

ANNUAL REPORT TO FACULTY SENATE AND THE ADMINISTRATION

I. INTRODUCTION

A Look Back to Last Year

After a year and a half of planning efforts, the University Strategic Planning Committee finalized its report: *Vision Unlimited* in August 2006. The strategic plan consisted of 6 general goals with 20 strategies and 147 specific tactics. The six goals are:

- Academic Excellence
- Solid Financial Foundation for Advancement
- Collaborative Organizational Culture
- Commitment to Student Success
- Valued Community Resource
- Distinctive Image with a Vibrant Environment

In August 2006 the University Strategic Planning Committee submitted *Vision Unlimited* to the Faculty Senate and the Administration for ratification. The strategic plan with its six general goals and twenty strategies were formally ratified. The more specific tactics (147 in all) were not formally ratified. Due to their comprehensiveness, specificity and sheer number they were accepted only as suggested ways to proceed.

Purpose of USPC's Annual Report to Faculty Senate and Administration

The Faculty Senate approved a planning structure for the University in 2004 that created the ongoing University Strategic Planning Committee. This committee is required every year in August to submit a planning report to the Faculty Senate and the Administration. The attached report details the planning activities of the University from August 2006-August 2007. Many of the items in the attached report are for information only so that the leadership of the University is apprised of the activities of the USPC. However, this document concludes with a section focusing on two proposed actions that are being submitted to Faculty Senate and the Administration for ratification.

Current USPC Membership

The USPC is composed of 10 voting members (with two-year renewable terms) and two ex-officio members. Five faculty members are selected by the Academic Steering Committee of Faculty Senate; five administrators are selected by the President. The Vice Provost of Planning, Assessment, and Information Resource Management serves as one of the ex-officio members. The other ex-officio member is a student representative selected annually by student government.

The current members of the USPC are:

Faculty Members: Susan Kogler Hill, Chair (Communication, CLASS)
Edward Thomas (Marketing, Business)
Connie Hollinger (Psychology, COS)
Kenneth Keys (Industrial & Manufacturing, Engineering)
Virginia Benson (Urban Studies, Urban Affairs)

Administrative Members:

Brian Cook (Associate VP Business Affairs, Finance, and
Controller)
Njeri-Nuru Holm (VP, Institutional Diversity)
William Wilson (CIO, IS&T)
Geoffrey Mearns (Dean, Law)
David Anderson (Associate Dean, COS)

Ex-Officio:

Gitanjali Kaul, (Vice Provost, Planning, Assessment, and
Information Resource Management)
Jala Khateeb, (Student Member)

Support:

Debra Sudy (Administrative Coordinator)
Landrita McFarland (Secretary II)

Other USPC members who left the committee mid-year for personal reasons or because their terms expired are:

Faculty Members: Larry Keller (Urban Studies, Urban Affairs)
Cheryl McCahon (Nursing, Education and Human Services)
Lou Barbato (English, CLASS)

Administrative Members:

Michael Droney (VP for Administration)
Richard Perloff (Director, Communication)
Robert Scherer (Dean, Business)

Ex-Officio:

Scott Muscatello (Student Member)

II. REVIEW OF USPC'S ACTIVITIES (August 2006 - August 2007)

The USPC has spent the past year initiating the approved strategic planning process, *Vision Unlimited*. A timetable reviewing the first three years of planning activities can be found for review in Appendix A. The committee met every other week during Academic Year 2006-2007 and had lengthy meetings during the summer of 2007 as well. Here are some of the major activities of the committee during this past year.

Developing the *Vision Unlimited* Brochure

Immediately after the plan *Vision Unlimited* was ratified, it was posted on the WEB so that all constituencies of the campus could review the document. Hard copies of the report were sent to all campus units.

At the same time, the USPC began collaborating with staff from the Marketing and Public Affairs Department to develop a glossy brochure to describe the strategic planning process and to highlight the main elements of the plan. This brochure has been distributed internally within CSU as well as externally in the community.

Supervising Campus-wide Planning

The major task of the USPC this past year was to align unit plans across campus with *Vision Unlimited*. To this end, the USPC developed a set of questions for each division and unit in the university to address to initiate the implementation of the plan. The questions each unit/department had to answer were:

1. Which of the goals, strategies, and tactics of *Vision Unlimited* are particularly relevant to your unit?
2. What initiatives will your unit pursue to support *Vision Unlimited*?
3. How do these initiatives address the university's strategic plan (goals, strategies, and tactics)?
4. How will your unit know when it has been successful in regard to these initiatives?

Each unit/department was to answer the above questions and submit their answers to their dean/vice president as well as the USPC by mid-December. The deans and vice presidents were asked to synthesize and integrate these reports and submit them to the planning committee by mid-February 2007. The purpose of these questions was to begin the process of implementation as well as to encourage engagement by all units across campus. The plan was developed through a bottom-up, collaborative process, and it was important that the implementation of the plan continue in the same manner. The President presented the questions and the process to his Senior Team, who supervised and implemented the process.

Interviewing of Key Administrators

While the four planning questions were being addressed by units across campus, the USPC initiated a series of Key Administrator Interviews. These interviews were conducted to increase involvement and accountability and to find areas of the plan that were being championed and areas of the plan not being addressed.

During the 2006-2007 Academic Year the USPC interviewed:

Michael Schwartz, President
Mary Jane Saunders, Provost
John J. Boyle III, Vice President for Business Affairs and Finance
Njeri Nuru-Holm, Vice President for Student Affairs and Institutional Diversity
Michael Droney, Vice President for Information Services and Administration
Willaim J. Spiker, Vice President for Division of University Advancement
Edward W. Hill, Vice President for Economic Development
Robert Scherer, Dean, College of Business
James McLoughlin, Dean, College of Education and Human Services
Bahman Ghorashi, Interim Dean, College of Engineering
Bette Bonder, Interim Dean, College of Science
Geoffrey Mearns, Dean, College of Law
Gregory Sadlek, Dean, College of Liberal Arts and Social Sciences
Mark Rosentraub, Dean, College of Urban Affairs
Leo Jeffres, Interim Dean, College of Graduate Studies
Barbara Hanniford, Dean, College of Continuing Education

This process of interviewing potential champions was quite time-consuming, but it was time well spent. These interviews increased involvement across the university and were very exciting for the planning committee members as the planning document started to come to life. It was obvious that some areas of the plan were attractive and significant to many areas of the campus. It was also obvious that these "popular" strategies and tactics would need some mechanism for collaboration and coordination so that all units could work effectively together. Other areas of the plan had no administrator coming forward to champion or adopt them. It was clear that these *orphans* needed to be addressed or ultimately deleted from the plan.

Hosting the Second Annual Strategic Planning University Review (SPUR II)

In November of 2005 the first annual Strategic Planning University Review (SPUR) was held to finalize the goals, strategies, and tactics of the strategic plan. The leadership of the university was invited to attend (Faculty Senators, the Senior Administrative Team, Deans, Student Leaders, and Board of Trustee Officers). The first SPUR session was a major success. It was decided that such a session should continue annually to improve communication among campus leaders and to facilitate the ongoing strategic planning efforts.

This past spring (April of 2007) the USPC hosted its second annual Strategic Planning University Review (SPUR II) to continue the conversation among leadership and to seek answers to specific planning questions. In all, ninety campus leaders were invited to participate and 56 individuals attended SPUR II. The USPC used the same "speed dating" format used in the first SPUR session to maximize interaction across all participants.

Participants answered the following four questions relating to Metrics, Master Planning, Budget, and Collaboration.

1. To assess the progress of strategic planning, the USPC has developed a proposed list of Key Indicators (See metrics handout). These Key Indicators will be used annually to provide a "report card" measuring the progress on each of the six goals in *Vision Unlimited*. What suggestions do you have to improve upon this list?
2. CSU soon will be engaging in a new Master Planning Process to determine the physical plans of the university and the corresponding capital expenditures to fund these plans. What structures and/or processes need to be established to better integrate the Campus Master Planning with the new ongoing Strategic Planning Process?
3. How can *Vision Unlimited* be better integrated into the operating budget? Some planning initiatives do not require additional funding, while others do require additional funding. What mechanisms/processes need to be established to prioritize and fund *Vision Unlimited* initiatives that require additional funding?
4. Goal 3 of *Vision Unlimited* advocates creating a "Collaborative Organizational Culture". This goal was the most frequently cited during the university-wide bottom up planning process. While some of the planning reports received this year from units and divisions advocate increasing such collaborative activities, most plans are more individualized and independent. How can CSU best pursue some of the collaborative tactics suggested in Goal 3, Strategy 2 of *Vision Unlimited*?
 - Encourage and support greater student-faculty interaction both in and out of the classroom (tactic 1)
 - Create opportunities and spaces for informal faculty, staff, and administrative interaction, e.g., faculty-staff club, social events, family gatherings (tactic 2)
 - Collaboratively develop and formalize guidelines for improving downward and upward communication practices regarding decisions, policies, procedures, and plans (tactic 4)
 - Establish ongoing communication procedures between standing university committees, e.g. strategic planning, capital planning, program review, and budget (tactic 5)

- Form standing groups and cross-functional teams to encourage lateral and horizontal communication, e.g., chairs, budget officers, asst/assoc. deans, and academic *and student support* areas (tactic 6)
- Promote and expand interdisciplinary research collaborations (tactic 7)
- Form interdisciplinary teaching alliances (tactic 8)

SPUR II provided valuable information to the USPC. The groups discussing metrics offered specific suggestions for improving the metrics for each of the six goals. The groups discussing the relationship between master planning and strategic planning offered suggestions to better link the master plan and the strategic plan, to develop formal procedures for updating the master plan, and to better communicate about space use and changes on campus. The groups discussing the relationship between budget and strategic planning suggested an annual retreat between these two campus committees as well as the creation of a special fund to support new initiatives in the strategic plan. The groups discussing collaboration suggested conducting a communication audit to determine the communication problems areas, supporting new collaborative activities with an innovation fund, and creating better methods of communicating and promoting collaborative activities.

Following SPUR II, the USPC thoroughly discussed the suggestions made by the leaders attending the SPUR session. Many of the suggested changes included in this document derive from the comments made during SPUR II. The USPC also decided to include a wider representation of campus leadership at next year's SPUR III and to hold the event early in the Spring semester. (See Appendix B for SPUR II Materials).

Developing an Ongoing Campus-wide Activity Gathering and Tracking System

At the end of 2006 each unit on campus responded to a set of four questions posed to them by the USPC that were intended to identify activities supporting the strategic plan tactics. In most cases the responses were not received in any consistent format, making the work of categorizing the input into specific plan tactics quite difficult. As a result, a university-wide reporting template was developed to better track proposed activities. Each report that the USPC received from campus units was translated into this format and subsequently returned to the respective division or college to validate their activities placement within the strategic plan. Once all reports had been validated, the committee integrated all unit activities by goal, strategy, and tactic into a single report (See Appendix C for the Consolidated Report: University Responses to the Strategic Plan).

This consolidated report demonstrated areas that were focused on by one group as well as those areas with activities from many groups across the university. The integrated document also served to highlight areas of the plan not being addressed and provided some indication of plan deficiencies to be considered going forward. Of the 147 tactics listed in *Vision Unlimited* only 20 tactics were not addressed by some unit on campus. Some of these might eventually be adopted over time; some might need to be deleted in the future for lack of interest.

It was decided for future years that a more structured framework would be given to the units to ensure consistency in responses. To this end a university progress-reporting template was developed placing all of the responses into a consistent format. Annually this report containing the previous year's activities will be sent to each division and college. Each division and college will then be able to easily and consistently report the current status of each activity and add new activities.

Developing a Process for Changes in Administrative Leadership

The committee recognized that over time there would be changes in key administrators of the university. In order to facilitate these types of transitions from a strategic plan perspective an invitation will be extended to new key administrators to either attend a USPC meeting or to meet with a current member of the committee to discuss the strategic planning process and their responsibilities within the process.

Along with changes in leadership, activities that were submitted as priorities may change throughout the year as well. In these situations of "change" the committee has decided not to introduce any changes mid-year to the current annual report. Any changes or additions of activities during the year will be submitted and reflected in the subsequent annual reporting cycle, regardless of why the changes or additions were initiated.

Implementing the Plan

After completing the key administrator interviews and receiving the unit responses to the strategic planning document, the implementation of the plan *Vision Unlimited* was begun. Each unit on campus indicated tactics within the plan that they were committed to pursuing or had already started to pursue. It is anticipated that each year, units will provide feedback to the USPC as to how they are proceeding and whether or not some of the tactics have been achieved. Each year the planning reports will be updated to demonstrate unit progress to date. *Vision Unlimited* is a dynamic process, continuous and ongoing. Each year, progress will be tracked and measured, items deleted, and items added. In this way the plan will not become a "coffee table book" but a living plan serving the needs of the CSU community.

III. ITEMS FOR RATIFICATION

The USPC has voted on two important changes to the strategic plan, *Vision Unlimited*. The committee presents these two initiatives to the Faculty Senate, the President, and the Provost for ratification. The USPC asks the campus leadership to support the process below to allow for changes in the strategic plan and also to support an annual measurement of key performance indicators to assess ongoing progress of the plan.

The USPC asks for approval of the following two changes:

A. Procedures for Changing the Strategic Planning Process

The USPC reviewed the feedback from SPUR II as well as input from other stakeholders that focused on changing and improving the planning process. Since strategic planning at CSU is now an ongoing, continuous process, the USPC felt it necessary to develop a process for introducing changes into the planning process.

The USPC is required to submit a report to Faculty Senate and the administration each year in August. The USPC proposes that recommendations may be included in this annual report to (1) add new goals, strategies or tactics to the Strategic Plan; (2) remove or modify existing goals, strategies or tactics; and/or (3) make other changes to the strategic planning process.

Process for Plan Additions: The USPC may receive information that leads to potential new goals, strategies and/or tactics from a variety of sources. These include, but are not limited to, interviews with key administrators, the annual SPUR session, and questionnaires distributed by the USPC to campus constituencies. The USPC will deliberate on and discuss this information to determine if it contains potential new goals, strategies and/or tactics. At the discretion of the USPC, some of this work may be delegated to a subcommittee. At the close of deliberations, voting members of the USPC will vote on all suggested new goals, strategies and tactics. An affirmative vote by at least seven of the ten voting members is required. New goals, strategies and tactics that receive the required number of votes will be included in the USPC's annual report to Faculty Senate and the administration. New goals and strategies must be ratified by the Faculty Senate and the administration; new tactics are reported but approval by Faculty Senate and the administration is not required.

Process for Plan Deletions or Modifications: The process for removing or modifying goals, strategies or tactics from the Strategic Plan is similar. The USPC (or a subcommittee thereof) will identify and review items that are not being actively pursued, and a list of items to consider for removal will be prepared. Interviews, questionnaires and/or the annual SPUR sessions may be used to confirm that items are not currently being worked on and will not be worked on in the foreseeable future. The USPC will deliberate on and discuss these items to determine the likelihood of future activity. At the close of

deliberations, voting members of the USPC will vote on all goals, strategies and tactics recommended for removal or modification. An affirmative vote by at least seven of the ten voting members is required. Goals, strategies and tactics that receive the required number of votes will be included in the USPC's annual report to Faculty Senate and the administration. Removal or modification of goals and strategies requires the approval of Faculty Senate and the administration. No goal, strategy or tactic will be removed from the Strategic Plan unless it has been in the plan for at least two years. Tactics to be removed or modified are reported, but approval by Faculty Senate and the administration is not required. (Decision made by USPC)

Voting Process for Changes: The planning process in use at CSU was approved by Faculty Senate and the administration. Any changes to this process (e.g., the composition of the USPC, the timing of the submission of required reports, etc.) that the USPC may wish to recommend require the approval of at least seven of the ten voting members of the USPC and ratification by Faculty Senate and the administration.

B. Key Performance Indicators for Assessing Strategic Planning Progress

This section on Key Performance Indicators (KPI) deals with the task of preserving and nurturing campus change in the context of *Vision Unlimited*. The primary reason for developing this section is to construct a system that provides the campus community with tangible data and operational instruments for determining how well the plan is working. It also allows for highlighting key information about those areas that need more attention.

In the initial development of the strategic plan, a wide array of suggested indicators were examined by USPC at the goal, strategy and tactic levels for the purpose of periodically reviewing and monitoring performance.

From this wide array of suggested metrics and suggestions from SPUR participants the USPC, has also identified a smaller and more focused set of KPI that capture progress of *Vision Unlimited* as a whole. As the name suggests these key indicators include a few key metrics that capture outcomes for each of the six goals on *Vision Unlimited*. These indicators are designed to be suitable for year-end reviews for the plan.

What does KPI Indicate? The KPI are used to indicate broad trends for *Vision Unlimited* as a whole with a few select core indicators, which suggest the direction of performance as rising, stable, or declining. To understand what the KPI indicate, it is useful to go beyond the definition of the selected indicators to examine two other issues that are relevant to their development. These two issues are the rationale for their inclusion and the description of the process by which they were identified. KPI for the strategic plan were developed by USPC partially with input from the campus community during the Spring 2007 SPUR session. Feedback from the SPUR participants was further refined by USPC to reflect the suitability of these indicators to the campus environment and the feasibility of data collection for each indicator.

Across all *Vision Unlimited* goals three principles guided the selection of KPI:

1. KPI represent a commonly recognized and standard operational performance measures for an institution's outcomes, e.g., preparation, retention and graduation of students, quality of faculty publications, and grants, awards/recognition, and student credit hours.
2. When appropriate, KPI employ nationally-recognized instruments for data collection with known psychometric properties.
3. To the extent possible, KPI were selected from existing institutional databases thereby enhancing the feasibility of producing annual reports. This readily accessible nature of the KPI allows for identifying immediate baseline data, and avoids creating an unacceptably cumbersome progress monitoring system.

Goal 1: Develop CSU's Academic Excellence as a University

Academic excellence of an institution is often defined by common measures such as the characteristics of its entering students, characteristics of its matriculating students, the productivity of faculty, and other assessments. KPI under this goal include measures such as student retention, graduation and persistence rates, levels of preparation of our incoming student class, measures of student academic success on campus, and faculty productivity in the area of teaching and research. These KPI are currently available or readily accessible.

Goal 2: Provide the Financial Foundation for Academic Excellence

The financial foundation of an institution is commonly defined by such measures as student credit hours, the number and amount of grants and gifts, the amount of revenues, and the size of the endowment. These KPI represent multiple income sources that are critical in ensuring the viability needed to build academic excellence. These KPI are also currently available or readily accessible.

Goal 3: Nurture an Open, Supportive and Collaborative Organizational Culture

This goal requires the assessment of participation and satisfaction of various campus constituencies in working collaboratively. CSU has administered many homegrown and standardized surveys in the last decade to assess performance in this area. An inventory of over 20 surveys was examined by USPC to select an appropriate instrument for data collection. Prior surveys have assessed attitudes and satisfaction of the following groups: entering, current, graduating students, alumni, employers, and faculty and staff. Of all these surveys the Higher Education Research Institute (HERI) Faculty Survey was selected as the instrument for collecting data for Vision Unlimited goal 3. This nationally recognized survey has been administered on campus on four previous occasions and baseline data from prior administrations spans a 15-year period. This survey instrument was of particular interest because it included an additional feature for adding campus specific questions. Future administration of this survey will compliment the college, department and unit generated data on an open, supportive, and collaborative environment at CSU. The specific questions from HERI Faculty Survey that will be used as part of KPI are included in the appendix.

Goal 4: Create a Culture of Student Success that Supports all Core Communities of Students

It is widely recognized that student engagement is a critical component of student success. Accordingly, review of CSU's inventory of existing survey instruments was conducted by the USPC and the National Survey of Student Engagement (NSSE) was chosen as a KPI. This instrument has been administered on campus on two occasions, in 2002 and 2006. Results from these prior administrations form the baseline for the future studies aimed at collecting data for Vision Unlimited. The other measures of student success included in KPI are employment outcomes and the pursuit of graduate studies by CSU graduates.

Goal 5: Improve Community Relationships and Service

No existing survey or database of performance measures exists to systematically collect information on CSU's community relations and service on a university-wide basis. Consultations with the Office of Marketing revealed that this data is typically collected by contacting the offices of the President, Vice Presidents, Provost, and Deans. For a public institution this data is very important in leveraging and promoting university expertise in enhancing the educational, social, economic, and cultural needs of the community. KPI for this goal will involve data collection through the above-mentioned offices.

Goal 6: Enhance CSU's Physical Environment and Image

As with the prior goal, no existing survey or database of performance measures exists to systematically collect information on CSU's physical environment and image on a university-wide basis. Several offices were contacted to assess how such information could be collected. These were the offices of Facilities and Operations, Division of Capital Planning, Marketing and Public Affairs, and Student Affairs. Recommendations from these offices directed KPI selection for this *Vision Unlimited* goal. In the past, analysis of student-oriented spaces (classrooms, labs, lounges, recreation, and space for other types of activities) has been conducted by external consultants on campus. Similarly, market research has also been conducted on campus by hiring consultants from external firms. Replicating both these types of studies on an identified cycle is recommended for reporting of KPI under goal 6.

In addition to these studies, KPI for assessing CSU's physical environment and image are to be assessed by administering locally prepared survey questions to faculty and students. This is necessary because instruments with national norms are not available with the needed level of detail. Questions for such a survey were constructed by USPC and are included in the Appendix. These questions assess the following; (1) input and participation in the campus planning process, and (2) input in designing and satisfaction with on-campus student spaces, beautification of campus, parking, and student housing. This homegrown set of survey questions are to be administered to student leaders by Student Life in Spring semesters. The same questions are to be adapted for assessing faculty feedback through the HERI faculty survey, and included as additional questions at the time of survey administration.

Monitoring progress under *Vision Unlimited* is designed to be an iterative process that fits the on-going and continuously updating nature of the plan itself. It is anticipated that through this planning process many programs and operations on CSU's campus will be enhanced. KPI developed for monitoring the plan will not only capture growth and change, but will also provide an interface with the changing external and internal realities of the campus. This change-and-scan process is intended to guarantee that planning is continuous. The KPI will inform the planning process by generating trends and highlighting areas that are either considered strengths or those that need additional focus.

APPENDIX A

THREE YEAR STRATEGIC PLANNING TIMETABLE

(See following page)

APPENDIX: B

**STRATEGIC PLANNING AND UNIVERSITY REVIEW II
(SPUR II)**

(See following page)

APPENDIX C

THE CONSOLIDATED REPORT: UNIVERSITY RESPONSES TO THE STRATEGIC PLAN

Note: The attached report is a consolidation of 13 reports submitted to the USPC from deans and vice presidents in 2007. Each of these college and division reports were to be consolidations of department and unit reports that had been submitted to the respective deans and vice presidents. The bottom-up approach to strategic planning was preserved as the planning process moved forward.

The following college and division reports for 2007 were submitted to the USPC by the following:

Academic

College of Business
College of Education and Human Services
College of Engineering
College of Graduate Studies
College of Law
College of Liberal Arts and Social Sciences
College of Science
College of Urban Affairs
Continuing Education

Administration

VP for Advancement
VP for Administration
VP for Business Affairs and Finance
VP for Student Affairs and Institutional Diversity

APPENDIX D

KEY PERFORMANCE INDICATORS CHART

(See following page)

APPENDIX E

FACULTY AND STUDENT SURVEY QUESTIONS

(See following page)