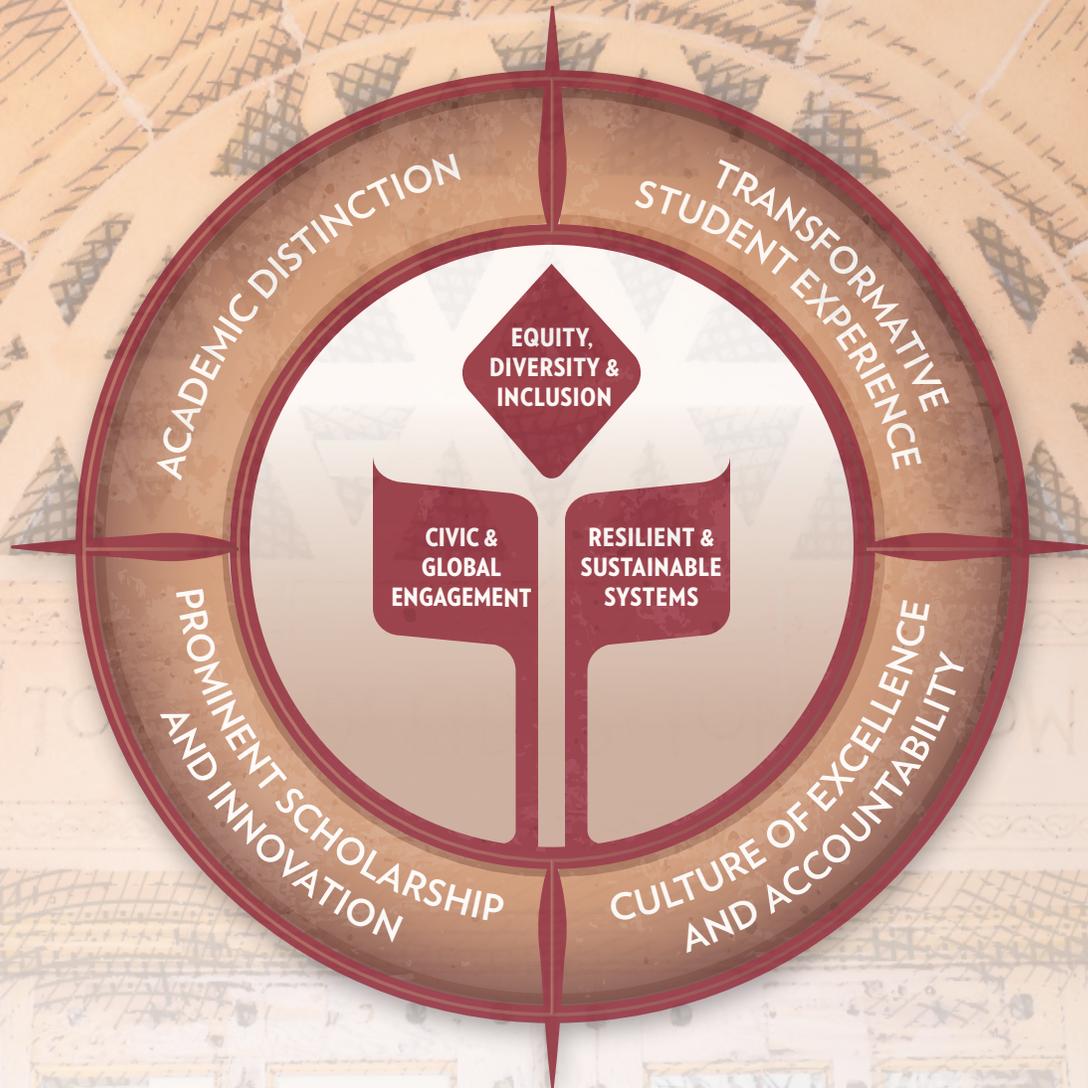


CALIFORNIA STATE UNIVERSITY, CHICO

STRATEGIC PLAN 2019-2024



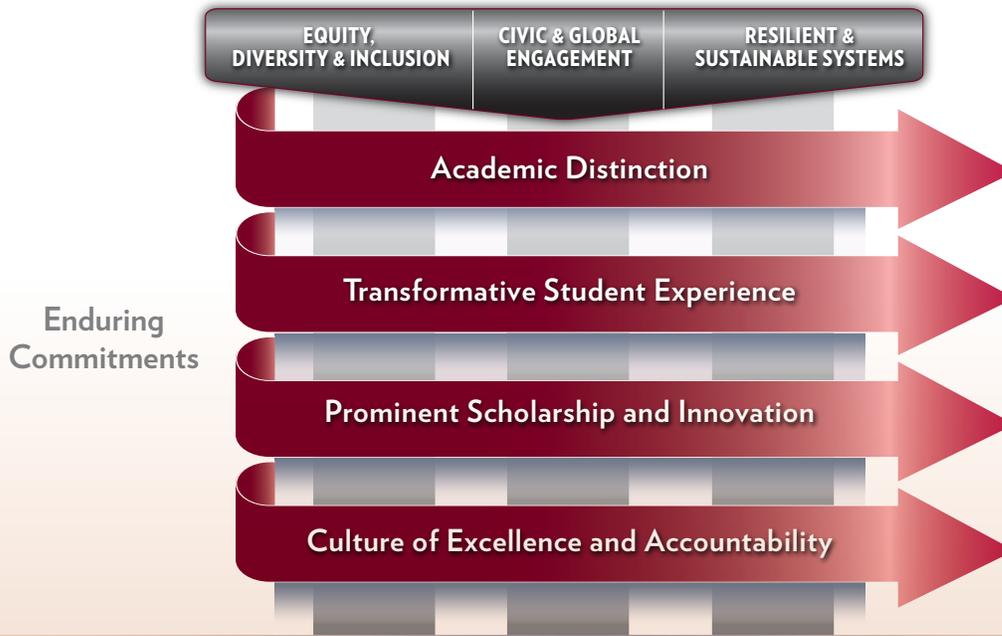
MISSION

Chico State is the comprehensive university of the North State with a global reach. Through excellence of inquiry, innovation, and experiential learning, we develop students who are critical thinkers, responsible citizens, diverse leaders, and inspired stewards of environmental, social, and economic resources.

VISION

Chico State will be known as a preeminent university solving the unprecedented challenges of the 21st century.

Strategic Priorities



STRATEGIC PRIORITIES

All of Chico State's priorities are predicated on the primacy of student success enabled by excellence of faculty and staff as well as communication, technology, and philanthropy.

EQUITY, DIVERSITY, AND INCLUSION

Cultivate and nurture a welcoming and inclusive campus where students, faculty, and staff have an equitable opportunity to thrive.

- Recognize that historically underserved students have not had equal access or opportunity for educational success
- Maximize the recruitment, retention, support, and graduation of diverse students
- Eliminate achievement gaps by providing excellence in education and support to all students
- Promote hiring and retention of staff and faculty that contribute to a diverse and inclusive community that reflects student demographics
- Develop and enhance policies, programs, and activities that support an inclusive, accessible, and equitable learning and working environment
- Honor the distinct values, beliefs, identities, and cultures of our students, faculty, staff, and community
- Address real-world issues of equity, diversity, and inclusion through interdisciplinary and international experiences
- Cultivate an environment that embraces diversity of thought, freedom of expression, and respect for others

CIVIC AND GLOBAL ENGAGEMENT

Build stronger and more vibrant communities by connecting the University and community in mutually beneficial ways to effect meaningful change in the world around us.

- Emphasize University-community partnerships that are collaborative, participatory, empowering, systemic, and transformative
- Engage students, faculty, staff, and community members through experiential learning and internship opportunities with the communities of the North State and beyond
- Create an environment committed to the active pursuit of global engagement, service, social justice, and connectedness
- Instill a culture of philanthropy and social engagement
- Broaden opportunities for civic and global engagement in our academic programs

RESILIENT AND SUSTAINABLE SYSTEMS

Advance environmental, social, and economic sustainability, while striving toward a just and resilient future.

- Work to be climate neutral by 2030
- Cultivate knowledge, research, and practice to increase awareness that our individual and collective actions have impact regionally, nationally, and globally
- Be wise stewards of resources and embrace sustainability and resilience as a way of living
- Integrate sustainability and resilience into curriculum, research, and campus operations to better serve students and meet the needs of society
- Recover and adapt to significant difficulties or challenges and recognize our responsibility to forge resiliency in the communities we serve



ENDURING COMMITMENTS

Enduring commitments are time-honored promises we make to students and each other. They are the building blocks for a high-quality college education and essential ingredients to student success.

ACADEMIC DISTINCTION

Provide high-quality undergraduate and graduate programs through innovative pedagogy, experiential learning, and leading-edge scholarship.

- Foster student success and educational equity through inclusive pedagogical approaches, high-impact practices, and the intelligent use of data
- Deliver interdisciplinary experiences that prepare students for success in the global economy and develop the collaborative and critical thinking skills to solve the challenges of the future
- Assess, restructure, and develop academic programs that are especially innovative and include student-engaged scholarship that challenges the boundaries of knowledge
- Invest in faculty and staff growth to develop renowned programming that elevates our academic reputation

TRANSFORMATIVE STUDENT EXPERIENCES

Enrich student well-being and drive intellectual curiosity and engagement through caring and empowering relationships and co-curricular experiences.

- Engage students in collaborative curricular and co-curricular educational experiences that empower them to be successful in their careers, personal lives, and communities
- Coordinate and continually improve academic and support services that maximize comprehensive student well-being
- Increase opportunities and reduce barriers to graduation so students complete their degrees in a timely manner
- Develop compassionate and committed citizens with local, national, and global awareness and competency
- Advance opportunities for Student Affairs and Academic Affairs to collaborate on mutually beneficial outcomes for students

PROMINENT SCHOLARSHIP AND INNOVATION

Enhance and increase distinctive research and creative endeavors.

- Be a premier university where faculty and staff are recognized as regional, national, and global leaders in their fields
- Leverage curiosity toward scholarly activity to drive student engagement, retention, and success
- Encourage and support faculty to advance knowledge in their fields and integrate that scholarship into their teaching
- Integrate and embed new and innovative technologies throughout the institution in support of high-quality learning environments, effective processes, and excellent service
- Increase research, grant, and contract activities among our faculty, staff, and students

CULTURE OF EXCELLENCE AND ACCOUNTABILITY

Improve academic, operational, and financial processes to ensure wise stewardship and enduring use of all resources to sustain as one University.

- Ensure that academic priorities and student success guide our plans, policies, and processes
- Implement strategic enrollment management practices that prioritize and balance institutional goals
- Continuously improve institutional effectiveness and student outcomes through process improvement and data-driven assessment of programs, systems, and initiatives that are innovative and transformative
- Foster an entrepreneurial environment among faculty, staff, and students to enhance campus opportunities and reputation
- Promote collaboration and shared governance while developing an informed community through transparent and broad communication
- Commit to a consistent Chico State identity message through the development of a cohesive positioning framework, which aligns and expresses the University's distinctive qualities and attributes
- Promote a culture of wellness where students, faculty, and staff work in and benefit from a safe and healthy University community
- Hold ourselves to high standards of professional behavior, ethics, and accountability
- Foster a culture of philanthropy and execute bold advancement initiatives to diversify and expand University revenue sources



The Time is Now

The Strategic Plan is the first step in our journey toward distinction, where students earn a premier education through leading-edge instruction, service, and scholarship.

The undertaking of strategic planning has been the most inclusive process that Chico State has seen to date. At its conclusion, the Strategic Plan had over 750 participants and generated more than 4,000 lines of data. The planning process was characterized by consensus-building, community involvement, data utilization, shared governance, and transparency.

Our resulting plan is captured visually in the shape of a matrix. Three strategic priorities flow through a foundation of what will be recognized as our four "enduring commitments."

Enduring commitments are time-honored promises we make to students and each other. They are the building blocks for a high-quality college education and essential ingredients to student success. Enduring commitments power the mission of the University, and they fuel students' drive for success.

The new strategic priorities are grounded in our four enduring commitments. These priorities will provide the University with focus as we aspire to achieve our new vision. They are predicated on the primacy of student success enabled by the excellence of faculty and staff, as well as communication, technology, and philanthropy. In our matrix, each priority is equally weighted.

We educate the most ethnically, economically, and academically diverse student body in the University's history. We are adapting and learning right along with our students how to serve them best. To be the best, we must ensure an inclusive and equitable campus where everyone has the opportunity to strive and thrive.

We are now developing specific measurable, assignable, realistic, and time-bound goals to hold ourselves accountable to these University priorities and commitments. We are beginning to write the story of our institutional journey to prominence. Together, we will transform tomorrow.

—President Gayle Hutchinson



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