CALIFORNIA STATE UNIVERSITY
BAKERSFIELD

CORE VALUES

CSU Bakersfield places student success and academic excellence at the center of all we do. We are guided by a set of core values that shapes our work with students, with each other, and with the region we serve. These core values include the following commitments:

- Developing the intellectual and personal potential of every student
- Supporting the intellectual and professional development of all faculty and staff
- Nurturing a collegial campus environment that values innovation, learning, and the pluralism of persons and ideas
- Collaborating with one another with respect, trustworthiness, ethical behavior, and self-reflection
- Promoting active and informed engagement in shared governance of students, faculty, and staff
- Engaging with alumni and the community to achieve the vision, mission, and goals of the university
- Contributing to the growth and well-being of the region.

VISION

CSU Bakersfield will be a model for supporting and educating students to become knowledgeable, engaged, innovative, and ethical leaders in the regional and global community.

MISSION

CSU Bakersfield is a comprehensive public university offering excellent undergraduate and graduate programs that advance the intellectual and personal development of its students. We emphasize student learning through our commitment to scholarship, ethical behavior, 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.

GOALS

- Strengthen and Inspire Student Success and Lifelong Learning
- Advance Faculty and Staff Success
- Develop and Sustain High-Quality and Innovative Academic Programs and Support Services
- Recognize and Address Regional Needs in Collaboration with Our Community
- Diversify, Enhance, and Responsibly Steward Our Campus Resources

GOALS AND STRATEGIES

Goal 1 | Strengthen and Inspire Student Success and Lifelong Learning

Strategy 1 – Increase Student Well-Being

- **Sub-Strategy 1.1.1** – Meet the basic needs of students including food and housing security.
- **Sub-Strategy 1.1.2** – Enhance quality education through financial literacy for all students, assessment of student-parents, assessment of student transportation, small study groups, and examining of completion rates for First Year Experience courses.
- **Sub-Strategy 1.1.3** – Meet the physical and mental health needs of students.
- **Sub-Strategy 1.1.4** – Increase student engagement on campus to create a sense of belonging.

Strategy 2- Increase Retention and Graduation

- **Sub-Strategy 1.2.1** - Implement first-time freshmen mid-term assessment.
- **Sub-Strategy 1.2.2** - Appoint a graduation specialist for each academic school.
- **Sub-Strategy 1.2.3** – Enhance and develop high impact practice(s).
- **Sub-Strategy 1.2.4** - Implement transfer student mid-term assessment.
- **Sub-Strategy 1.2.5** – Enhance and develop first year seminars.
- **Sub-Strategy 1.2.6** - Update program plans.
- **Sub-Strategy 1.2.7** - Enhance on-campus housing.

Strategy 3 – Develop and Enhance Advising

- **Sub-Strategy 1.3.1** - Develop a centralized advising resource page.
- **Sub-Strategy 1.3.2** - Establish methods for assessing advising.
- **Sub-Strategy 1.3.3** - Increase student access to quality advising.
- **Sub-Strategy 1.3.4** - Improve the grad check process.
- **Sub-Strategy 1.3.5** - Reorganize and modify the charge of the Advising Leadership Team (ALT).

Strategy 4 – Enhance Career Preparation and Success

- **Sub-Strategy 1.4.1** – Improve career fairs.
- **Sub-Strategy 1.4.2** –Enhance and develop school-based career preparation.
- **Sub-Strategy 1.4.3** – Increase student engagement with the Center for Career Education and Community Engagement.
- **Sub-Strategy 1.4.4** – Increase job placement of graduates.
- **Sub-Strategy 1.4.5** - Collect longitudinal data of additional formal training or education of CSU Bakersfield graduates.
- **Sub-Strategy 1.4.6** – Increase alumni engagement and satisfaction.
- **Sub-Strategy 1.4.7** - Collect longitudinal data on student success related to graduates' satisfaction of skills obtained at CSU Bakersfield.

Strategy 5 – Increase Student Engagement

- **Sub-Strategy 1.5.1** - Increase the percentage of students participating in campus related events or activities.

Goal 2 | Advance Faculty and Staff Success

Strategy 1 - Support Faculty and Staff Recruitment, Retention, Promotion, and Engagement
- **Sub-Strategy 2.1.1** - Monitor diversity of workforce.
- **Sub-Strategy 2.1.2** - Ensure a comprehensive orientation process for faculty and staff.
- **Sub-Strategy 2.1.3** - Create and sustain a mentoring program for faculty and staff.
- **Sub-Strategy 2.1.4** - Support and expand affinity groups.
- **Sub-Strategy 2.1.5** - Expand current Faculty Teaching and Learning Center to be inclusive of staff.
- **Sub-Strategy 2.1.6** - Enhance pre and post award support for research and grants.
- **Sub-Strategy 2.1.7** - Hire, value and retain diverse faculty and staff.
- **Sub-Strategy 2.1.8** - Provide experiences that promote faculty teaching excellence, scholarships and service.
- **Sub-Strategy 2.1.9** - Identify and designate specific funds to be used for conference and travel grants to award faculty and staff.

Strategy 2 – Monitor and Enhance Faculty and Staff Satisfaction
- **Sub-Strategy 2.2.1** - Deploy, *The Great Colleges to Work For* survey, a campus climate survey to gauge general perceptions of the campus.
- **Sub-Strategy 2.2.2** - Create a campus climate committee.
- **Sub-Strategy 2.2.3** - Conduct exit surveys of employees who voluntarily leave CSU Bakersfield.
- **Sub-Strategy 2.2.4** - Promote wellness programs that encourage and support physical and emotional well-being of faculty and staff.
- **Sub-Strategy 2.2.5** - Encourage and assist staff and faculty to participate in programs that support and lead to career fulfillment and advancement.

Goal 3 | Develop and Sustain High-Quality and Innovative Academic Programs and Support Services

Strategy 1 - Develop Programs that Make CSU Bakersfield a Leader in Scholarly, Creative Activity and Knowledge Creation
- **Sub-Strategy 3.1.1** – Encourage faculty grant writing activities by providing funding for grant writing training and offer comprehensive and effective support for faculty and staff to implement grant funded projects.
- **Sub-Strategy 3.1.2** - Fund scholarly and creative activities in each of the academic schools.
- **Sub-Strategy 3.1.3** - Increase funding for student research.
- **Sub-Strategy 3.1.4** - Invest in tools to collect and summarize and creative activity.
- **Sub-Strategy 3.1.5** - Encourage students to participate in undergraduate/graduate research courses and activities.

Strategy 2 - Foster Adaptive and Transformational Leadership Among the Faculty, Staff and Students
- **Sub-Strategy 3.2.1** - Fund a Faculty Leadership Academy.
- **Sub-Strategy 3.2.2** - Fund a Presidential Student Leadership Academy.
- **Sub-Strategy 3.2.3** - Create a mini-grant program for faculty, staff, and students to support attendance at national/international leadership academies.
- **Sub-Strategy 3.2.4** - Create a Staff Leadership Academy.
- **Sub-Strategy 3.2.5** - Track the progress of leadership academy participants.

Strategy 3 - Develop and Implement a Set of Coordinated, Multifaceted High-Impact Practices so that CSU Bakersfield Becomes a Leader in Pedagogy and Student Learning

- **Sub-Strategy 3.3.1** - Invest in tools to summarize high impact pedagogy.
- **Sub-Strategy 3.3.2** - Promote the scholarship of teaching and learning.
- **Sub-Strategy 3.3.3** - Use curricular and co-curricular activities to address local challenges.
- **Sub-Strategy 3.3.4** - Fund pedagogical workshops and training institutes and exhibitions.
- **Sub-Strategy 3.3.5** - Create a campus-wide clearinghouse for high impact practices proven successful.
- **Sub-Strategy 3.3.6** - Invest in service learning and co-curricular activities and programs.

Strategy 4 - Use Community Feedback to Develop and Enhance Academic Programs that are Anchored in the Community

- **Sub-Strategy 3.4.1** - Support the development and continuation of advisory boards with community representation.
- **Sub-Strategy 3.4.2** - Invest in tools to track social media engagement.
- **Sub-Strategy 3.4.3** - Track number of opportunities and mechanisms for community feedback.

Strategy 5 - Encourage and Support the Development of Academic Programs that Enhance Student Employability

- **Sub-Strategy 3.5.1** - Invest in national tools to track alumni progress.
- **Sub-Strategy 3.5.2** - Prioritize alumni employability for programs entered on the Academic Master Plan.
- **Sub-Strategy 3.5.3** - Regularly track a study of current and future regional workforce needs and implement findings.

Strategy 6 - Reorganize the Academic Administration and Portfolio to Support Becoming a Metropolitan University

- **Sub-Strategy 3.6.1** - Evaluate the current structure of Academic Affairs (i.e. school structure).
- **Sub-Strategy 3.6.2** - Collaboratively develop an Academic Strategic Plan.
- **Sub-Strategy 3.6.3** - Look outward to the community for academic ideas and innovation.
- **Sub-Strategy 3.6.4** - Embrace the urbanization and diversification of the region we serve.
- **Sub-Strategy 3.6.5** - Increase student access to high demand academic programs.
- **Sub-Strategy 3.6.6** - Conduct analysis of academic programs that increase upward mobility.
- **Sub-Strategy 3.6.7** - Expand local partnership with educational entities.

Strategy 7 - Develop Rigorous Internal and External Assessment System for All Degree Granting Programs

- **Sub-Strategy 3.7.1** - Offer assessment workshops, institutes and exhibitions regularly.
- **Sub-Strategy 3.7.2** - Provide regular feedback on the quality of assessment efforts.
- **Sub-Strategy 3.7.3** - Track mandatory versus optional accreditation.
- **Sub-Strategy 3.7.4** - Provide support to programs who possess and seek accreditation.

Strategy 8 - Increase Tenure Density

- **Sub-Strategy 3.8.1** - Invest in Tenure Track Faculty lines to increase tenure density.

Goal 4 | Recognize and Address Regional Needs in Collaboration with Our Community

Strategy 1 - Create a Community Ambassador Group to Oversee a Comprehensive and Coordinated Effort to Review and Identify Regional Needs

- **Sub-Strategy 4.1.1** - Create a community ambassador team that works directly with the University President to outline regional needs and to assist the University in responding to them.
- **Sub-Strategy 4.1.2** - Meet regularly to exchange ideas and information.
- **Sub-Strategy 4.1.3** - Assess progress and continuously respond to regional needs.

Strategy 2 - Implement Data Collection Processes to Assess University Responses to Regional Needs

- **Sub-Strategy 4.2.1** - Engage in a comprehensive review of current data processes to determine accuracy and identify gaps.
- **Sub-Strategy 4.2.2** - Align data collection processes to regional needs.
- **Sub-Strategy 4.2.3** - Examine and implement ways to increase the response rate of surveys.
- **Sub-Strategy 4.2.4** - Identify systems to track and communicate progress towards addressing regional needs.

Strategy 3 - Systematically Address Prioritized Regional Needs that have been Identified by the Community Ambassador Group

- **Sub-Strategy 4.3.1** - Create structures and processes to better address regional needs.
- **Sub-Strategy 4.3.2** - Enhance existing and create new regional higher education consortia by partnering with other institutions.
- **Sub-Strategy 4.3.3** - Enhance existing and create new programs based on regional needs.
- **Sub-Strategy 4.3.4** - Expand training and certification programs for personal and professional development.
- **Sub-Strategy 4.3.5** - Enhance community engagement activities on campus.

Goal 5 | Diversify, Enhance, and Responsibly Steward Our Campus Resources

Strategy 1 - Develop a Comprehensive Program to Increase Grant and Contract Activity to Include such Elements as Mentoring, Workshops, School Level Grant Writers, Partnerships with Other Institutions, Fostering Multidisciplinary Research and Using Indirect Cost Recovery Funds to Incentivize Research

- **Sub-Strategy 5.1.1** - Build peer-to-peer support and mentoring for grant writing.
- **Sub-Strategy 5.1.2** - Appoint staff in Grants Research and Sponsored Programs to identify funding opportunities and distribute information to the CSU Bakersfield community on a regular schedule.
- **Sub-Strategy 5.1.3** - Have faculty and staff attend grant agency meetings to discuss their research plan and agenda.
- **Sub-Strategy 5.1.4** - Further develop faculty and staff grant writing workshops across different aspect of proposal development.
- **Sub-Strategy 5.1.5** - Work with University Advancement to include faculty when meeting with industry or donors to provide opportunities to partner with private agencies that may have interest in funding CSU Bakersfield research projects.
- **Sub-Strategy 5.1.6** - Actively build awareness and impact of CSU Bakersfield's scholarly work through increased research communication.
- **Sub-Strategy 5.1.7** - Creation of Research clusters – multidisciplinary teams from different departments to seek external funding.

- **Sub-Strategy 5.1.8** - Provide support to enable Research Program Officers, Grant Administrators, faculty to attend conferences and workshops that strengthen their skills to support growing CSU Bakersfield's research enterprise.
- **Sub-Strategy 5.1.9** - Creation of, and the support for, partnerships with other institutions where common research agendas exist.
- **Sub-Strategy 5.1.10** - Offering joint positions amongst departments and centers where a certain percentage of pay comes from externally funded sources.
- **Sub-Strategy 5.1.11** - Return overhead or indirect cost recovery funds and salary savings to departments. The indirect pay can be used to fund additional research assistants or equipment for further research.
- **Sub-Strategy 5.1.12** - Hire at the school level external grant writers to assist with the grant proposal writing.

Strategy 2 - Develop a Comprehensive Program to Increase Fundraising Revenues to Include such Elements as Growing the Number of Donors and Individual Donors, Participation from Alumni and Foundation Board Members, and Identifying Key Elements for a Comprehensive Campaign, Including Growing the Endowments Corpus

- **Sub-Strategy 5.2.1** - Conduct a successful comprehensive fundraising campaign to include such elements as assessing the internal readiness to ensure there is a proper infrastructure to support a campaign, designing the campaign, collaborating with alumni and other stakeholder groups, developing effective means of communicating to all constituents.
- **Sub-Strategy 5.2.2** - Enhance efforts by the CSU Bakersfield Foundation Board by establishing giving-circle committees based on specified interests, recruiting new members, updating bylaws, and organizing a Board giving campaign.
- **Sub-Strategy 5.2.3** - Enhance efforts by the CSU Bakersfield Alumni Board by establishing giving-circle committees based on specified interests, recruiting new members, updating bylaws, and organizing a Board giving campaign.
- **Sub-Strategy 5.2.4** - Develop a program to increase the involvement of alumni in fund raising efforts by enhancing programming to increase alumni board engagement, establishing and cultivating affinity groups and giving-circles based on specific interests, organizing an alumni board giving campaign, updating the bylaws, creating a mentoring program to cultivate alumni relationships, growing alumni signature events, and improving the integrity of alumni contact information.
- **Sub-Strategy 5.2.5** - Increase the endowment by including endowment giving in the comprehensive fundraising campaign, educate donors and prospects on the importance and use of endowment funds, conducting Prospect research to secure initial leadership gifts targeted to the endowment.
- **Sub-Strategy 5.2.6** - Formulate and implement a program to increase the number of individuals annually giving, including elements such as a more a data-driven approach to donor cultivation and retention, increasing staff, and partnerships with deans and faculty.

Strategy 3 - Develop a Comprehensive Program to Enhance the Space Experience and Simultaneously Improve the Utilization Percentages of such Space, and to Build New Facilities as Identified

- **Sub-Strategy 5.3.1** - Develop a strong and effective case to justify the need for addition office, classroom, and laboratory space, based on current utilization relative to CSU system standards.
- **Sub-Strategy 5.3.2** - Using the master-planning process as a basis, plan, fund, and construct new facilities needed to accommodate current enrollments and anticipated growth, i.e., Energy and Engineering Innovation Building; Social and Behavioral Sciences Building; Media and Performing Arts Building; Interdisciplinary Building, and Extended Education and Global Outreach self-funded building.

- **Sub-Strategy 5.3.3** - Develop a program to address deferred maintenance and renovations, to include identifying projects with the potential for non-state avenues of funding (donations, grants, etc.) that can be leveraged to increase support for deferred maintenance and renovation projects.
- **Sub-Strategy 5.3.4** - Continue campus grounds beautification with an emphasis on native plants and water-wise landscaping. Consider the development of a "welcome center" and an iconic piece, such as a fountain or bell tower.

Strategy 4 – Develop and Implement Plan to Restore and Grow the University's Reserves for Strategic Allocation

- **Sub-Strategy 5.4.1** - Develop a framework/policy to prioritize the utilization of new and available funding each year to restore and grow the University's reserves.

Strategy 5- Formulate and Implement a Multifaceted Program to Increase CSU Bakersfield's Non-State Revenues Generated by the Division of Extended Education and Global Outreach Including On-Ground, On-line, and/or Hybrid Degree Programs Including Additional Students (Non-Resident, i.e., International, Non-California Resident, and Graduate); Sessions Offered (Summer and Winter), and Non-degree Programs (Open University).

- **Sub-Strategy 5.5.1** - Enhance programs offered by Extended Educations.
- **Sub-Strategy 5.5.2** – Increase International Programs.
- **Sub-Strategy 5.5.3** - Enhance courses offered for Extended Education Summer Session.
- **Sub-Strategy 5.5.4** - Enhance courses offered for Extended Education Winter Session.
- **Sub-Strategy 5.5.5** -Increase enrollment in Extended Education and Global Outreach graduate programs, graduate program offerings, and enrollment in summer and winter sessions and open university.
- **Sub-Strategy 5.5.6** -Develop and enhance Open University.

Strategy 6 – Enhance Information Technology

- **Sub-Strategy 6.1.1** – Enhance the strong and effective case to justify the need for additional information technology based on recommendations/enhancements of the Information Technology Roadmap and Information Technology Advisory Council.
- **Sub-Strategy 6.1.2** - Develop a framework/policy to prioritize the utilization of new and available funding each year to address recommendations on the enhancement of Information Technology.