

# Strategic Planning at CSU, Northridge

Updated June 27, 2000

## Welcome from the President

One of the most important activities the university will engage in this year is the implementation phase of our strategic planning process. We can look forward to seeing measurable results from all of the strategic thinking and discussion which has been undertaken during recent years and to being well-prepared to display the consequences of our hard work to the team of reviewers who will evaluate us during our ten-year reaccreditation visit by the Western Association of Schools and Colleges.

In the first phase of our strategic planning process, a highly-committed and imaginative committee of faculty, staff and students led us into consideration of our internal and external environments, of anticipated changes in our student population and in the university's role in our community, and of experimentation with new models of teaching and learning. After wide and inclusive campus consultation, we developed the statements of our university's Mission, Values, Vision, and Strategic Themes which immediately became touchstones for our internal planning and resource allocation processes.

In the second phase of strategic planning, we developed the sixteen Goals around which we agreed to organize our efforts to make our university more responsive to students and demonstrably effective, more active in promoting the development of our surrounding community, and more accountable to the people of California. Each of the Goals includes a specific definition by which we will measure success and a date by which we commit ourselves to achievement of the Goal, and we chose five of them for concerted attention in the immediate future. We identified Goal Leaders and members of Goal Teams and provided funding to support these Goals. In addition, each of the divisions and colleges of the university undertook the development of their own strategic plans tied to the university plan but also built on the particular strengths and capacity of that unit.

In the most exciting and tangible third phase we are now beginning, we will identify additional all-university Goals for particular attention, complete work on the divisional and college plans, and initiate the development of departmental strategic plans. With such extensive and thorough integration of strategic planning activity into the daily work of the university, I am confident that we will see increasing evidence of the ways in which our overarching Mission to help students realize their educational goals' illuminates every aspect of our institutional life and work. Our major investment in strategic planning has helped us to be more conscious of our shared commitments and to infuse the high ideals of our Vision and Values into every undertaking. We have every reason to be confident and proud of the strategic directions we have chosen and I am extremely grateful to be able to work with the university community this year to the realize the promises we have made to our students, our community and ourselves.

Louanne Kennedy  
Interim President  
September 1999

## **Mission**

**California State University, Northridge exists to help students realize their educational goals. The University's first priority is to promote the welfare and intellectual progress of students.**

To fulfill this mission, we design programs and activities to help students develop the academic competencies, professional skills, critical and creative abilities, and personal values of learned persons who live in a democratic society, an interdependent world, and a technological age; we seek to foster a rigorous and contemporary understanding of the liberal arts, sciences, and professional disciplines, and we believe in the following values:

## **Values**

### **COMMITMENT TO TEACHING, SCHOLARSHIP, AND ACTIVE LEARNING**

We demonstrate excellence in teaching. We honor and reward high performance in learning, teaching, scholarship, research, service, and creative activity. Because the quality of our academic programs is central to our mission, we encourage intellectual curiosity and protect the multiple expressions of academic freedom.

### **COMMITMENT TO EXCELLENCE**

We set the highest standards for ourselves in all of our actions and activities and support the professional development of faculty, staff, and administrators. We assess our performance so that every area of University life will be continually improved and renewed. We recognize and reward our efforts of greatest distinction and through them provide state and national leadership.

### **ALLIANCES WITH THE COMMUNITY**

We seek partnerships with local schools, community colleges, businesses, and government and social agencies to advance the educational, intellectual, artistic, civic, cultural, and economic aspirations of our surrounding communities.

### **RESPECT FOR ALL PEOPLE**

We aspire to behave as an inclusive, cooperative community. Our behaviors, policies, and programs affirm the worth and personal dignity of every member of the University community and contribute to a campus climate of civility, collegiality, tolerance, and reasoned debate.

### **ENCOURAGEMENT OF INNOVATION, EXPERIMENTATION, AND CREATIVITY**

We seek to provide an environment conducive to innovation, experimentation, and creativity. We encourage all members of our community to take intellectual and creative risks and to embrace changes that will enhance the fulfillment of the University's mission.

## Vision

California State University, Northridge is inspired by the belief that our commitment to educational opportunity, inclusion and excellence will extend the promise of America to succeeding generations.

Our graduates will be the vanguard of leaders for the next century - committed to sustaining a democracy in which diverse people share in the rights and responsibilities of citizenship, proficient in applying technology to wise purposes, and dedicated to securing a humane world community and sustaining the bounty of the Earth.

As an institution of higher learning

**We will** be a high performing, model university in which student achievement levels are among the highest of peer universities;

**We will** create a community of shared values in which faculty, students, staff, administrators and alumni will experience personal satisfaction and pride in our collective achievements;

**We will** be the first choice for university applicants who seek a rigorous, collaborative teaching / learning experience in a technologically rich environment;

**We will** be the leader in enhancing the educational, cultural and economic resources of our region; and

**We will** receive local and national recognition for our distinctive achievements in teaching, learning, scholarship and service.

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