

Criterion Five Conclusion

The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

Assurance Evidence

CSU has organized and utilized its resources consistent with its mission and an institution-wide commitment to excellence. It operates with a balanced budget and maintains sufficient reserves for emergency needs. Remarkable resilience has been demonstrated in the face of severe economic challenges to sustain programs while controlling the cost of education and continue to improve the quality of educational programs. Bonding for facilities capital has enabled us to construct (new and revitalized) excellent physical facilities that meet the basic needs of programs. We are actively engaged in planning for the future through refinement of the Strategic Plan, updating facilities plans, and evaluating all capacities of the institution for accelerated growth in a process known as CSU 2020. These patterns of evidence suggest CSU fulfills the requirements of Criterion Five.

Strengths

- CSU has strong academic and administrative leadership in place. Leaders are visionary, respected, openly communicative and highly credible with all stakeholders, and focused on improving the quality of student learning and the rate of student success as proposed by significantly improving the six-year graduation rate.
- Systematic planning processes are in place and are frequently updated based on evidence-informed evaluation of performance and improvements.
- The total cost of education has been maintained at an even level (inflation-adjusted) for approximately two decades, despite losses in the amount of state support, but resulting in a shift of more cost to the students.
- CSU maintains a high level of integrity in its resource management and public accountability, resulting in conservative management of resources and sustainability in face of external economic challenges.
- CSU values its human resources and focuses on creating and maintaining an exemplary workforce through enhancing benefits, providing innovative professional development opportunities, and creating a work environment that enables success of each employee.
- The University has instituted innovative funding mechanisms and practices that have allowed us to significantly expand and improve facilities to better serve all programs and promote efficient, sustainable use of resources, despite limited state support for construction and maintenance.
- State-of-the-art technologies have been implemented and, in some cases, pioneered, to efficiently and effectively access, warehouse, manage, share, and disseminate information consistent with the highest expectations of the digital age.

Challenges

- CSU faces the continuing challenge of sustaining the institution in face of changing resource streams, most notably a significant reduction in state funding support. CSU will be challenged to preserve quality and affordability while continuing to emphasize efficiencies, reallocations, and cultivation of new streams of revenue such as increased private fund raising, strategic partnerships, and increased non-resident and international student enrollment.
- Leadership must remain vigilant to recognize and respond nimbly to unanticipated opportunities and challenges.

Future plans for enhancement

Area 4: Sustainability, Accountability, and Infrastructure of the *Strategic Plan* identifies the specific goals and strategic initiatives that the University has identified for continuous improvement. The CSU 2020 exercise looks farther into the future, emphasizing an analysis of capacities to support enrollment growth and ensure revenue needs. The following strategic

initiatives are proposed priorities for the 2013-14 year:

- Transform CSU into the best place for women to work and learn by implementing the women's initiatives as recommended by the President's task force.
- Focus on increasing the diversity, primarily racial and ethnic, of the faculty through the opportunity of increased faculty hiring supported in the FY14 budget; and increase overall diversity efforts through expansion of the position of Vice President for Diversity from half-time to full-time.
- Continue to enhance a campus culture that assimilates and values adjunct faculty.
- Provide more supporting services for students with complex needs, with a special focus on student mental health.
- Position enrollment management to be more strategic in fostering enrollment growth that maintains land-grant access to higher education, sustains revenue resources, and ensures student success.

Sources

 Strategic Plan 2012 (Page 25)