

Strategic Focus Area	Strategic Plan 2015-2020	Strategic Initiatives 2018-2023	Strategic Directions 2023-2025
Academic Excellence	Provide a mission-driven education that prepares students for individual success as they become contributing members of society.	1.1 Continue to develop courses that are interdisciplinary and immersive, which provide opportunities for deep learning and the cultivation of critical thinking skills.	1a: Support and fund teacher-scholars to build quality of academic programs.
	Hire and support high quality faculty and staff who are committed to the mission of the University.	1.2 Increase opportunities for students to engage with the regional community to apply their learning and address meaningful challenges.	1c: Integrate and update mission pillars
	Engage undergraduate and graduate students in research and creative activities.	1.3 Continue to expand opportunities for students to develop a deep sense of civic engagement to become catalysts for social and economic progress in the community.	1k: Academic Identity: Create a DAA vision statement
		1.4 Ensure that all students experience multiple high-impact learning opportunities through the course of their education (e.g., capstones, study abroad, living-learning communities, field courses, internships, etc.)	1l: Initiative 1l: Academic Identity: Creating a distinct ROI and identity (e.g., Charting Our Course faculty team work)
		1.5 Expand opportunities for undergraduate research and creative activity across the curriculum.	1m: Brand Identity: Expand and advance post-graduate outcomes
		1.6 Expand on-campus student employment opportunities that directly improve student success while simultaneously fostering leadership, critical thinking and communication skills (e.g., peer mentoring, in class tutoring).	1n: Expanding Academic Programs through shared governance (APPC, AVP Academic Programs, AMP process)
		1.7 Increase co-curricular engagement to strengthen community and support the achievement of academic goals.	1s: Enrollment Management Strategic Planning incorporating new academic programs
		1.8 Continue to improve tenure density to ensure student access to meaningful mentorship and guidance from faculty.	
		1.9 Develop a comprehensive Academic Master Plan to outline projected academic degrees, certifications and credentials. enhances the quality of teaching, research and creative activity.	
		1.11 Support staffing strategy for Academic Affairs to free faculty time to engage in instructional and scholarly pursuits.	
Student Success	Provide support for student persistence toward degree completion and opportunity for timely graduation.	2.1 Increase academic support for students in the first-year (e.g., proactive advising, embedded tutors, peer mentors, block scheduling).	1f: Student Retention and Persistence: Expanded Learning Communities
		2.2 Improve timeliness of admissions and enrollment (e.g., implement an E-Transcript reader program).	1g: Student Retention and Persistence: GI-2025 Expanded Student Success Initiatives
		2.3 Implement a campus-wide approach to meet requirements of Executive Order 1110 to ensure that the curriculum, student support and placement procedures facilitate student success in mathematics and quantitative reasoning.	1h: Student Retention and Persistence: CSUCL Initiative for Mapping Student Success (CIMAS)

Student Success	<p>2.4 Provide timely access to student success and other relevant data to enable evidence based decision making across every division of the University.</p> <p>2.5 Examine and remove administrative barriers that impede timely degree completion.</p> <p>2.6 Ensure that students have the opportunity and structured support (including four-year degree maps for all programs) to complete 30 credits every year.</p> <p>2.7 Expand evening, online and summer session offerings to enhance timely degree progression.</p> <p>2.8 Establish a Curriculum Action Team to review the full complement of our curriculum to eliminate confusing and unintended consequences of curricular complexity.</p> <p>2.9 Develop a comprehensive strategic enrollment management plan.</p> <p>2.10 Assess and modify orientation to directly support student success and ensure that students develop a strong sense of self-efficacy, belonging and accountability for learning.</p> <p>2.11 Use data to assess the overall effectiveness of student advising and develop a plan to provide practice student support that leads to enhanced student success.</p> <p>2.12 Continue to improve seamless community college transfer and seek opportunities for enhanced collaboration with community college partners.</p> <p>internships and alumni engagement to enhance post graduate success.</p> <p>2.14 Build partnerships with existing social service providers throughout the county to expand the basic needs resources available to support students.</p>	<p>1i: Student Retention and Persistence: Degree Planner</p> <p>1j: Distinct Academic Identity: Disaggregate student populations to create appropriate academic programs and</p> <p>1q: Student Retention and Persistence: Internship Expansion</p> <p>1r: Improve quantity and quality of sponsored projects</p> <p>2b: Student Affinity Center(s) creation</p> <p>2c: Student Success & Retention: New-Student Onboarding Changes</p> <p>2d: Creation of CI sponsored competitive Esports program.</p> <p>2e: Expansion of Transfer/Commuter student programmatic experiences.</p>
	Provide University access to students who bring diverse perspectives.	3.1 Build a shared understanding of inclusive excellence that includes the development of operational definitions.
	Infuse multicultural learning and international perspectives into all aspects of learning.	3.2 Establish a biennial climate survey and utilize results to enhance campus climate, equity and inclusion.
		3.3 Engage faculty, staff and students in structured opportunities for dialogue across divergent viewpoints.
		3.4 Celebrate campus accomplishments and highlight excellence in equity and inclusion.
		3.5 Develop a framework that will allow for the development and review of University policies through an equity lens.
		1b: Academic Identity: Create comprehensive online/hybrid/f2f strategy across all aspects of academic profile and student experience
		2g: Black Student Recruitment, Retention, and Persistence Plan (EM/DSA)
		2h: Increase targeted programmatic efforts for Veterans Affairs & Dolphin Guardian Scholars
		3a: Inclusive Excellence Action Plan (IEAP)

<i>Diversity, Equity, & Inclusion</i>	3.6 Expand culturally responsive curricular and co-curricular offerings that infuse inclusivity and holistic student development throughout the student experience.	3b: DEIA dashboard via Equity Lens Framework (ELF)
	3.7 Develop a hiring strategy to ensure the continued expansion of diverse faculty and staff to advance academic excellence and student success.	3c : Campus Climate Surveys
	3.8 Analyze disaggregated student success data across the University to identify barriers to completion and develop a campus-wide strategy to eliminate student equity gaps.	3d: Connect with and amplify cross-campus DEIA work (e.g., CSU Racial Equity Leadership Alliance)
<i>Build infrastructure capacity.</i>	4.1 Work in concert with business and community leadership to develop programs and initiatives that contribute to a robust economy and engaged citizenship.	1d: Academic Identity: Integrated Communication Marketing Plan
	4.2 Expand opportunities to serve as a social and intellectual resource for our community.	1o: Create comprehensive plan for remote off-campus sites (SB county, etc)
	4.3 Develop Extended University offerings in concert with area businesses, communities and other regional stakeholders that support economic vitality and civic prosperity.	1p: Integrate next generation technological advances into academic programs and student experiences
	4.4 Increase philanthropic support for the University by strengthening existing cross-divisional partnerships focused on enhanced alumni engagement and philanthropic support.	2a: Student Marketing Center ongoing development

Sustainability, Resources, and Growth	4.5 Assess internal and external community perception of the University and develop a plan to expand awareness of the University's connection to economic vitality, social mobility and engaged citizenship.	2f: Institutional Programming Collaborative implementation (cross-divisional centralized programming)
	4.6 Engage the University community in identifying fundraising priorities that directly support the Strategic Initiatives and launch a focused and aggressive fundraising effort to support them.	4a: CSUCI Climate and Sustainability Plan
	4.7 Create an "Opportunity Hub" designed to connect community support with University needs.	4b: Divisional and Cross-Divisional Efficiencies & Innovations
	4.8 Expand professional development opportunities that cultivate leadership skills and enhanced career success for faculty and staff (e.g., mentorships, CI Connect, etc.).	4c: Strengthen Philanthropic Success
	4.9 Identify solutions to the timely response and proactive resolution of workplace conflicts that are not part of a formal process.	4d: Capital Projects
	4.10 Continue to pursue efficiency and assess effectiveness in administrative services and systems.	4e: Regional Educational Partnerships
	4.11 Maximize efficiencies by expanding opportunities for cross-divisional collaboration and communication, as well as realigning resources (human, programmatic, financial) in support of the University's Strategic Initiatives.	4f: Strategic resource allocation
	4.12 Leverage technology to allow more time for people to engage in the activities that require human intervention (e.g., eliminating rote manual processes in favor of automatic ones).	4g: Enrollment management
	4.13 Invest in physical infrastructure that facilitates inquiry and discovery with a particular emphasis on the expansion of public-private-partnerships that are consistent with the academic mission of the University, support environmental sustainability and generates revenue.	4h: Build an effective hybrid and remote work policy to attract and retain employees
	4.14 Develop a strategy to leverage the use of online, hybrid and year-round courses to enhance access, improve timely degree progression and maximize the utilization of limited physical infrastructure.	4i: Strengthen Business Acumen
	4.15 Create a comprehensive transportation strategic plan to decrease the number of single user trips to campus and increase opportunities for alternative means of transportation.	4j: Build out comprehensive all funds budgeting model including policies for non-GF funds
		4k: Build out sustainable model for UAS. 4l: Foster opportunities for Public Private Partnership - CI Park Amphitheatre

