STRATEGIC PLANNING IMPLEMENTATION LEADERSHIP TEAM

OCTOBER 2022 – DECEMBER 2022 UPDATE

ALIGNING VALUES TO VISION


NOTES FROM DISCUSSION: *How can we exemplify and promote each value within the context of our vision?*


## INTELLECTUAL ENGAGEMENT

Intellectual engagement is central to the University's mission and goals, with especially strong and direct connections to goals 1&2 (academic excellence & student success). Intellectual engagement also plays a role in other goals; for instance, intellectual engagement through community service learning is relevant to goal 5 (community partnerships). To exemplify and promote intellectual engagement, it is helpful to consider mechanisms for intellectual engagement. Some mechanisms include high quality courses, interactions between students and faculty who are teacher-scholars, students interacting with and learning from peers (especially peers from different backgrounds), use of high-impact practices, undergraduate research and scholarship, authentic / experiential learning (e.g, problem or project-based learning, community service learning), colloquia and events. When considering our strategic planning goals and the various units within the university, we can consider how they support these mechanisms.

Ways of promoting this value:

- There are two key ingredients to help intellectual engagement thrive at CSUSM.  One is support for students in their pursuits of co-curricular and extra-curricular activities that deepen their intellectual engagement.  This could include support for paid student internships and research experiences, funding for student travel for scholarly pursuits, and expansion of support services and physical spaces that help all students thrive in their chosen discipline.
- Another key ingredient is support for faculty who create environments of intellectual engagement through their interactions with students inside and outside of the classroom.  This could include support for faculty professional development in the area of instruction, expansion of technology that supports instruction and research, funding opportunities for students and faculty to engage together in meaningful ways (research, community service, etc.), and support for curricular revisions that ensure CSUSM degree programs are state-of-the-discipline.


## INCLUSIVE EXCELLENCE

Inclusive Excellence is a collective responsibility. We can exemplify the value of Inclusive Excellence on a fundamental level by approaching our working relationships with one another

with mutual respect. We can integrate Inclusive Excellence into our work by taking time to understand and value the unique strengths our colleagues and students bring to the campus through their intersectional identities. (Conversational values)

We can promote Inclusive Excellence by strategically engaging areas across campus in the integration of DEI values into unit-level strategic action plans and setting a framework for assessing efforts to understand how each area can continually progress towards their DEI goals. By fostering an environment in which transparent report out of progress towards DEI goals is encouraged and falling short of targets is looked at as allowing us to identify areas of opportunities rather than a negative, Inclusive Excellence will be promoted through our strategic operations while fostering a supportive environment for all campus stakeholders through units such as HR, Faculty Affairs, Student Centers, OIE, Faculty Center and IP&A.

Ways of promoting this value:

- APIDA student success workgroup recommendations connecting to strategic plan.
- Collective responsibility - DEI inventory/DEI action planning.
- Campus climate survey recommendations.
- HR/exit surveys to help us retain staff – we are the top employer of CSUSM alumni. Consider USD & UCSD staff retention
- Professional development - Consider employee lifecycle.
- Incentivize and encourage departments to do diversity reviews of their curriculum (e.g., theater).
- Ask faculty to include diversity counts on syllabi.
- Objective 3.7 has two connected values: innovation & sustainability.
- Objective 3.8 is connected to Sustainability & online efforts.


**COMMUNITY ENGAGEMENT**

Community engagement is more broadly understood to include both on-campus and off-campus communities.  We should acknowledge our interdependence, belongingness, and sense of community. Engagement is a two-way street. We desire to be good hosts, while also being good contributors to the growth and success of this region. We can provide information resources — outbound info (research summaries, etc.). We desire to have the external community recognize us as a knowledge base. We also need to invite them to our campus home —inbound invitations and positive hospitality.  Being good hosts equals serving them and recognizing them as guests.

We need to identify the relationships we already have with the community and leverage the community members who are serving our students. Then identify and act on these relationships.  How does our "community" know and, more specifically, our students know that Social Mobility is our vision?  How do you, as a staff or faculty member, impact a student's social mobility?

Ways of promoting this value:

- Highlight one value per month during the academic year…signage, communication, webpage highlighted — engage the campus community in strategic plan and values — espousing and enacting values is a marriage of these two.
- Have an event to invite community to roll out the strategic plan values to them.
- Bring in community folks to listen and inquire of them, rather than the reverse. Seek out community issues and decide how to prioritize those community issues? To leverage the 8 values in the strategic plan, tie a value(s) to a community issue?
- Create a database of staff/faculty who have affiliations with various community organizations (similar to a HR skills/competencies inventory).
- Share with students (at student convocation) about 8 values and the strategic mission.
- Make the vision and mission "wearable and shareable" and enactable.


## STEWARDSHIP OF RESOURCES

There is significant crossover between this value and the sustainability value with regard to scarcity of materials and resources. Given shrinking budgets and growing student needs we need to mitigate financial strains (ex. CALM). Resources include fiscal, physical/digital assets and personnel especially students.

Ways of promoting this value:

- Focus on library Collections that enhance our curricular offerings.
- Acknowledge that our students as resources and help facilitate their learning.
- Develop consistent talking points and touch points for leadership groups.
- Instill a value of understanding the whole. How will actions within units impact the entire campus/departments?
- More education around funding sources, base and one-time and how budget is allocated.
- Tie unit-level goals to values, describe how values will be demonstrated.


## STUDENT SUCCESS
*Students succeed when they achieve their own goals, personal, professional and educational, prepared to thrive in diverse environments as resilient and engaged global citizens. We commit to an expansive and holistic approach grounded in equity and social mobility that looks beyond access, retention and graduation to provide seamless, equitable, and effective support for all students throughout their life cycle: from the first point of contact, in the classroom and outside it, through graduation, and beyond.*

**https://www.csusm.edu/powerofcsusm/goals/goal2.html**

Ways of promoting this value:

- Refine university and community communication strategies (e.g., type; timing; modality).

- Develop university, college, and department specific orientations that offer students a tailored experience and sense of community.
- Specify points of contact in the student life cycle, providing internal (e.g., CCN) and external (e.g., community) supports when needed.
- Identify barriers to student success (e.g., holds on accounts; access to advisors; course offerings; course modality preferences; resources; technology).
- Explore academic data to identify achievement gaps and use the data to ensure equitable outcomes for all students. This should be completed at multiple levels (e.g., student; course; college; department).
- Disaggregate campus-wide data to determine how to modify student supports (e.g., tutoring; supplemental instruction; basic needs; mental health; employment).
- Provide every student the opportunity to participate in a mentored research or internship experience.
- Discuss college and career offerings with students in the community (community college; local high schools).

## INNOVATION

In order to promote innovation, defined as the "process of finding and implementing novel solutions that address societal needs" we should encourage collaborations between those with different perspectives and skills to identify societal problems we face and engage with these complex issues (such as water resources, food, the environment, and public health, etc.). This goal may be more easily achieved by removing existing disciplinary barriers to promoting collective efforts so that students, faculty and the broader campus community may focus on these issues and find innovative solutions. A first step may be to encourage both curricular and/or co-curricular efforts that implement problem-based learning.

Ways of promoting this value:
• Transcend disciplinary barriers. Different perspectives and skills are the best means of addressing complex problems. Existing disciplinary boundaries can impede effective collaboration. We must work to create mechanisms that and remove such structural disincentives to collective efforts to solve problems of major significance (to the region, state, nation, global).
• Promote a research focused approach to complex issues (such as water resources, food, environmental and public heath, risk, etc).
• Institutionalize science to policy action.
• Build networks and partnerships to harness the power of collective impact.

## CULTURE OF CARE

Valuing a Culture of Care needs to be interwoven throughout the framework for CSUSM. While a stand-alone value of great importance, it is interconnected to all the values within the Strategic Plan. As a campus community striving to be a national leader in social-mobility, the care and

well-being of those within our campus community and external to our community is crucial. We need to make sure that those we serve, as well as our dedicated faculty and staff, have the support, autonomy and flexibility to sustain themselves in their work and academics.

Ways of promoting this value:

- Moving away from a one-size fits all approach to higher ed and being an innovator post-pandemic that propels CSUSM to be that global leader in higher education. What might a more hybrid approach to academics and student services look like?
- Fairly compensating our faculty and staff for the work that they do especially those from marginalized and underserved communities that often find themselves culturally taxed with additional responsibilities
- Intentionally thinking about the well-being of our campus community when creating new policies or updating old ones. Some examples include:
  - Having assignments due by 6pm to prevent students from staying up late to complete them
  - Finding ways for students, faculty, and staff to reduce their carbon footprint and save financial resources by not having to commute to campus through a more hybrid approach to academics and work. For those that need to be on campus finding ways to recognize/compensate accordingly to offset those costs to commute
- Collaborations with different campus partners including Center for Contemplative Practices, the proposed new health and fitness facility, SHCS Hope and Wellness Center.
- Disseminating these ideas to the larger campus community via:
  - Brown bag lunch discussions
  - Focus Groups
  - Spaces for students to share their stories
  - Collaborating with ASI to reach students


**SUSTAINABILITY AND CLIMATE JUSTICE**

CSUSM has defined sustainability as holistically addressing the interconnectedness among societies, all living beings and ecosystems by ensuring socially just, ecologically sound, and resilient communities that value diversity, innovation, fiscal stewardship, health, and well-being for all by creating a positive local-to-global impact for current and future generations. Recognizing that climate change amplifies socioeconomic disparities, climate justice is a lens through which social justice principles are incorporated into sustainability. Action requires collaborative and inclusive approaches to the climate crisis that create a fairer and more just world in the process.

Through this framework, sustainability and climate justice strategies align with the strategic plan's other seven values, in particular intellectual engagement, student success, inclusive excellence, innovation, community engagement, and stewardship of resources.

Given the land the university inhabits and our internal and external communities, it is essential to incorporate Indigenous knowledge in our sustainability and climate justice efforts to assure our

success. It is equally important to honor and validate our student, staff and faculty's lived experiences as many have been impacted by environmental and climate injustices.

Ways to promote this value:

- Integrate sustainability, climate science, and climate justice curricula, research, and creative activities across all majors and colleges, to respond to distinct communities' needs and prepare students for the future.
- Develop communication strategies that educate and inform our internal and external communities about CSUSM's inclusive sustainability, climate justice efforts, and efforts that address students' needs.
- Support diverse students' success and intellectual engagement through CSUSM sustainability and climate justice programs and projects, such as service learning, internships, research, Planet Mentorship program, student organizations, and a student podcast focused on climate action and climate justice.
- Utilize the current Sustainability Master Plan and the Climate Change Faculty Working Group goals and strategies as roadmaps that support and strengthen our CSUSM Strategic Plan.
- Encourage all divisions and departments to incorporate sustainability and climate justice into their strategic goals and operations.
- Utilize the Sustainability Tracking, Assessment and Rating System (STARS) as the mechanism to demonstrate our commitment to sustainability and climate justice, and sign the Second Nature President's Climate Leadership Commitment as a public commitment to climate action and justice at CSUSM.

# VISUAL REPRESENTATION

## Strategic Planning Implementation

### Intellectual Engagement
- High-quality courses
  - PBL (authentic learning)
  - HIPS
- Support faculty
- Student Support
- Provide students with a engaging classroom experience
  - Why are we (faculty) better than YouTube?
- Physical space

do hybrid classes offer appropriate intellectual engagement

### Community Engagement
- Engaging high school students
- Identify Community Partners (especially those we are already engaged with)
- Promoting values in the community
  - Highlighting values per month?
- Community on campus and off campus

### Information Management and Dissemination

### Sustainability and Climate Justice
- Sustainability Master Plan
- Community partners
- Inventory @ CSUSM of efforts
- Breaking down barriers
- CALM program
- Assessment of impact/tracking metrics
- Climate action planning

### Culture of Care
- Move away from one size fits all approach
  - Flexible Education
    - Flexible working
    - Hybrid classes
    - Flexibility in deadlines
- Lecturer onboarding

### Inclusive Excellence
- Staff/Student voice
- People do not feel heard

### Student Success
- High Impact Practices
- Barrier Assessment
- Leveraging Data
  - Faculty need to know where to look
  - Faculty training and compensation
- Support from first contact through graduation
- Connecting with family ecosystems
- Welcome to the major (introduction 1 unit) courses

### Innovation
- Breaking down barriers
- Encourage collections of different perspectives and skills
- Problem based learning
- Topics
  - Water resources
  - Food availability
  - Environment
  - Sustainability
  - Public health
- How do we know what the problems are?

### Stewardship of Resources
- How do we know where to look?
- Reusing resources rather than buying new