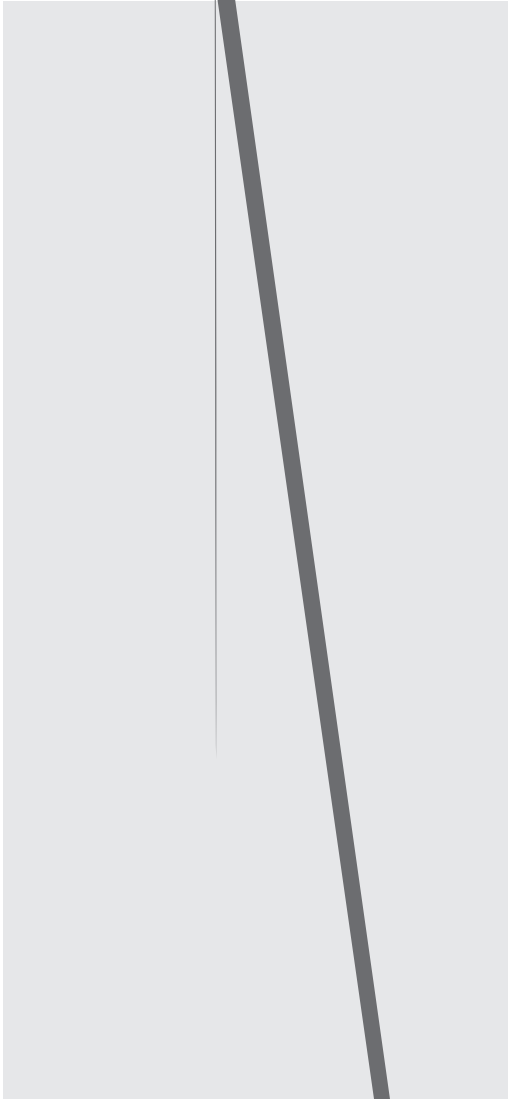


Channel Is





## . Inclusive Excellence

Fostering a campus culture that advances inclusive excellence.

Developing a collective understanding of equity and inclusion.

- . Build a shared understanding of inclusive excellence that includes the development of operational definitions.
- . Establish a biennial climate survey and utilize results to enhance campus climate, equity and inclusion.
- . Engage faculty, staff and students in structured opportunities for dialogue across divergent viewpoints.
- . Celebrate campus accomplishments and highlight excellence in equity and inclusion.
- . Develop a framework that will allow for the development and review of University policies through an equity lens.

Improving graduation rates for students from historically underserved populations.

- . Expand culturally responsive curricular and co-curricular offerings that infuse inclusivity and holistic student development throughout the student experience.
- . Develop a hiring strategy to ensure the continued expansion of diverse faculty and staff to advance academic excellence and student success.
- . Analyze disaggregated student success data across the University to identify barriers to completion and develop a campus-wide strategy to eliminate student equity gaps.

Building self-sustaining programs and initiatives that support an equitable and thriving community.

- . Work in concert with business and community leadership to develop programs and initiatives that contribute to a robust economy and engaged citizenship.
- . Expand opportunities to serve as a social and intellectual resource for our community.
- . Develop Extended University offerings in concert with area businesses, communities and other regional stakeholders that support economic vitality and civic prosperity.

## . Capacity and Sustainability

Taking action to sustain and advance a robust University in an era of declining state support.

### Developing a culture of philanthropy.

- . Increase philanthropic support for the University by strengthening existing cross-divisional partnerships focused on enhanced alumni engagement and philanthropic support.
- . Assess internal and external community perception of the University and develop a plan to expand awareness of the University's connection to economic vitality, social mobility and engaged citizenship.
- . Engage the University community in identifying fundraising priorities that directly support the Strategic Initiatives and launch a focused and aggressive fundraising effort to support them.
- . Create an "Opportunity Hub" designed to connect community support with University needs.

### Enhancing faculty and staff development and support.

- . Expand professional development opportunities that cultivate leadership skills and enhanced career success for faculty and staff (e.g., mentorships, CI Connect, etc.)
- . Identify solutions to the timely response and proactive resolution of workplace conflicts that are not part of a formal process.

### Promoting sustainability as an integral part of University planning and operational activities.

- . Continue to pursue efficiency and assess effectiveness in administrative services and systems.
- . Maximize efficiencies by expanding opportunities for cross-divisional collaboration and communication, as well as realigning resources (human, programmatic, financial) in support of the University's Strategic Initiatives.
- . Leverage technology to allow more time for people to engage in the activities that require human intervention (e.g., eliminating rote manual processes in favor of automatic ones).
- . Invest in physical infrastructure that facilitates inquiry and discovery with a particular emphasis on the expansion of public-private-partnerships that are consistent with the academic mission of the University, support environmental sustainability and generates revenue.
- . Develop a strategy to leverage the use of online, hybrid and year-round courses to enhance access, improve timely degree progression and maximize the utilization of limited physical infrastructure.
- . Create a comprehensive transportation strategic plan to decrease the number of single user trips to campus and increase opportunities for alternative means of transportation.

# Strategic Initiatives Terms

Below are definitions of the terms used in the CSUCI strategic initiatives planning process.

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## STRATEGIC INITIATIVES:

How vision is translated into practice. At CSUCI, the development of the final strategic initiatives document published in May 2014 was the result of a collaborative 12-month planning exercise. The four initiatives are: Educational Excellence, Student Success, Inclusive Excellence and Capacity and Sustainability.

## GOALS:

A broad primary outcome. At CSUCI, the goals are expressed directly under the initiatives (bold italics).

## OBJECTIVES:

A measurable step used to achieve the goals. Each initiative and goal have a number of objectives below them. There are a total of 100 objectives (bold red).

## ACTIONS:

A way to achieve the objectives. Every objective has a number of listed actions. The actions are indicated by a numbered format (i.e. 1, 2, 3, etc.).

## ROLES

### CHAMPIONS:

A champion is an individual who acts in a leadership role to advance the initiatives. Champions work with each other and teams to carry out the work, ensuring the objectives and actions are acted upon and measured. Champions help maintain momentum, provide support to teams and advocate for needed resources.

## IMPLEMENTATION TEAM:

The implementation team works on the back end, assisting in developing the infrastructure needed to capture and publicly disseminate the progress of the planning process (e.g. data dashboards). They also assist in the review and refinement of the planning process. Once the systems are in place, the implementation team will be available to support the champions should any challenges arise related to the processes or infrastructure.

## MEASURES

### MEASURES:

A standard unit that records a directly observable value or performance.

### BASELINE:

A known value or quantity used to measure or assess current performance.

### TARGET:

The desired level of performance for a specific indicator. Should tie directly to the baseline and be date specific.