



California
State
University,
Chico

The
Strategic
Plan

for the
Future

Today Decides Tomorrow



October 9, 1995

Dear Friends and Colleagues:

I am pleased to present to the campus and our many constituencies "The Strategic Plan for the Future of CSU, Chico." When I arrived at CSU, Chico two years ago, I was delighted to find that a number of very important discussions about the future of our campus were already underway. In my first year I commissioned a representative group to examine a wide range of issues, and they produced the "Task Force Report on the Future of CSU, Chico." This year, of course, we have been engaged in the self-study phase of the upcoming WASC accreditation visit. Each of these processes, and several others as well, involved scores of people: the Senate, students, faculty, staff, administration, alumni, and community leaders.

These efforts have clarified my own thinking and have converged on a number of common aspirations. Thus, after these very active years, I am now confident that "The Strategic Plan for the Future of CSU, Chico" contains both my vision of the kind of institution I hope CSU, Chico can become and a set of reasonable steps to take in getting there. I am not suggesting that these steps will be easy, but I do believe that their anticipated destination makes it imperative that we take them. I know I can count on all of you to help us achieve the vision of CSU, Chico inherent in this statement.

Sincerely,

Manuel A. Esteban
Manuel A. Esteban
President

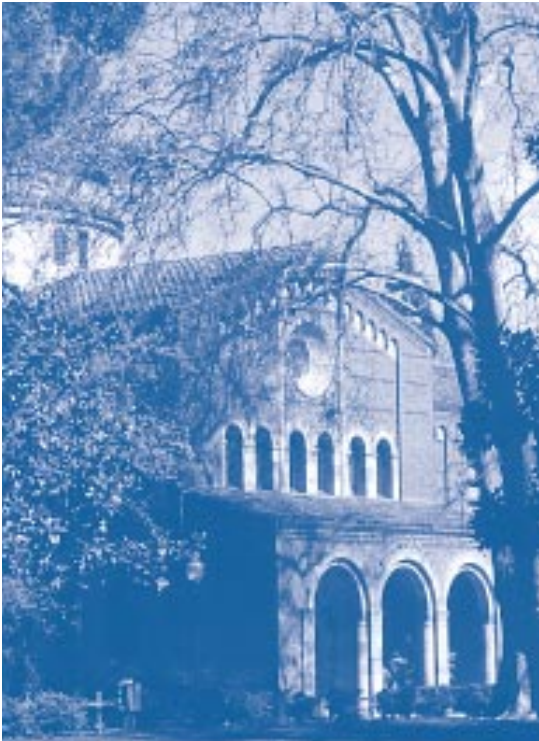
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Introduction

“*T*oday Decides Tomorrow” reads the inscription above the doors of Kendall Hall at the CSU, Chico campus. It is the motto of a university that focuses on the future while carrying forward the best of its past.

In this strategic plan we share with the community our vision of that future. We highlight the actions we propose to take today so that tomorrow we may find ourselves in that envisioned future.

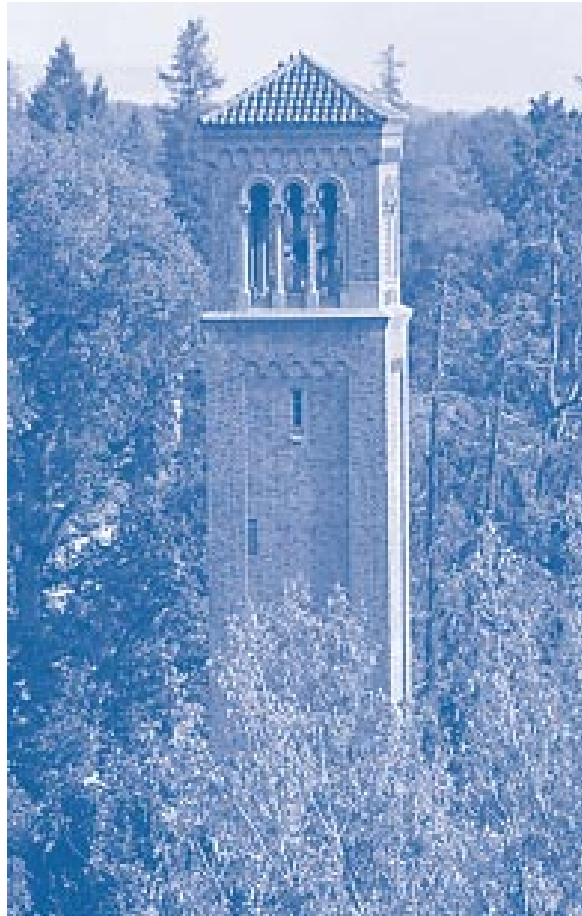
We consider this document a “work in progress.” It represents one phase in our ongoing efforts to position CSU,



Chico to meet changing and often elusive internal and external challenges. We look forward to seeing its agenda evolve as we make further decisions, assess our progress, and continue to strive to accomplish our tasks. We invite your participation in and support for the actions and efforts described in the following pages.

Our Vision

California State University, Chico sees its unique residential situation as an opportunity to create an intensive, high quality learning environment. We are able to create a vital and collaborative community of active and involved students. We have a well-respected and caring faculty, a superior support staff, and innovative leadership together with cutting-edge learning and information resources—all placed within a beautiful and engaging physical environment. In such an enriched community, we hope to stimulate intellectual rigor, moral development, and creative accomplishment and to evoke callings to imaginative citizenship in the worlds beyond the University. We aspire to be the university of choice for all those seeking these strengths.



Today Decides Tomorrow

Our Mission

California State University, Chico is a comprehensive university serving Northern California and other regions of the State, as well as the nation and the world, through instruction, research, and public service.

Our first priority is the education of our students by creating and maintaining selected quality undergraduate and graduate programs. We will be known for the purposeful integration of liberal and applied learning that provides our students with the knowledge, skills, and moral and intellectual virtues that form the basis for life-long learning and contribution.

We affirm the importance of scholarship and public service. We support the exploration of the frontiers of knowledge, the integration of ideas, the connecting of thought to action, and the inspiring of students. We make the results of these academic efforts available for public



scrutiny by all our constituents. We will maintain extensive continuing education and public service programs that serve the needs of our varied constituencies.

Our Priorities

- To create and enhance innovative, high quality, and student-centered learning environments.

CSU, Chico, above all else, is a center for active and ongoing learning for students as well as for faculty and staff. We actively create and nurture innovative and stimulating learning and working environments. At the core of these activities is our historic commitment to excellence in teaching and learning. We will, therefore,

- Use student outcomes and program assessment and resource allocations to ensure the quality of our selected undergraduate and graduate programs
- Rededicate ourselves to student learning by re-examining the total educational experience of our students, including the general education program, for its rigor and excellence
- Create an electronic learning community that links knowledge, curricula, and students
- Introduce our students to the rich and diverse world culture of the twenty-first century by emphasizing the importance of internationalism, multiculturalism, and diversity in campus life
- Create an enhanced culture of learning on campus through the Center for Excellence in Learning and Teaching
- Ensure the maintenance of a vibrant library collection and system as a center for learning and research
- Explore alternative teaching and learning relationships that focus on student learning outcomes rather than solely student/faculty classroom hours
- Develop programs to attract high achieving students to Chico and provide students the opportunity to graduate in four years
- Provide adequate campus housing to meet future student demand
- Maintain and enhance the physical beauty of the campus

2. To invest in faculty and staff development and renewal.

We recognize that the quality of our educational efforts are inextricably linked to the quality of our faculty and support staff. We will invest more systematically and more significantly in individual and organizational renewal. In particular, we will

- Work to institute and fund systematic staff development and renewal plans in each unit of the University
- Encourage faculty involvement in the Center for Excellence in Learning and Teaching
- Develop a Master Teacher program to provide recognition and support for our outstanding instructors
- Support faculty involvement in the Technology and Learning Program
- Redesign the retention, tenure, and promotion process to encourage varieties of professional development
- Realign the faculty reward system with development and renewal goals
- Use the faculty merit compensation system to reward and encourage excellence in instruction, scholarship, and service
- Develop and implement an annual Professional Activity Report for all faculty, which will include a teaching and research portfolio
- Encourage and support all forms of research and scholarship, including both traditional scholarship and externally funded research
- Encourage the use of soft money to support faculty development and renewal efforts
- Award sabbaticals to help achieve University and college strategic goals
- Judiciously use assigned time for development and renewal activities and hold recipients accountable for achievement of goals

3. To enhance academic programs by building a state-of-the-art technological learning environment.

The technology revolution is bringing about dramatic changes in our educational processes. We are building an enhanced learning environment that includes new educational technology in the classroom, the development of an electronic learning community, and the creation of methods to support the growing technological infrastructure. We will

- Make information technology the distinctive advantage of our campus
- Provide and maintain an appropriate, networked microcomputer on every faculty member's desk
- Provide faculty and staff development support in learning and information technologies
- Move toward an environment in which every incoming student will have access to a personal computer
- Develop uniform and user-friendly navigational pathways to local and remote information resources
- Implement a universal electronic mail, collaboration, and communication system for faculty, students, staff, and administrators
- Maintain and further develop the electronic infrastructure of the campus to support new information technology initiatives
- Develop and maintain state-of-the-art distance education services and expand course offerings
- Develop additional partnerships with corporate leaders in information technology to further our information technology goals and accomplishments

4. To reaffirm the role of CSU, Chico as the anchor institution of the region and develop positive links to our community and region.

CSU, Chico is the anchor institution in Northern California. This is an important role to us, and we will continue to meet the needs of the region while serving the needs of our students. To do so, we will

- Facilitate the creation of the Northstate Educational Reform Consortium
- Create a CSU, Chico Education Services Center—single point of contact for anyone and everyone in the Northstate educational community to access the rich resources of the campus
- Ensure a seamless curriculum from kindergarten through college graduation by maintaining disciplinary connections among public school, community college, and university faculties
- Support and expand internship, experiential, and service programs for our students
- Work in partnership with the City of Chico to preserve the vitality of the downtown and surrounding residential areas, consistent with our academic mission
- Consider appropriate regional outreach and interaction as an important component of the strategic planning of selected academic units
- Participate in economic development projects consistent with our academic missions
- Establish electronic services to the region through Information Resources
- Encourage participation in performing and fine arts programs, athletic events, and University Public Events programs

5. To diversify our sources of revenue and strategically manage the resources entrusted to us by the State and the people of California.

As state support for our activities continues to decline over time, we need to diversify the University's sources of revenue. A secondary management challenge facing CSU, Chico is the allocation and reallocation of resources in ways consistent with the University's missions. In recognition of these challenges, we will

- Execute bold initiatives in the areas of fundraising and university advancement at both the university and college levels
- Further encourage and support grants and contracts activities among our faculty and staff
- Launch a sustained student recruiting effort to ensure a stable, predictable, high quality, and diverse student population
- Support Associated Students' plans to expand the student union and recreation facilities, and their plans to network the campus
- Encourage all university units to adopt an operating philosophy of serving the instructional mission of the University
- Install a decentralized performance-based budgeting system that links resource allocation to the accomplishment of university priorities
- Foster a culture of evidence through the installation of formal assessment and measurement systems
- Seek ways to reduce unnecessary costs in all university operations and administrative units



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