



## CALIFORNIA STATE UNIVERSITY, STANISLAUS

OFFICE OF THE PROVOST

### CIPSP Stakeholder Outreach Meeting Protocol

The agenda derives from this protocol.

#### Purpose of the Meeting

1. Review the charge of the Committee to Implement and Prioritize the Strategic Plan (CIPSP)
2. Update on the Progress of CIPSP
  - a. Identification of ten strategic actions/goals as highest priorities from a set of 66 strategic actions/goals. The prioritization of these strategic action/goals is to be in place for two years and then subject to further review.
  - b. Outreach to stakeholder groups to discuss charge, context and next steps.
    - i. Meetings (such as today)
    - ii. A survey has been created to allow stakeholders to provide input on the identification of ten strategic actions/goals as highest priorities for the next two years and possible improvements to the integration and usefulness of strategic planning at CSU Stanislaus. The survey is available for stakeholders to complete from December 1, 2014, until December 19, 2014.
3. Describe the survey and encourage stakeholders to participate in the survey.
  - a. The current survey is a follow up on the spring 2012 Strategic Plan Survey Report and part of CIPSP charge.
    - i. Stakeholders will be asked to rank order ten strategic actions/goals as highest priorities for the next two years.
    - ii. There is an opportunity for stakeholders to write-in other priorities besides the ten selected by CIPSP.
    - iii. There is an opportunity for stakeholders to see the set of strategic actions/goals that the CIPSP selected the subset of ten.
    - iv. There is an opportunity for stakeholders to offer input on how to improve the integration of planning, integration, and measurement. This is especially relevant to action plans.

#### Charge to CIPSP

The Strategic Plan Working Group (SPWG) wrote two memos in the spring of 2014. One was a summary of strategic planning at CSU Stanislaus since 2007. The other was a recommendation to the President. The recommendation was for the CIPSP to be created and execute by October 1<sup>st</sup> the

ONE UNIVERSITY CIRCLE • TURLOCK, CALIFORNIA 95382 • WWW.CSUSTAN.EDU • PHONE (209) 667-3203 • FAX (209) 664-7003

THE CALIFORNIA STATE UNIVERSITY • Bakersfield • Channel Islands • Chico • Dominguez Hills • Fresno • Fullerton • East Bay • Humboldt • Long Beach • Los Angeles  
Maritime Academy • Monterey Bay • Northridge • Pomona • Sacramento • San Bernardino • San Diego • San Francisco • San Jose • San Luis Obispo • San Marcos • Sonoma • Stanislaus

following charge related to strategic planning. President Sheley accepted the recommendation from SPWG with the following caveats. *These caveats are not included in the agenda for the meeting and are provided in this document as background for the meeting chair in case there are questions about the President's response to the SPWG's recommendations or related issues.*

1. "Caution regarding the implementation plans asked of campus units. Few priorities will impact each campus unit equally (some, possibly, not at all), and the most effective manner by which to alienate people from strategic planning is to have them create implementation plans and collect data concerning matters peripheral to their daily charge."

Short version – Whatever work is asked of the campus must be well integrated into existing processes, seen as meaningful and not an undue burden.

1. "I am adding to the proposed creation of the CIPSP a mandatory review of its efficiency and effectiveness every five years, with recommendations in this regard made to the President."

Short version – CIPSP will be evaluated in five years relative to its usefulness.

2. "My only request is that membership and activity signal quickly to the general campus community that the planning process is interest-free, i.e., focused upon the best outcomes for the University rather than for a given unit within it, including administration."

Short version – A University perspective is critical.

3. Finally, the most serious challenge will be holding the set of priorities to five doable objectives without making them so ambitious, ambiguous, or multifaceted that implementation will be virtually impossible. Nor can we permit newly stated priorities to automatically displace contemporarily necessary objectives and activities on campus. Most of what we do is both necessary and underfunded. While we cannot simply limit new priorities to the precious little "new" money we receive presently, neither can we permit strategic planning to pit important elements of campus structure and culture against each other."

Short version – The priorities and subsequent plans need to be practical. We are working with an existing plan and strategic actions so that constrains us to some degree.

CIPSP recommended that the three strategic themes remain intact. They are as follows. All the strategic actions/priorities in the 2007 Strategic Plan fall under one of these three themes.

1. Student engagement, development and student achievement
2. Teaching and learning, scholarship and service
3. The University and the community

President Sheley believes this focus is appropriate but provisional to allow for the campus community to weigh in on the matter of whether there should be a revision to these three key themes. We are asking you for feedback as stakeholders on whether the three themes are still relevant or should be modified. This will be a specific question in the survey which will be sent to all stakeholders (students, faculty, staff, administrators, alumni, stakeholders external to the University (advisory boards, Foundation, employers, government, etc.)). The question of strategic themes is also not included in the agenda for the meetings but again is provide in this document as background for the meeting chair in case there are questions about the themes and why they were not included in the priority setting process.

### **CIPSP Charge**

1. The operationalization of the Strategic Plan (2007) and the Implementation document (May 2008) should be improved in the following ways.
  - a. Identify the campus's top five priorities for the next two years, including for each:
    - i. Why the priority is important.
    - ii. How progress toward the priority will be measured, including targets where appropriate.
  - b. Develop "action plans" for the five priorities selected. CIPSP will prepare action plans for the priorities selected so that planning is integrative and implementation measures are specified. CIPSP will create broad action plans and ask divisions, colleges, departments and other units to provide more specific actions plans congruent with the Implementation document (May 2008) instructions cited above or new instructions recommended by CIPSP. It may be that specific action plans and results already exist in these organizational units, and the CIPSP-led process will provide an integration of action plans at the University level.
  - c. Reach out to on-campus and off-campus stakeholder groups for expertise and input to execute the charge.

CIPSP is reaching out to stakeholders to receive input on items "a" and "b" above. The survey will gather information directly from many stakeholders. Please strongly encourage your colleagues and contacts in stakeholder groups to fill out the survey. The survey has five questions and should take ten to fifteen minutes to complete. Information from meetings and the survey will be analyzed and considered by CIPSP. The current plan is for CIPSP to conduct a final forum in early February to discuss CIPSP's draft recommendations. Final recommendations will be made to President Sheley by February 15, 2014.

### **Review of the Ten Priorities**

CIPSP reviewed and discussed 66 strategic actions/goals (link to strategic action/goals set). Twenty-six goals were from the 2007 Strategic Plan; 23 were from strategic actions/goals submitted by the Vice Presidents for the 2014-15 budget; 2 were UBAC strategic actions/goals; and 15 were Presidential strategic actions/goals submitted to the Chancellor in response to the Chancellor's request. All the strategic actions/goals are located on the website and may be viewed using the following links:

### CSU Stanislaus Strategic Plan

<https://www.csustan.edu/sites/default/files/StrategicPlanning/documents/StrategicPlan.pdf>

### Strategic Actions/Goals Submitted by the Vice Presidents

[https://www.csustan.edu/sites/default/files/UBAC/ubac\\_academic\\_affairs\\_budget\\_priorities\\_2014-15.pdf](https://www.csustan.edu/sites/default/files/UBAC/ubac_academic_affairs_budget_priorities_2014-15.pdf)

[https://www.csustan.edu/sites/default/files/UBAC/ubac\\_athletics\\_budget\\_priorities\\_2014-15.pdf](https://www.csustan.edu/sites/default/files/UBAC/ubac_athletics_budget_priorities_2014-15.pdf)

[https://www.csustan.edu/sites/default/files/UBAC/ubac\\_advancement\\_budget\\_priorities\\_2014-15.pdf](https://www.csustan.edu/sites/default/files/UBAC/ubac_advancement_budget_priorities_2014-15.pdf)

[https://www.csustan.edu/sites/default/files/UBAC/ubac\\_enrollment\\_services\\_budget\\_priorities\\_2014-15.pdf](https://www.csustan.edu/sites/default/files/UBAC/ubac_enrollment_services_budget_priorities_2014-15.pdf)

[https://www.csustan.edu/sites/default/files/UBAC/ubac\\_faculty\\_affairs\\_human\\_resources\\_budget\\_priorities\\_2014-15.pdf](https://www.csustan.edu/sites/default/files/UBAC/ubac_faculty_affairs_human_resources_budget_priorities_2014-15.pdf)

[https://www.csustan.edu/sites/default/files/UBAC/ubac\\_finance\\_budget\\_priorities\\_2014-15.pdf](https://www.csustan.edu/sites/default/files/UBAC/ubac_finance_budget_priorities_2014-15.pdf)

[https://www.csustan.edu/sites/default/files/UBAC/ubac\\_university-wide\\_budget\\_priorities\\_2014-15.pdf](https://www.csustan.edu/sites/default/files/UBAC/ubac_university-wide_budget_priorities_2014-15.pdf)

### UBAC Recommendations (2014-2015)

[https://www.csustan.edu/sites/default/files/UBAC/ubac\\_report\\_2014-2015.pdf](https://www.csustan.edu/sites/default/files/UBAC/ubac_report_2014-2015.pdf)

### Presidential Strategic Actions/Goals

(Memo from President Sheley to Chancellor White is attached.)

CIPSP narrowed this set of strategic actions/goals down to ten through an iterative ranking process. Information from stakeholder meetings and the survey will be analyzed and considered by CIPSP. The current plan is to conduct a final forum in early February to discuss CIPSP's draft recommendations. The objective is to send final recommendations to President Sheley by February 15, 2015.

The ten strategic actions/goals selected by CIPSP are as follows. The purpose of the survey is to help CIPSP to narrow the list of ten strategic actions/goals to five highest priority strategic actions/goals.

### **THE TEN STRATEGIC ACTIONS/GOALS SELECTED BY CIPSP**

- Continue the tradition of engagement to enhance the overall success of a diverse body of students. 1.1 Strategic Action – Strategic Plan 2007.
- Continue to provide excellent undergraduate and graduate programs in the liberal arts and professions. 1.2 Strategic Action – Strategic Plan 2007.
- Ensure a comprehensive and accurate student advising program to articulate clear degree pathways and emphasize student accountability. 1.6 Strategic Action – Strategic Plan 2007.

- Emphasize internships, workshops, and career skills development to provide strong preparation for career success after graduation. 1.7 Strategic Action – Strategic Plan 2007.
- Recruit and retain a diverse and engaged faculty. 2.1 Strategic Action – Strategic Plan 2007.
- Support the professional development, growth, and achievement of the University's staff. 2.3 Strategic Action – Strategic Plan 2007.
- Provide accessible, comprehensive library resources and services to support the research and scholarship of students, faculty, and staff. 2.4 Strategic Action – Strategic Plan 2007.
- Provide appropriate campus technology services to all members of the campus community, while maintaining the primacy of technological support for academic programs. 2.5 Strategic Action – Strategic Plan 2007.
- Increase organizational efficiency and effectiveness. 2.8 Strategic Action – Strategic Plan 2007.
- Enhance our partnerships regionally, with special attention to the City of Turlock. 3.7 Strategic Action – Strategic Plan 2007.

### **Future Strategic Planning at CSU Stanislaus**

There is little doubt that the WASC Special Visit Team will recommend to the University that strategic planning efforts be increased. We will need to address this recommendation for the WASC 2019 reaccreditation process, if not sooner. This will likely require that in the near future that the 2007 Strategic Plan will need to be significantly revised or replaced. What is most important about strategic planning is the process of planning (plan, act, check, and adjust/re-plan). Thus, this current effort should be a step forward in improving the culture of strategic planning on the campus and should prepare us for more extensive revision of the Strategic Plan and the process of planning in the years to come. How can we make strategic planning work for the campus and improve decision making so that we are better able to meet the mission? The SPWG memo from May 19, 2014, concludes with the following statement.

The issue of when a “new” Strategic Plan should be created is left for future consideration and discussion. Another issue that needs to be addressed in a future charge is possible improvement to the current strategic planning process.

### **Questions**