California State University, Northridge

Objectives Toward President’s Priorities for *University Corporation*\(^1\)

2005-07

(NOTE: clicking on each of the goals below brings you directly to their objectives.)

Goal 1: Increase graduation rates and reduce time to graduation. ......................... 2

Goal 2: Raise 10 to 15% of our state budget in private funds (or) consistently improve the amount of contributed funds the campus raises................................. 2

Goal 3: Become a user-friendly campus. ............................................................... 4

Goal 4: Continue to strengthen the connection between the University and the community, as well as relationships within the campus community......................... 5

Goal 5: Be an effective organization known for team collaboration..................... 7

Learning Centered University ................................................................................. 7

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\(^1\) Objectives were prepared by each division for discussion at the June 2005 President’s Cabinet Retreat. Objectives in italics were added as a result of discussion at the Retreat.
Goal 1: *Increase graduation rates and reduce time to graduation.*

Not applicable

Goal 2: *Raise 10 to 15% of our state budget in private funds (or) consistently improve the amount of contributed funds the campus raises.*

2.1. examine with TUC, GRIP, et al. grant policies
   2.1.1. revisit ICR splits: 70% to admin, @15% to released time, 15% to colleges:
       rationale for splits—best way to stimulate research?
       2.1.1.1.pre-award: investigate—and re-align pre-award—to catch matches,
       sub-contracts, partners, etc.
   2.1.2. post-award: management training for PIs; improve fiscal controls
       2.1.2.1.work with deans to differentiate grants from contracts

2.2. with GRIP and Adv, manage Minimed grant disbursements
   2.2.1. clarify grant vs. gift

2.3. initiate with Adv TNE plan for $400k-1,000,000 by ’07

2.4. with Adv, put in place dean/DOD training module: case studies of best and worst practices: how to focus on large donor cultivation

2.5. with Adv, improve communication loop between the divisions at the level of the colleges

2.6. begin a plan—not feasible to implement though in ’05-06—to set aside large-grant match dollars.

2.7. with Adv, coordinate DoD hires in MDCoE, CoSaM, and HHD

2.8. align building plans for CoSaM with development
   2.8.1. with Adv and A/F, plan for PAC:
       2.8.1.1. do org chart
       2.8.1.1.1.make plan for subordinating current PAC to new PAC
       2.8.1.1.2.allow for sponsor and/or community role in governance
       2.8.1.2. do pro forma
       2.8.1.2.1.project central subsidy needed
       2.8.1.3. project/scope programming
       2.8.1.3.1.plan scaling of season, from ’07 on

2.9. AA and UA develop a plan for appropriate training at other levels of AA. Also involve SA.

2.10. *Stewardship of gifts in-kind (HH ask Deans)*
University Corporation

Goal 2: Raise 10% of our State budget in private funds (or) consistently improve the amount of contributed funds the campus raises.

TUC GOAL: Assist in increasing external grant funding by creating a post-award infrastructure (staff, facilities, equipment) to support faculty in obtaining external funding.

TUC will maintain its ongoing efforts to continually improve service to project directors and staff by facilitating user feedback and effectively fine tuning TUC systems. TUC will continue to solicit feedback and suggestions via the Ad Hoc Committee on Sponsored Programs, open forums and Principal Investigator (PI) surveys. The goal is to maintain open, positive interaction with PI’s, seek input on TUC services related to grants and contracts, and implement recommendations that will increase service to the campus community.

Assessment. As part of its annual strategic planning update and prior year assessment, TUC will document all operational improvements and conduct a service survey of PI’s.

LCU Context. Grants and contracts administered by TUC provide opportunities for students to gain hands-on experience and participate in cutting edge research in their chosen fields of study. Stipends are often provided to those students, minimizing financial stress and allowing the students to focus on learning.
Goal 3: Become a user-friendly campus.

All Divisions

Within divisions in 05-06, ongoing informal assessment of user-friendliness among faculty, staff, students.

University Corporation

TUC GOAL: Reduce Bookstore Lines.

Continue to maintain the target goal of an in-line wait of no more than fifteen minutes at any time during the two “Rush” periods each year (first week of Fall and Spring semesters). This will be accomplished by maximizing space within the bookstore, as well as the adjacent concourse. More registers may be added for purchases, buyback, returns and online order pick-up.

Assessment. Annually measure duration of the in-line wait at peak periods, with the goal of reducing the wait period.

TUC GOAL: Implement a Campus-wide Meal Plan.

Currently the residential dining plan is limited to Geronimo’s and La Tienda in the Satellite Student Union and The Pub in the USU. Expanding the plan so that participants can dine at the Sierra Center, the Exchange and the Matador Bookstore Complex will improve the program and enhance the quality of campus life for meal plan participants. There are operational, financial and policy level steps that must be taken over the next few years to allow the meal plan to go campus-wide.

Assessment. Successful implementation of a Campus-wide Meal Plan by 2010, or sooner.

TUC GOAL: Implement a Campus Debit Card.

Design and implement a campus debit card to provide a convenient non-cash option for making on-campus food purchases.

Assessment. Successful implementation of a campus debit card by Spring 2006.
TUC GOAL: Develop a Corporate Culture Focused on Customer Service.

*TUC will infuse its workforce with high service standards and create a corporate culture of customer service. This will include defining TUC customer service, formalizing service standards and fostering a service and ownership mentality among TUC employees. TUC managers will be tasked with developing the service culture. At all levels of the organization, performance measurements will increasingly be linked to customer service skills.*

**Assessment.** For commercial service units, track customer feedback via suggestion boxes; for catering, via feedback cards. As part of the annual strategic planning update and prior year assessment, TUC will document operational improvements and conduct a customer service survey.

**LCU Context.** TUC services enhance the user friendliness of the campus, contributing to an environment that is conducive to student learning. TUC commercial units employ dozens of students in positions that include flexible schedules, competitive pay and growth opportunities. For students who must work, TUC employment keeps them on campus and TUC managers strive to train them in a work and service ethic that will serve them as they move into their careers.

**Goal 4: Continue to strengthen the connection between the University and the community, as well as relationships within the campus community.**

**All Divisions**

*Make consistent the use of the word mark and eliminate presence of previous logo*

**University Corporation**

**TUC GOAL: Manage the initiative to construct a major CSUN Faculty Staff/Housing Development.**

*In consultation with deans and other managers, develop priorities for housing. (TUC, AA)*

Through the Master Plan process CSUN has laid the foundation for the development, over the next 10 to 15 years, of a multi-phase faculty/staff housing community along Lassen Street on the North Campus and along Halsted Street on the main campus. The faculty/staff housing program will be a major asset to the University in the recruitment and retention of quality faculty and staff. The development will be designed to create a family-friendly community.
that fosters a sense of collegiality within the campus and a sense of community with the surrounding neighborhood.

Assessment. By June 2010, construct and sell/rent all units within the first phase; make significant progress on planning the second phase.

**TUC GOAL: Increase ties with the greater community through administration of the University Licensing Program.**

TUC will focus on expanded outreach and marketing efforts to increase filming on campus and use of campus facilities by external organizations. TUC will significantly redesign the University Licensing web site to make it easier to use, and possibly incorporate video for online previewing of key campus facilities.

Assessment. Annually increase the yield back to the campus while minimizing the impact on campus life.

**TUC GOAL: Improve the Campus Environment.**

Continue strengthening the sense of community on campus through the development of unique, customer-friendly facilities that provide gathering spaces, such as coffee houses and dining courtyards, that foster interaction between faculty, staff and students.

Assessment. New coffee houses will open at the University Student Union (Spring 2006) and in the Exchange Replacement (Fall 2007). The Exchange Replacement project will feature an expansive courtyard with table seating for 250, under a heavily planted, arbor-style shade structure.

**LCU Context.** TUC operations enhance student learning-readiness. Improved services and facilities give students, faculty and staff more reasons to stay on campus. The faculty/staff housing initiative will provide the University with a powerful tool in its efforts to recruit and retain top faculty and staff, who in turn will strengthen CSUN as a Learning Centered University.
Goal 5: Be an effective organization known for team collaboration.

All Divisions
1. V.P.s host town hall meetings, 1-1/2 hours each, two colleges at a time, to provide opportunity for discussion of issues.
2. Pairing of VPS to make visible teaming at the highest level
3. Before making decisions, recognize the consequences for other parts of the university
4. With managers, emphasize the importance of consultation and collaboration, not blaming
5. Remind staff to question and elevate decisions that seem to present unnecessary roadblocks.

Learning Centered University

Not applicable