

# ***CALIFORNIA NORTHSTATE UNIVERSITY***



## **STRATEGIC PLAN**

**2023 - 2028**

# Goal 1: Student Success and Educational Effectiveness

**Chair: Islam Mohamed**

**Goal Statement: CNU will maximize student success and educational effectiveness by promoting academic achievement, well-being, equity, and engagement while continuously improving teaching practices and integrating innovative technologies.**

KPIs	Metrics:
1. On time graduation rates and attrition across CNU Colleges	Maintain regular program reviews Maintain on-time graduation and attrition targets
2. Passing rates for programmatic assessments	Colleges maintain licensure targets Maintain target on internal competency exams
3. First time pass rates on professional licensure exams	Maintain first employment placement rates and salaries Maintain Post Graduate Training placement rates
4. Baccalaureate degree graduation rates	
5. Professional school graduation rates	
6. Job placement and salary rates for graduates	

## **Objective 1.1: Maintain CNU student success and support services.**

- 1.1.1 Support students with learning challenges across CNU colleges.
- 1.1.2 Support student wellness & counseling services for CNU students.
- 1.1.3 Establish and publish an annual calendar of university student advising events across colleges.

## **Objective 1.2: Integrate emerging innovative technologies and teaching practices in curricula.**

- 1.2.1 Continue to deploy appropriate technological infrastructure to support distance education initiatives.
- 1.2.3 Provide introductory seminars for students, faculty & staff members on AI, telehealth, remote health services and other emerging technologies.

## **Objective 1.3: Promote a positive, diverse, equitable and inclusive learning environment.**

- 1.3.1 Map & update curricular coverage on DEI areas across CNU programs.
- 1.3.2 Engage CNU colleges and organizations in DEI collaborations.
- 1.3.3 Establish proactive DEI assessment mechanisms for both faculty & students.
- 1.3.4 Review & update CNU policies to ensure the development of enablers to foster DEI culture.

## Goal 2: Research and Scholarly Activities

Chair: James Chan – ORSP

**Goal Statement: Develop, support, and sustain innovative, collaborative approaches for research and scholarly activities in health & administrative sciences and education.**

KPIs	Metrics
1. Number of faculty/students applying for external grants	Increase in number of external grants and contracts
2. Number of faculty/students applying for internal grants	Increase in number of peer reviewed publications
3. Number of faculty/students publications in peer reviewed journals	Increase in number of presentations
4. Number of faculty/student presentations	Increase in IDC generation
5. Number of dissertations successfully defended	Increase in attendance of CNU research seminars, research symposium, and research training
6. Number of research experiences available to students (internal and external)	Increased usage of mentorship program
7. Recruitment of externally funded researchers	

**Objective 2.1: Increase faculty productivity in discipline-related research and other scholarly activities.**

- 2.1.1 Incentivize faculty to apply for external funding and support innovative studies.
- 2.1.2 Showcase and celebrate research & scholarship successes.
- 2.1.3 Establish university-level seed grant funding using indirect costs.
- 2.1.4 Recruit faculty with transferrable grants and funded research aligned with CNU's research objectives.
- 2.1.5 Develop policies and procedures which support usage of CNU research facilities/resources by external users.
- 2.1.6 Track all faculty members attending and/or participating in training and mentorship programs offered by the CNU Office of Research.
- 2.1.7 Create a CNU research and scholarship website which provides resources, and information to promote students and faculty participation.

**Objective 2.2: Enhance infrastructure and resources to support student research and scholarship.**

- 2.2.1 Generate a CNU research annual report with a table of internal and external PIs available to support student research.
- 2.2.2 Provide university level training to help meet student research and scholarship needs.
- 2.2.3 Track the results of university-supported student research.

# Goal 3: Patient Care and Service

Chair: Christine Deere

**Goal Statement: CNU will integrate the development of the art & skills for compassionate patient care and service into the curriculum.**

KPIs	Metrics
1. Number of faculty in clinical practice	Increase in number of faculty practice sites
2. Number of community partnerships	Increase in number of student clinical sites
3. CNU provided community health services	Increase in number of CNU community health services

**Objective 3.1: Curriculum Committees will further integrate advanced service-learning opportunities into curriculum.**

- 3.1.1 Collaborate with healthcare institutions and practitioners on educational opportunities and health enhancement.
- 3.2.1 Encourage and track students participating in service-learning endeavors with well-defined learning objectives.

**Objective 3.2: Continue to invest in professional identity formation.**

- 3.2.2 Ensure that students understand and demonstrate professionalism.
- 3.2.2 Equip students to understand the science of providing patient care.
- 3.2.3 Equip students to understand the art of humanistic patient care.
- 3.3.3 Ensure that students understand factors that contribute to quality affordable healthcare.

## Goal 4: Campus Excellence

Chair: Damon Meyer

**Goal statement: CNU will achieve workplace excellence by fostering a culture of collaboration, collegiality, innovation, and continuous improvement.**

KPIs	Metrics
1. Internal/external faculty satisfaction survey results	Retention rates of faculty >70% over 3 years
2. Internal staff satisfaction survey results	Retention rates of staff >70% over 3 years
3. Internal performance evaluation results	Faculty and staff skills are matched to job descriptions DEI resources provided to all employees

**Objective 4.1: Create a work environment that values collaboration, collegiality, innovation, continuous improvement, and personal wellness.**

- 4.1.1 Provide internal workshops advancing collaboration, innovation, continuous improvement, and personal wellness.
- 4.1.2 Establish competitive funding for professional development in workplace excellence for all CNU colleges.
- 4.1.3 Promote a warm, welcoming, and good spirited work environment while maintaining accountability for members of teams and individually.

**Objective 4.2: Responding to faculty and staff feedback.**

- 4.2.1 Evaluate and utilize employee input in planning processes to continually improve the workplace.
- 4.2.2 Assess and communicate annual employee satisfaction regarding work climate and document results for continuous improvement.

**Objective 4.3: Embrace diversity, equity, inclusion, and performance excellence.**

- 4.4.1 Maintain a culture of diversity, equity, and inclusion by implementing the DEI strategic plan.
- 4.4.2 Provide employees annual performance feedback based on functional KPIs.
- 4.4.3 Provide student feedback on professional achievement, defined as individual effort, taking responsibility for learning, self-discipline, respecting authority, and being engaged with diversity, equity, and inclusion.
- 4.4.4 Provide DEI resources on CNU website.

## Goal 5: Infrastructure

Chair: Pete Tenerelli

**Goal Statement: CNU will maintain a robust and sustainable infrastructure that supports growth, meets the needs of the institution, and ensures the efficient and safe functioning of essential systems and services.**

KPIs	Metrics
1. Use of KPIs in performance evaluations	KPI performance targets met
2. Data dashboard data	Data report requests
3. Social media impact and reach	Social media engagement numbers
4. Use of shared services	Shared service utilization
5. Use of PowerBI	Number of decisions made using Power BI data

### **Objective 5.1: Promote employees' functional area performance through regular assessment of Key Performance Indicators**

- 5.1.1 Improve the understanding and use of KPIs in the academic and administrative education support services.
- 5.1.2 Implement the CNU institutional data dashboard in all functional areas.
- 5.1.3 Continue to develop and assess all functional areas.
- 5.1.4 Administer accountability at all levels of the functional areas.

### **Objective 5.2: Provide resources that support communication infrastructure.**

- 5.2.1 Refine campus emergency communication implementation.
- 5.2.2 Enhance Website management and updates.
- 5.2.3 Establish a social media presence to promote the CNU brand in the community.

### **Objective 5.3: Provide informatic resources to stay mission relevant.**

- 5.3.1 Maintain PowerBI analytics to support the decision process.
- 5.3.2 Utilize and maximize shared services university-wide to improve operational and financial efficiency.

## Goal 6: Financial and Sustainable Growth

Chair: Eric Tam

**Goal Statement: CNU will achieve financial and sustainable growth by implementing responsible financial practices, promoting innovation, and balancing programmatic growth with economic and social considerations to secure long-term prosperity.**

KPIs	Metrics
1. Enrollment in new and short-term programs	New programs breakeven after per proforma in 36 months
2. Entering student qualifications	Self-sustaining per proforma in 36 months
3. Internal faculty and staff satisfaction data	Increase in alumni giving
4. Alumni Giving	Retention rates of faculty Retention rates of staff

**Objective 6.1: Develop revenue generating programs that successfully meet institutional sustainability and viability.**

- 6.1.1 Establish and implement plans to expand revenue streams through new programs and ventures.
- 6.1.2 Perform annual competitive analysis to ensure program differentiation.
- 6.1.3 Establish professional consulting services that leverage the expertise of faculty.

**Objective 6.2: Develop and maintain effective strategies to optimize University operations and resource allocation.**

- 6.2.1 Increase CNU fundraising and student scholarship programs.
- 6.2.2 Develop, document, implement, and train stakeholders on standards of operations for essential functions within the framework of policy and procedure, management, administration, and leadership.

**Objective 6.3: Develop and expand the University infrastructure and support services to advance institutional growth.**

- 6.3.1 Work with the University Advancement Office to promote alumni relations.
- 6.3.2 Foster strong relationships with community stakeholders.
- 6.3.3 Establish University marketing and communications office for internal and external communications.
- 6.3.4 Leverage technology interface for software to function effectively across essential functional areas.

**6.4: Develop a succession plan**

- 6.4.1 Develop a succession plan for long-term continuity and sustainability. [OBJ]
- 6.4.2 Select a candidate's pool for waves of succession.

