

University Strategic Plan
2019-2024
EXECUTIVE SUMMARY



California State University
MONTEREY BAY



The creation of the new university strategy began in 2017 when faculty and staff gathered for the Campus Vision Retreat. We outlined three stages of development of the university — Foundation, Consolidation and Re-engagement. We articulated a direction for where this young and nimble university would go in the future, and how we would adapt to the new realities of the 21st century.

The Strategic Planning Committee and working groups created a strategic plan, operating on five-year action cycles, focused on student success and on what our region needs most to positively impact the lives and future of our community. Each cycle will stay true to our values, but will update the goals and objectives to most effectively advance the mission of the university. This executive summary outlines our living strategic plan, able to adjust as conditions change.

The Mission, Vision, and Values are a succinct statement of our fundamental purpose, the institution we want to become, and the ethical principles that guide us in our work. Our strategic plan is the framework for our processes and decision making. It informs and aids our focus as we set priorities. It guides us on the data to collect and evaluate in order to be effective in accomplishing our goals. It is the basis for making budget decisions, and it serves as a reminder of what we value most.

Through a collaborative process, we produced a brief but substantive statement of who we are, our values, and what we aim to accomplish at CSU Monterey Bay.

Eduardo M. Ochoa

President

California State University, Monterey Bay

Mission

To prepare students to contribute responsibly to California and the global community by providing transformative learning experiences in an inclusive environment.

Vision

We will be recognized as a premier comprehensive university that prepares reflective practitioners, innovative leaders, and thriving citizens dedicated to the public good.

Values

- Student-centeredness
- Intellectual Curiosity
- Creativity and Innovation
- Integrity, Accountability, and Mutual Respect
- Diversity, Equity and Inclusion
- Service and Civic Engagement
- Sustainability
- Global Orientation
- Health and Wellness





PRIORITY I OF 4

Student Success

- Create a student-ready environment that promotes wellness and a sense of belonging.
- Promote academic excellence through challenging and supportive holistic learning.
- Help students create and achieve meaningful personal professional goals.
- Improve the affordability of a CSUMB education.

Student Success is the *raison d'être* of our university. CSU Monterey Bay is dedicated to providing an excellent higher education to all students and providing opportunities where anyone that wants to advance their academic pursuits may do so in an open and welcoming environment.



PRIORITY 2 OF 4

Inclusive Excellence

- Anticipate and respond to the needs of a diverse university community.
- Strengthen outreach, recruitment, retention, and professional development of diverse faculty, staff and administrators.
- Leverage the diversity of our university community to enhance the educational experience for all students.
- Ensure graduates can engage in ethical reasoning and public action informed by historical, multicultural, global, ecological and equity perspectives.



Inclusive Excellence involves more than simply achieving numerical diversity in the makeup of our university community. It entails creating an environment in which all can thrive and unlocking the tremendous potential of our students, faculty, staff and community. By leveraging the diversity of our campus as a critical educational resource, we prepare all our graduates for the global, multicultural society in which they will live.



PRIORITY 3 OF 4

Regional Stewardship & Global Engagement

- Continue and expand community engagement.
- Develop programs and partnerships focused on regional stewardship that meets both community and student success goals.
- Implement the internationalization plan.
- Increase alumni engagement.



In advancing Regional Stewardship & Global Engagement, we function as a catalyst and intellectual resource for strategic regional economic development. Our service-learning and community engagement role supports community-based organizations, and we partner with leaders of all social sectors to realize the potential of our region. We expand the global projection of the university by promoting faculty and student international partnerships and activities.



PRIORITY 4 OF 4

Organizational Learning

- Improve and enhance internal and external communications.
- Identify revenue options, funding models and staffing plans to support sustainable growth.
- Support a culture of continuous improvement by assessing, evaluating and improving all business practices.
- Leverage university resources to create innovative solutions that increase institutional effectiveness and sustainability.



The essence of a university is the creation and dissemination of knowledge. That dynamic principle can be applied to its own internal processes. Organizational Learning is how we assure that we learn from our internal processes and apply those lessons to continually improve them across the university.

Indicators of Success

Periodically, the university evaluates progress toward its goals and adjusts them as social, economic and cultural needs change. Every five years, we review the strategic plan and update its priorities and objectives to best meet our region's needs and advance the university's mission.

“Through our combined efforts, we have produced a brief but substantive statement of who we are, what we value, and what we strive to accomplish at CSU Monterey Bay.”



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