Strategic Planning Update
Winter-Spring 2012

Cal State East Bay Mission
Seven Strategic Mandates  become  Eight Shared Strategic Commitments
Institutional Learning Outcomes

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• Continuous Strategic Planning at Cal State East Bay, 2004-2012

• Process Fall, Winter, Spring 2012
  – Review of Mission and Mandates
    • President Morishita’s Listening Tour
    • University Planning, Assessment, and Budget Committee (UPABC) – March 2
    • University constituencies – Winter-Spring 2012
    • UPABC recommendations to Cabinet after review by constituencies – May 23
  – Refinement of Institutional Learning Outcomes
    • Academic Senate Committee on Academic Planning and Review
    • University constituencies
    • Academic Senate recommendation – May 8

• Changes 2011-12
  – **Expand** Cal State East Bay Mission
  – **Replace** Seven Strategic Mandates with *Eight Shared Strategic Commitments*
  – **Adopt** *Institutional Learning Objectives (ILOs)*
  – **Retire** Values and Vision (2004-05) and Seven Strategic Mandates (2007) as subsumed by *Eight Shared Strategic Commitments* and *Institutional Learning Outcomes (ILOs)*

See [http://www20.csueastbay.edu/about/strategic-planning/index.html](http://www20.csueastbay.edu/about/strategic-planning/index.html)
Continuous Strategic Planning 2004-2012

Use dashboard measures to monitor progress and make “real time” adjustments.

Lead

2006 – 2011

2011 – FORWARD

Plan New Actions

Aspire Anew

Re-Allocate Resources

Re-Adjust

Re-Analyze etc.

Aspire (7 Mandates)

Allocate resources

Adjust (Budgets & expectations)

Analyze (Town Halls)
Strategic Direction: Refinements and Additions

2004-05
- Mission
  - Vision
  - Values

2006-07
- Mission
  - Mandates
    - Academic Plan (excerpt)

2011-12
- Mission
  - Shared Commitments
  - Institutional Learning Outcomes

- Mission: no change
- Mandates: expanded
- Academic Plan (excerpt): restated
- Institutional Learning Outcomes: incorporated
Cal State East Bay Mission

Previous:
The University’s mission is to provide an academically rich, multicultural learning experience that prepares all its students to realize their goals, pursue meaningful lifework, and to be socially responsible contributors to their communities, locally and globally.

Revised:
Cal State East Bay welcomes and supports a diverse student body with academically rich, culturally relevant, learning experiences that prepare students to apply their education to meaningful lifework, and to be socially responsible contributors to society. Through its educational programs and activities the University strives to meet the educational needs and to contribute to the vitality of the East Bay, the state, the nation, and global communities.
Strategic Mandates, Renewed as Shared Strategic Commitments

1. A Tradition of Teaching, Learning, and Academic Quality – emphasized and reinforced

2. An Inclusive Campus Climate that values students, faculty and staff, and fosters multicultural learning

3. Strong Growth and Full Enrollment with personalized learning and expanded access

1. Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship

2. Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development

3. Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner
Strategic Mandates, *Renewed as Shared Strategic Commitments*

4. Vibrant University Villages

4. Foster a vibrant community through enriched student services and student life that support student engagement and learning

5. Contribute to a sustainable planet through our academic programs, university operations, and individual behavior

6. An Efficient, Well-Run University with a Culture of Accountability

6. Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University
Strategic Mandates, *Renewed as Shared Strategic Commitments*

7. A University of Choice through Regional Stewardship

8. A Quest for Distinction, Realized

7. Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility

8. Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)
Shared Strategic Commitments and Institutional Learning Outcomes (ILOs)

1. Reinforce **academic quality** through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship

3. Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and life-long learner

4. Foster a **vibrant community** through enriched student services and student life that support student engagement and learning

8. Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)

Thinking and Reasoning
Think critically and creatively and apply analytical and quantitative reasoning to address complex challenges and everyday problems.

Communication
Communicate ideas, perspectives, and values clearly and persuasively while listening openly to others.

Specialized Education
Demonstrate expertise and integration of ideas, methods, theory and practice in a specialized discipline of study.
2. Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development.

6. Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University.

5. Contribute to a sustainable planet through our academic programs, university operations, and individual behavior.

7. Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility.

Diversity
Apply knowledge of diversity and multicultural competencies to promote equity and social justice in our communities.

Collaboration
Work collaboratively and respectfully as members and leaders of diverse teams and communities.

Sustainability
Act responsibly and sustainably at local, national, and global levels.