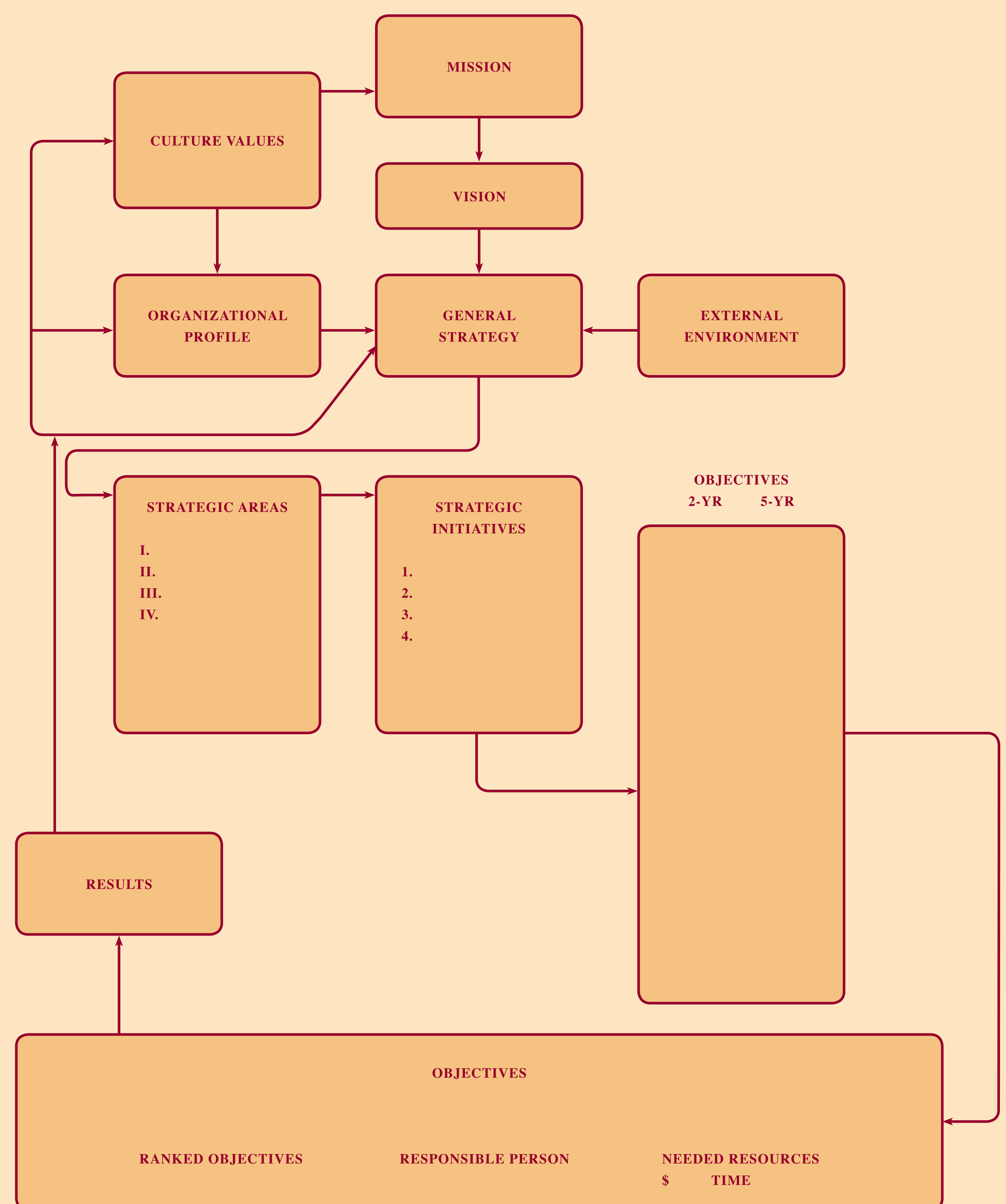
The compilation and analysis of activities based on the strategy. All plans must have a mechanism to capture results. All plans must have Performance Measures (often called Expectations) built into the Plan. The strategy must be formulated and articulated in a way that allows for accurate measurement of results. This function is essential.

The development of Performance Measures should be closely tied to ongoing data gathering processes. If needed, ongoing monitoring process should be changed to capture the future information needed to measure the strategy's success (or failure).

While developing performance measures and capturing performance data is very important, just as important is a process of updating the Strategic Plan. By adjusting their strategy based on feedback from performance measures, an organization can be assured of fulfilling its overall Mission.

TACTICS:

How should the strategies/activities be implemented? How will it happen? This is not part of the Strategic Plan – but it does consume most of an organization's time and energy.



The resulting Strategic Plan was widely distributed on and off campus. The Mission Statement has become a central element of campus life. The Mission Statement is prominently displayed in many forms: web pages, written documents, written reports, signs, etc.

CSUCI Mission Statement

Placing students at the center of the educational experience, California State University Channel islands provides undergraduate and graduate education that facilitates learning within and across disciplines through integrative approaches, emphasizes experiential and service learning, and graduates students with multicultural and international perspectives.

The Strategic Plan contains the roadmap for CSUCI from 2002 to 2008. The Plan contains the Mission Statement, Culture and Values, Vision, General Strategy, Strategic Divisions and three Strategic Initiatives. Subsequently, three Task Forces produced reports and recommendations related to the Strategic Initiatives.

CSUCI General Strategy

1. Encourage and support learning through teaching, inquiry, scholarly and creative activities
2. Provide community access to University resources
3. Earn WASC accreditation
4. Develop academic program as well as support organizations and physical facilities
5. Promote University Advancement

Strategic Initiatives

- I. To continually assess the effectiveness of and make appropriate modifications to the (following) programs, services, activities and projects
- II. A special project to align faculty support (for teaching and for scholarly and creative activities), staff support, faculty and staff assessment and rewards system with our Mission and Strategies
- III. A special project to implement effective and comprehensive planning processes, organizational structures, and assessment/evaluation mechanisms.

The Strategic Plan is the basis for the work of UPACC and all other CSUCI planning efforts. CSUCI will revisit the strategic planning process and produce an updated Strategic Plan during the 2008 academic year.

- Campus wide plan establishes strategic direction for 2003-2008
- Involved all members of the campus community
- Mission Statement is widely distributed
- Plan is available on the web page and through the campus