

CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS



California State University
DOMINGUEZ HILLS

**HONORING OUR HISTORY,
FORGING OUR FUTURE.**

STRATEGIC PLAN 2010 – 2015

A photograph of three women of diverse backgrounds and ages standing together outdoors. The woman on the left has dark hair and wears a pink floral blazer over a white top. The woman in the center has dark hair and wears a light-colored plaid blazer over a black top. The woman on the right has brown hair and wears a blue dress with a black belt. They are all smiling and looking towards the camera. The background shows green trees and a building.

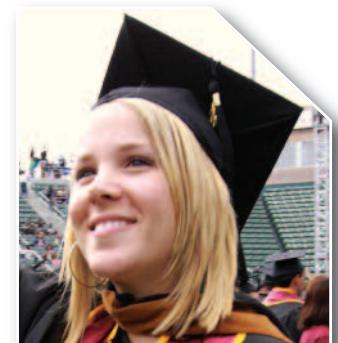
**SERVING OUR COMMUNITIES
FOR HALF A CENTURY**

OVERVIEW: A PLAN WITH A PURPOSE

For half a century, California State University, Dominguez Hills has served as an integral member of and vital educational resource for the South Bay and all of Los Angeles County. As we mark our 50th anniversary, we take this opportunity to re-examine our institutional vision, mission and goals moving forward, as well as our strategy for achieving them.

This strategic plan encapsulates the key strengths and attributes of our University, and identifies the opportunities as well as the challenges we confront. It defines our primary objectives as well as specific initiatives we must

implement to strengthen our institutional vitality now, and in the years ahead. The purpose of the plan is to articulate our institution's forward-looking vision, to provide a roadmap for our next steps, as well as create University-wide consensus and alignment. The strategies proposed here will evolve and adapt to changing circumstances and climates. They do not cover every goal and tactic the University plans to undertake, but rather present a big-picture view of our priorities and most pressing issues.



Informing every strategy, tactic and message included in this plan, are key priorities that define CSU Dominguez Hills and our vital role within the communities we serve. As an institution of higher learning centrally located in a metropolitan hub of Southern California, CSU Dominguez Hills strives to:

- Prepare students to live, work and learn as active and contributing members of a global society, within an urban context.
- Improve our community's quality of life through interdisciplinary programs that explore culture and diversity, anticipate and meet future educational demands, and create intellectual capital.
- Build a solid educational foundation in the Arts and Sciences with the goal of meeting our students' and the South Bay's urgent needs.
- Develop innovative programs that stimulate economic vitality across the region and California.
- Develop and support programs that address the health and welfare of California specifically and of society in general.
- Develop under-represented students' skills and knowledge in critical science, technology, engineering and mathematics (STEM) areas key to competing in the 21st century.
- Partner with diverse communities to improve access to and preparation for quality education and academics.
- Explore green initiatives, commit to the use of renewable resources, and develop sustainable programs that meet local and state needs.

AS WE MOVE FORWARD TO IMPLEMENT THIS PLAN, WE MUST KEEP THESE PRIORITIES CENTRAL TO OUR THINKING AND TO OUR ACTIONS.

OPPORTUNITIES: DEMAND FOR EDUCATIONAL EXCELLENCE

Southern California is currently confronting significant economic challenges that directly impact educational opportunities for our region's students. At the same time, the success of our communities, businesses and economy relies on having a well educated, qualified workforce equipped with the knowledge, skills and experiences needed to

compete in the globalized 21st century. A vital resource for the South Bay and all of Southern California, California State University (CSU), Dominguez Hills is committed to enhancing access to educational excellence and developing the professionals and leaders who will support our region's sustainable economic growth.

CALIFORNIA'S EDUCATION CRISIS

From 1977 to 1987, California claimed the No. 1 and No. 2 position for the number of adults who had graduated from high school. Today our state has hit the bottom at No. 49. For every 10 students who begin high school in California, less than 1.9 completes a college degree in 6 years. The disparity between those with degrees and those without is growing exponentially in the state, and is even more apparent when disaggregated for Race/Ethnicity. As California becomes the first "majority/minority" state, the implications of this disparity will have an increasingly negative impact. If the gaps in educational equality are not addressed, California's income will fall below the US average by 2020.



**OUR MISSION IS TO IMPROVE ACCESS TO
AND SUCCESS IN EDUCATION**

ADDRESSING THE CRISIS: CSU DOMINGUEZ HILLS

Our mission is to provide education, scholarships and service that are, by design, accessible and transformative. We welcome students who seek academic achievements, personal fulfillment, and preparation for the work of today and tomorrow. California firms continue to create more jobs for knowledge-workers than any other sector according to the Bureau of Labor Statistics (BLS). CSU Dominguez Hills is responding to this opportunity by playing a central role in preparing students for tomorrow's knowledge jobs. Through a strong selection of academic programs that blend theory and practice, that broadly educate students in the liberal arts and sciences, and that develop students' abilities to absorb, understand, evaluate and communicate information (knowledge), we will continue making a positive impact on students' individual lives, and the region at large.

CSU DOMINGUEZ HILLS: MAKING A DIFFERENCE TODAY

To achieve our mission and fulfill our role as a vital resource for educational and economic empowerment, CSU Dominguez Hills leverages a number of advantages unique to our institution. CSU Dominguez Hills' annual impact on the Los Angeles region and the State of California is enormous:

- Annual spending related to CSU Dominguez Hills (\$190 million) generates a total impact of \$328.4 million on the regional economy, and nearly \$335.3 million on the statewide economy.
- More than \$1 billion of the earnings by alumni from CSU Dominguez Hills are attributable to their CSU degrees, which creates an additional \$1.7 billion of industry activity throughout the state.
- Our beautiful campus is centrally located in a vibrant urban hub that is also home to leading businesses including global corporate headquarters and Fortune 500s.
- Our tuition and fees are 30% lower than the national average for state universities, making CSU Dominguez Hills one of the best values in higher education nationwide.
- Our financial aid programs and services are strong, with over \$65 million distributed in financial aid, scholarships and grants annually.
- With one of the nation's most diverse campuses, our student body, faculty and staff reflect the social, economic and cultural reality of today's global workplace.
- With over 92% holding the highest degrees in their fields, CSU Dominguez Hills' faculty includes nationally recognized and world-renowned experts in their specific disciplines.
- Our excellent 23:1 student/faculty ratio enables students to develop mentoring relationships with their instructors.

ADVANTAGES UNIQUE TO OUR INSTITUTION (CON'T)

- Our academic selection includes a number of unique programs widely recognized and valued for the quality and professional preparedness of their graduates.
- Our students have access to unique research and internship opportunities that enable them to collaborate side-by-side with faculty mentors in the classroom, the lab and the field.
- Our campus and students share a recognized commitment to community service and volunteerism. And has been named to the President's Higher Education Community Honor Roll with Distinction.
- Over 65% of our graduates live within 25 miles of our campus, are employed by area businesses and contribute to local economies.
- The CSU Dominguez Hills' student experience is rich with cultural and multicultural programs, events, and opportunities.
- 43.7% of our undergrads are first-generation college students, reflecting CSU Dominguez Hills' commitment to opening educational opportunities.
- Recent investments in world-class state-of-the-art facilities include the Library south expansion, Loker Student Union, University Art Gallery, and the Nursing Skills Lab.
- Changes in our CSU Dominguez Hills' Foundation and Alumni Association infrastructure key to supporting our institutional goals.

CSU DOMINGUEZ HILLS: CONFRONTING OUR CHALLENGES

While our strengths are significant, CSU Dominguez Hills also confronts a number of substantial challenges.

- Increasingly dwindling state support to cover our operations costs.
- Funding for key information technology upgrades needed to take full advantage of our investment in a robust, high-speed infrastructure.
- Developing a substantial long-range Academic Plan.
- Retention and graduation rates below the national norm.
- Internal/external misperception that our institution has less rigorous academic standards and quality, stemming from our student population (low income, first generation, students of color) and the communities we serve.
- Aging facilities and equipment negatively impacting our STEM and Arts programs.

OTHER FACTORS AT PLAY

If CSU Dominguez Hills is to maintain and enhance our institutional vitality, we must acknowledge and address an additional range of factors that impact our ability to reach our goals.

- The public expects our campus to deliver strong academic programs and services for a wider student population, even while confronting cuts in state funding and enrollment restrictions.
- Universities including ours are under increasing pressure to demonstrate and be accountable for outcomes.
- As new technologies and industries continue to emerge in the South Bay, CSU Dominguez Hills must respond quickly to remain on the forefront of information, communication and knowledge.
- Local K-12 schools are underserved, underfunded and overburdened, resulting in students unprepared for the rigors of university experience.
- Complex societal problems necessitate a more integrated approach to teaching students not what to think, but how to think.
- As the demographic makeup of our communities, students and campus continues to change, so do the available skill sets and expectations.
- In addition to a well-rounded education, degrees must reflect the identified needs of employers hiring our graduates.



A photograph of a classroom scene. A man with a beard and mustache, wearing a dark blue button-down shirt and jeans, stands on the left side of the frame, gesturing with his right hand while speaking. He appears to be a teacher. Several students are seated at desks in rows, facing him. In the foreground, the back of a student's head is visible. The room has white walls and a chalkboard in the background.

**MAINTAINING A COMMITMENT
TO ACADEMIC EXCELLENCE**

OUR VISION AND HOW WE PLAN TO GET THERE

Founded in 1960, this University opened its doors in 1963 in the upscale coastal community of Palos Verdes. In the wake of the 1965 Los Angeles Watts Riots, the community outcry over a lack of higher educational opportunities in the predominately African-American suburbs of Los Angeles was heard. In response, the University was relocated to the current location in the urban hub of Carson. Since then, CSU Dominguez Hills has maintained a commitment

to making academic excellence available and affordable to deserving students from all economic, social, demographic and cultural backgrounds. As we move forward, we extend our focus to include not only the students we serve, but the communities and businesses that employ and embrace them.



Vision. A vital educational and economic resource for the South Bay, CSU Dominguez Hills will be recognized as a top-performing Comprehensive Model Urban University in America. By 2015, we will be known as a campus community and gathering place where:

- Diversity in all its forms is explored, understood, and transformed into knowledge and practice that benefits the world.
- Technology is embraced and leveraged to transcend educational boundaries as we reach out to students, both locally and globally.
- Sustainable environmental, social, and economic practices are a way of life.
- Students from our community who aspire to complete a college degree are provided the pathway and guidance to succeed.
- Faculty and staff across the University are engaged in serving the dynamic needs of the surrounding communities.
- Student life is meaningful and vibrant.
- Our accomplishments and those of our alumni are recognized nationally and internationally.
- Ultimately, our students graduate with an exemplary academic education, a highly respected degree, and a genuine commitment to justice and social responsibility.

CORE VALUES. THE FOLLOWING CORE VALUES ARE FUNDAMENTAL TO OUR SUCCESS:

- **Accountability.** We recognize and live up to our responsibility to our students, campus resources and finances, staff, faculty, alumni, supporters, and the public.
- **Collaboration.** All segments of the campus community work together to support our vision as well as our students' success.
- **Continuous Learning.** We strive to continually improve teaching, scholarship and service.
- **Rigorous Standards.** We identify, implement and support excellence in all our practices.
- **Proactive Partnerships.** We actively engage with our communities and its members to promote educational opportunities and excellence for our students.
- **Respect.** We celebrate and respect diversity in all forms.
- **Responsiveness.** We are here to serve the needs of students, our communities and society.

MOVING FORWARD.

To realize our vision, CSU Dominguez Hills recognizes that our University must consistently accomplish the following:

- Reach people across all socio-economic demographics who seek to learn, excel and lead in a 21st century global society.
- Meet and exceed expectations for top-quality academic programs that prepare students for the professional world.
- Foster partnerships with the public and private sectors that open educational and professional opportunities for our students while responding to the needs of our partners and communities.
- Create a clear pathway for students from admissions to graduation and career, while providing step-by-step guidance along the way.
- Engage students to reach their full potential by challenging them while supporting them, by recognizing their strengths while building new ones, and by providing a nurturing and safe environment to pursue their aspirations.
- Support students' success outside the classroom through career development, unique research and internship opportunities, and a dynamic Student Life experience.
- Attract and retain excellent faculty and staff dedicated to teaching and mentoring traditional and nontraditional students from all walks of life.
- Develop and implement a curriculum that is both academically rigorous and professionally relevant.
- Put in place the physical and technological infrastructure that allows our staff and faculty to support our University's vision, while supporting our students' success.
- Empower our staff, faculty and students to be innovators, collaborators and creative problem-solvers who take responsibility for their outcomes.
- Draw the attention of California's citizens, government officials, and business leaders to the critical educational challenges facing our state in a well balanced and non-partisan manner.
- Continue our commitment to enhancing access to academic excellence.

OUR MESSAGE, OUR IDENTITY.

To unify our University in achieving our institutional vision, we have identified five key messages that articulate our identity, purpose and strengths while countering misperceptions about the quality and rigor of our academic programs. These messages reiterate the key touch points for all future outreach communications.

- 1. A CSU Dominguez Hills' education transforms not only the student, but also the communities.** CSU Dominguez Hills provides a high-quality education that prepares students for a globalized 21st century. But beyond that, we recognize that the education we provide has a direct and significant impact on the lives our students touch, the communities where they live, and the businesses that employ them.
- 2. CSU Dominguez Hills recognizes and protects the financial investment our students and their families make to secure a quality education.** To ensure a return on this investment as quickly as possible, we provide each student with a clear path and step-by-step guidance to successful degree completion — from admissions to graduation and beyond.
- 3. CSU Dominguez Hills challenges preconceived ideas about our students, academic programs and University.** We invite our communities to take a closer look at CSU Dominguez Hills and discover why our campus is quickly becoming the first choice for local students as well as a source of pride and prestige for alumni, supporters and community partners.
- 4. CSU Dominguez Hills embraces the diversity of California while preparing students for the realities of a global economy and workplace.** Our diverse student population and classrooms reflect the cultural and socio-economic diversity of our state and today's working environments. As a result, our students participate in a rich, diverse educational laboratory and emerge well prepared to collaborate, communicate and lead.
- 5. CSU Dominguez Hills is a vital hub for the South Bay region.** We pursue a leadership role in developing greater educational, economic and cultural opportunities for the South Bay.

PLAN OF ACTION

Over the past year, we have worked diligently to collect data from internal and external audiences to lay the foundation for our institution's forward-looking strategic plan. We have heard from the University and local communities, reviewed local and national employment, academic and student data, and leveraged this information to develop actionable goals that will move us toward achieving our institutional vision. Here we present our top six objectives, and initiatives that will get us there.

In working toward these goals, we will remain true to our vision, core values, key messages and identity that distinguish CSU Dominguez

Hills from other institutions of higher learning in the region and beyond. These include our unwavering commitment to accountability, diversity, integrity, respect, and social responsibility. Through the valued efforts of our academic departments and the areas that support them, we will continue to make headway in achieving the goals that are outlined in the following pages, as well as objectives not included here.

It is important to keep in mind that a strategic plan is meant to be targeted in scope and focus, and cannot possibly



PLAN OF ACTION (CON'T)

encompass every aspect of the University. The process of realizing our long-term vision begins with setting and meeting short-term targets. By turning our immediate attention to the six focused goals outlined here, we will be able to strategically invest and leverage our resources to maximize our results over the next five years, and move toward achieving our long-term vision.

The initiatives identified under each goal will require time to implement. The amount of time will vary with each item, and will depend on available budgets and resources. Along with the initiatives attached to each specific goal,

we have also included overarching initiatives that contribute to all six goals. These overarching initiatives emerged through a year-long planning process.

Our institutional vision, values, and priorities will remain consistent. The individual initiatives identified here to support those key pillars, however, will evolve and adapt with changing circumstances — and with new ideas. As we continue to track and measure our progress in reaching our goals, we will also continue to encourage and embrace innovative thinking from people across our University.

A large group of diverse graduates in black caps and gowns with yellow stoles are gathered at a graduation ceremony. They are smiling and looking towards the camera. In the foreground, a woman in the center-right is wearing a yellow sash with blue Greek letters and holding a white diploma. Another woman to her right is giving a thumbs-up. The background shows many more graduates seated in rows under a clear sky.

**WE WILL ENCOURAGE AND
EMBRACE INNOVATIVE THINKING**

GOAL 1.

Build the excellent academic programs that reinforce our position as a comprehensive model urban university.

We will continue to build on our academic excellence by offering programs that respond to the needs and demands of our communities' employers, that prepare our graduates with skills and knowledge needed to compete in a globalized 21st century, by innovating our academic offerings and the way we deliver them, and by attracting and retaining stellar talent committed to teaching and mentoring students in our urban communities.

SUMMARY OF INITIATIVES:

- Provide access through diverse instructional modalities (online/hybrid) to increase student access, flexibility and retention.
- Supplement interdisciplinary team teaching and research.
- Promote faculty and student research and creative activities to support, maintain and shepherd quality, consistency and continuity in programs across colleges.
- Hire and retain faculty in disciplines that support the priorities and stated priorities.
- Pursue new academic programs and concentrations relevant to student interest reflecting current workforce trends and demands.
- Expand College Advisory Boards to ensure relevancy of majors, identify future educational needs, and engage our communities.
- Provide a bridge linking industry to our academic programs, events and opportunities.

GOAL 2.

Enhance access to an excellent teaching and learning environment that supports the graduation rates and career success of our students on par with the best urban comprehensive universities nationwide. We will actively seek innovative strategies that enable students in our community the opportunity to complete a University degree, pursue their career aspirations, and contribute to their communities — even in the face of shrinking state funding and state-mandated enrollment restrictions. We will also develop and implement programs that bolster entering students' university preparedness, identify and intervene with students at risk, and increase persistence among student populations with traditionally lower graduation rates.

At the same time, we will identify, recognize and reward those students with outstanding academic performance, community involvement and achievements. And we will unite our leaders and staff across departments to implement best practices for improving student satisfaction.

SUMMARY OF INITIATIVES:

- Become California's leading academic institution where race, class, gender, sexuality and culture intersect with knowledge, social responsibility and community justice.
- By 2015, increase graduation rates for undergraduate students by 7%.
- Foster a rich environment of student learning and success through collaborative, co-curricular programs.
- Develop a plan to address campus community standards and ethics (student conduct and academic dishonesty).
- Strengthen and enhance student career decision-making and job/graduate school attainment.
- Enhance academic support for underserved students.
- Ensure a safe and healthy campus community.
- Enhance Academic Advising to increase student success.

GOAL 3.

Deliver a campus-wide enrollment management initiative to identify and recruit future students and support their transition, retention and graduation. We will examine our enrollment management efforts from a strategic, long-range perspective that identifies immediate and long-term goals and objectives, addresses our enrollment challenges, while also building a roadmap for sustainable results. We will work to align our enrollment targets with the overall objectives and vision of the University.

SUMMARY OF INITIATIVES:

- Strengthen existing partnerships with community colleges in order to facilitate a smooth transition and increase matriculation opportunities for students.
- Create an alumni culture for entering and returning students.
- Coordinate successful pre-college outreach efforts in order to influence a college-going culture.
- Centralize information and support for graduation recruitment programs.
- Create/enhance a culture of academic achievement and completion.
- Create the Toro Transfer/Matriculation Center that will result in higher levels of transfer student success.
- Initiate planning for Chancellor's Early Start initiative.

Our Peer Institutions:

California State University,
Bakersfield

California State University,
East Bay

California State University,
Los Angeles

California State University,
San Bernardino

CUNY Brooklyn College

CUNY City College

CUNY Hunter College

CUNY Lehman College

New Jersey City University

Texas A & M University
– Corpus Christi

GOAL 4.

Achieve fiscal stability and substantially increase revenues through a range of efforts, including fundraising, partnerships, foundations and research grants — thus strengthening our ability to effectively invest in and allocate resources necessary to achieve success. True to our mission and heritage, CSU Dominguez Hills will remain committed to enhancing access to an excellent University education and degree to deserving students who might otherwise have limited options and opportunities to fulfill their potential and pursue their aspirations. As an expansion of this mission, we will also strive to strengthen the communities we serve — its neighborhoods, families and businesses — by preparing the next generation of graduates ready to contribute their knowledge and skills to this region. To support this mission, we must identify and implement strategies for stabilizing our finances and securing revenue sources that allow us to invest in the success of our University, our students and our communities.

SUMMARY OF INITIATIVES:

- Develop and enhance the infrastructure to support campus-wide fundraising activities.
- Pursue employer sponsorships that underwrite career and mentor programs.
- Identify and capitalize on opportunities for public and private grants, contracts and gifts.
- Allocate resources that allow CSU Dominguez Hills to achieve fundraising success in its key strategic goals and initiatives.
- Develop and enhance our Alumni Association to build a stronger culture of philanthropy among students and graduates.
- Strengthen and enhance our donor stewardship so we may retain and grow existing relationships.
- Clearly articulate and communicate our successes to a wide audience.
- Manage and increase course sections to maximize students' abilities to obtain their degrees in a timely fashion.

GOAL 5.

Engage our communities to support CSU Dominguez Hills' position as the University of the South Bay. We will work to leverage our diversity as a distinct advantage in preparing our students for real-world success in their careers, professions, graduate studies and lives. We will also leverage this diversity as an opportunity to develop students and graduates who share and welcome the responsibility to empower and improve their communities — and who are recognized and valued for such qualities.

SUMMARY OF INITIATIVES:

- Develop internal campaign aimed at building pride, consensus and unity across the University's departments.
- Leverage the strategic plan to accomplish institutional objectives.
- Increase funding capacity for athletics by promoting this area as a significant source of pride for our communities.
- Introduce a branding/marketing campaign to enhance the University's position and strengthen our identity in the South Bay.
- Continue to strengthen relationships with elected officials, cities, communities and business organizations and media outlets.
- Continue to increase alliances and host activities that reinforce our position as the center of the South Bay.

GOAL 6.

Systemically improve the quality and cost-effectiveness of support services to strengthen academic programs and student services. We will focus our attention on increasing excellence and leveraging institutional and philanthropic resources to enhance academic programs and learning environments.

SUMMARY OF INITIATIVES:

- Maximize campus facilities and energy utilization to better serve our faculty, staff and students.
- Implement initiatives to utilize financial and human resources effectively and efficiently.
- Reduce risk to the University by developing and enhancing police, parking and emergency services and response.
- Enhance technology to promote excellence, expand access and extend opportunities.
- Support the goals of each department while promoting accountability for outcomes.
- Deliver consistent, responsive and dependable enrollment services.
- Promote a culture of customer service in all areas of the University.

CROSS-DEPARTMENTAL GOALS

(Overarching Institutional Initiatives)

To support our efforts in reaching the aforementioned goals, we have also identified several initiatives that will allow faculty and staff to actively and effectively contribute to our institutional success, align our assets with institutional goals, provide accountability, and unite our departments in working toward our vision. These include:

- Identify and Implement best practices for improving customer and student support services across the University.
- Build and support leadership that fosters collaboration and communication, understands and supports the University's vision and values, and encourages responsibility and accountability across their departments and staff.
- Structure academic units, support services, programs and activities to allow the maximum use of resources while reaching our goals.

WHAT NEXT?

Now comes the task of implementing this strategic plan. In a coordinated effort, the Provost and Vice President of Enrollment Management & Student Affairs will collaborate with campus governance bodies to move implementation forward, review and refine the plan as needed, and identify who is responsible for completing each step of the implementation process. A detailed implementation plan will be completed by the end of Fall 2010 semester.

OUR NEXT STEPS IN THE PROCESS ARE AS FOLLOWS:

1. Alignment of all existing divisional, departmental and college, departmental and academic support plans with this University plan.
2. Development, where none now exists, of new college, school, and academic support plans.
3. Decisions regarding strategic investments for the future to reach our goals.
4. Creation of an annual strategic indicators report and an annual plan report card.
5. Budget discussions each spring that focus on the allocation of resources to develop communications plan and supporting materials.
6. Start of Fall 2010 semester — distribute public version of the Strategic Plan, and include key messages in the President's convocation.

The success of this Strategic Plan and our institutional vision will require the concerted effort of faculty and staff across the University. Working together to implement the goals and values outlined in this document, we have the ability to become a leading model for Comprehensive Urban universities. More importantly, we have the ability to improve the lives of our students and their communities.

