



**COLLEGE OF PROFESSIONAL AND INTERNATIONAL EDUCATION**

***STRATEGIC PLAN 2018–2023***

**California State University, Long Beach**

# California State University, Long Beach

## College of Professional and International Education (CPIE)

### STRATEGIC PLAN 2018–2023

*Transforming Lives Through Education*

#### INTRODUCTION

The College of Professional and International Education (CPIE) is one of the eight academic colleges at California State University, Long Beach (CSULB). Collaborating with other colleges and academic departments, it offers a wide array of graduate and undergraduate degrees and certificates, as well as professional development and non-credit programs. Since its establishment as an extension unit in 1971, the main function of CPIE has been to serve the specific needs of adult learners who were once considered as “nontraditional” in higher education but are now increasingly becoming the norm. As the nature of higher education and its demographics have changed dramatically in recent years, CPIE plays a vital role in advancing CSULB’s core mission of access, affordability, and student success.

CPIE engages its communities of CSULB students, alumni, instructors, and staff—as well as close partners in business and education—to identify the most important learning outcomes for today’s students. CPIE program development, design, and delivery are informed by this engagement, as well as the incorporation of applied research and best practices across all disciplines in higher education.

In an increasingly interconnected world, CPIE helps create crucial opportunities for many different types of students to achieve their goals in personal, professional, and international education. CPIE educational programs extend far beyond the campus itself, with a global reach that includes inbound and outbound study abroad programs as well as online courses accessible from anywhere in the world. It also spurs economic development in the Southern California region by connecting and collaborating with business and industry, non-profit organizations, public schools, and various government agencies.

#### MISSION

**CPIE transforms lives by providing multiple educational pathways to personal and professional success via campus-based, online, and transnational educational programs**

#### VISION

CPIE will serve as the center of a dynamic knowledge ecosystem that embraces technology to respond to the evolving educational demands of our diverse local and global learners.

## VALUES

1. **Access.** We provide programs and services that are open to all who are seeking personal and professional growth.
2. **Innovation.** We remain on the leading edge of higher education programs, customer service, and technology.
3. **Quality.** We deliver the highest quality in all that we do.
4. **Integrity.** We act ethically and honestly toward our students, colleagues, and global community.
5. **Equity.** We make decisions and take actions that are fair-minded, impartial, and free from bias.
6. **Community.** We recognize our role in an interconnected global community, and we integrate that perspective into everything that we do.
7. **Empathy.** We respect others and strive to understand and be sensitive to their experiences.

## KEY AREAS, GOALS & ACTION STRATEGIES

### PROFESSIONAL EDUCATION

#### Programs

**Goal: Develop programs and services that are responsive to the rapidly changing needs of current and prospective students, industry partners, the workforce, and the world.**

Implementation Action Strategies:

- 1) Research and identify future program areas for development
- 2) Create a bi-annual program review and assessment process for all programs, which should close the skills and knowledge gap between what employers need and what CPIE graduates have
- 3) Develop new graduate and undergraduate and/or degree completion programs, professional development certificates and non-credit programs to meet market demand
- 4) Create strategies to increase hybrid and online programs, enhancing existing courses and developing new ones by Fall 2019
- 5) Establish enrollment and retention targets for all programs
- 6) Develop self-paced, competency-based education (CBE), prior learning assessment, stackable certificates, badges, and nano-degree programs by Fall 2020
- 7) Identify new educational opportunities connecting CPIE to high school and community college populations and establish the partnerships, MoUs, agreements, and contracts necessary to bring them on board (bi-annually starting Spring 2020)

## **Knowledge Ecosystem**

**Goal: Integrate knowledge from across the college and beyond to enhance student and strategic partnership outcomes.**

Implementation Action Strategies:

- 1) Form new council that will define, establish, and cultivate the CPIE knowledge ecosystem; council will consist of Advisory Committees, Industry Leaders, and Campus Partners and will meet on a quarterly basis beginning in Summer 2019
- 2) Develop and deploy a web-based technology interface as a platform to combine the intellectual capital and resources of internal partners and external stakeholders; the interface should integrate with the Partner Relations tool above; beta version of interface should be deployed in Summer 2019, with hard launch in Summer 2020
- 3) Develop a collection of valuable labor market data to use for the development of targeted curriculum, education, and training programs that meet the needs of industry stakeholders; these duties would be carried out by the workforce post-doc described above in Human Capital by Summer 2020
- 4) Create links between CE and IE to enhance CPIE's intellectual capital by Fall 2018

## **Enrollment Management / Student Services**

**Goal: Increase and enhance student enrollment experience and services**

Implementation Action Strategies:

- 1) Enhance student enrollment experience
  - a) Develop and implement an ongoing system for student feedback and implement improvements on an ongoing basis by Summer 2019
  - b) Create a checks and balances process by Summer 2019 to ensure timely communication at all internal and external touch points
- 2) Enhance advising services for Open University students

## **Marketing & Communications**

**Goal: Create messaging that successfully engages prospective students**

Implementation Action Strategies:

- 1) Increase MarCom's program knowledge
  - a) Work closely with CPIE units and programs to gain fuller understanding of program content, outcomes, and selling points
  - b) Audit all web-based program content and rewrite as necessary to include outcomes-based messaging by April 2019
- 2) Upgrade digital content and communication channels
  - a) Acquire new content management system to power the website by November 2018
  - b) Redesign CPIE website to improve end-user experience and increase consistency with campus website by March 2019
- 3) Use CRM to implement and track success of marketing campaigns

- a) Mine zip code mapping data from Salesforce/Higher Reach to determine geolocation of prospects and students by program, with data pulled quarterly (start process by January 2019)
  - b) Increase number of automated email campaign nurture flows for PP and AP programs, building one campaign per month beginning in September 2018
  - c) Add workflow process to contact individuals and campus partners to re-post or re-purpose CPIE social media content
  - d) Generate a ROI report after each campaign, and inform and suggest program units on future implementation (ongoing)
  - e) Where and when appropriate, integrate the expertise and services offered by Advanced Media Production in marketing campaigns
- 4) Create and implement communications plan to rebrand as CPIE

## **Finance/Revenue**

**Goal: Augment CPIE revenues, sustain operational needs and create funding for program reinvestment.**

Implementation Action Strategies:

- 1) Create a college-wide revenue target by September 1, 2018
  - a) Identify a list of current and future programs to support the college-wide revenue target
  - b) Identify target revenue by program bi-annually
  - c) Develop and implement a streamlined budgeting process by October 1, 2018
- 2) Grow the contingency reserve fund (as required by Executive Order 1099) equivalent to six months of the operating expenses by 2024
- 3) Continuously look for ways to increase revenue share for our academic partners and the university (assess annually)

## **Outreach and Partner Relations**

**Goal: Invite strategic partners to inform and support our knowledge ecosystem, programs, and financial sustainability.**

Implementation Action Strategies:

- 1) Review and assess structure and effectiveness of CPIE Advisory Committee and identify changes needed (personnel, meeting frequency, etc.) that will allow it to support the development of our knowledge ecosystem by Spring 2019
- 2) Increase transparency and communication with our academic partners by meeting quarterly to provide status updates including budget information for joint programs
- 3) Host brownbag lunch presentations for community partners to create enrollment pipelines and generate new business opportunities, starting Spring 2019 and then quarterly
- 4) Use interface to inform knowledge ecosystem

- 5) Use web-based tools to create an information-sharing platform between partners and CPIE teams
- 6) Create and attend targeted events that will help create further strategic relationships with campus partners as well as community, industry, and governmental organizations (ongoing)
- 7) Create inventory of current partners and wish list of strategic partners to inform and deliver on our strategic goals by Spring 2019
- 8) Conduct periodic roadshow within and outside of the university to inform existing and prospective partners about CPIE initiatives, successes and challenges

### **Conference & Event Service**

**Goal: Create a new, full-service conference and event center that addresses important CPIE, CSULB and Long Beach community needs.**

Implementation Action Strategies:

- 1) Identify and assemble a conference and event team by Fall 2018
- 2) Collaborate with university partners to enhance CPIE's conference services capabilities by Fall 2018 (ongoing)
- 3) Identify services to be offered by Spring 2019
- 4) Determine revenue and occupancy goals by Summer 2019
- 5) Create a marketing plan by Summer 2019
- 6) Hire sales person or repurpose current staff for that role by Spring 2019

### **Human Capital**

**Goal: Develop and implement a human capital strategy to leverage knowledge, skills, and abilities in support of the college's strategic goals.**

Implementation Action Strategies:

- 1) Convene department directors to identify staff KSAs, to leverage available talent and to assess professional development needs, cross-training, and repurposing of staff
- 2) Review and update CPIE PDs so that they reflect current needs and are aligned with strategic goals by Summer 2020
- 3) Identify and secure external funding for a position (workforce post-doc) that would be responsible for collecting, analyzing and disseminating labor and workforce data, in order to support CPIE's strategic outcomes and cross-functional training by Summer 2020

### **Operations**

**Goal: Align all operational systems and processes in its program as well as service units to increase efficiency and accuracy.**

Implementation Action Strategies:

- 1) In each area, identify, prioritize, articulate, and implement needed processes for quality control by Winter 2019
- 2) Create a plan for collecting and evaluating measurements by Summer 2019
- 3) Develop a strategy for continuous improvement that includes consulting with subject matter experts within staff by Winter 2019
- 4) Develop a communication and training plan to ensure quality control by Winter 2019

## **Facilities & Technology**

**Goal: Develop the most appropriate facilities and technology to advance the goals of the College and meet its evolving instructional and operational needs.**

Implementation Action Strategies:

- 1) Expand new facilities as demand grows for programmatic and administrative needs
  - a) Explore the proposed downtown center facility and work with university administration and other departments to maximize its usage
  - b) Identify facilities and space needs that are required to realize the knowledge ecosystem goal by Spring 2019
- 2) Optimize facilities use and return on investment
  - a) Establish a cross-functional group by Fall 2018
  - b) Review facilities usage requests quarterly
  - c) Develop an online process for facility requests
  - d) Establish cost and service chargeback system for internal and external customers by Summer 2019
  - e) Create a facilities reimbursement target by Summer 2019
- 3) Develop the most appropriate technology
  - a) Create a Cross-functional committee
  - b) Create needs request/analysis process by Fall 2018
  - c) Be responsible for the needs analysis and call for inputs
  - d) Present business justification for review by senior management for technology acquisition
  - e) Assign project manager to approve technology initiatives
  - f) Review needs on a quarterly basis

## **INTERNATIONAL EDUCATION**

### **Competitive Advantage**

**Goal:** Become the model of a high-quality, affordable public university serving transnational students in an evolving market.

Implementation Action Strategies:

- 1) Create a survey of stakeholders by Summer 2019 to gain full picture of our strengths
- 2) Create an inventory of CSULB resources/advantages that can be leveraged in the pursuit of worthwhile new program opportunities by Summer 2019
- 3) Evaluate benchmark competitors by Winter 2019
- 4) Rebalance programming to address disruptions to traditional student flow by Fall 2018 (ongoing)
- 5) Use inventory and benchmarks to inform IEM priorities by Spring 2019
- 6) Win NAFSA Paul Simon Award for Campus Internationalization or similar competitive accolades

### **Transnational Education**

**Goal:** Enhance and diversify opportunities for students to benefit from international experiences that enhance their life experiences and expand their world view.

Implementation Action Strategies:

- 1) Create an outreach plan to systematically recruit outbound participants, with specific attention to underrepresented majors and student groups, by Winter 2019
- 2) Develop English for Special Purposes pathway programs for business, engineering, arts and letters majors by Fall 2019
- 3) Articulate global learning outcomes for inbound and outbound student experiences in program descriptions, syllabi, and other materials by Summer 2019
- 4) CPIE will ensure that international activities are intentionally designed to prepare global-ready graduates.
  - a) Define global readiness by Fall 2018
  - b) Create materials to promote the concept of global readiness by Winter 2019
  - c) Establish assessment tools and processes to measure global competencies by Spring 2019
  - d) Create messaging for PR campaign to demonstrate value and impact of international activities on campus and external stakeholders by Fall 2019
- 5) Design program elements to enhance student learning before, during, and after international education experiences (inbound or outbound) by Summer 2019
- 6) Connect students with community service activities to enhance a sense of belonging to campus and community by Winter 2018
- 7) Establish study abroad peer mentoring program by Spring 2019
- 8) Develop major-specific industry activities to link global learning with career development by Winter 2018

- 9) Establish a global student leaders and intercultural competence training retreat for peer ambassadors by Spring 2020
- 10) Integrate study abroad into 1<sup>st</sup> Year Experience by Fall 2020

## **International Enrollment Management (IEM)**

**Goal: Increase international enrollment and retention by enhancing the student journey from prospect to ambassador**

Implementation Action Strategies:

- 1) Increase matriculated graduate and undergraduate enrollment annually in alignment with overall campus targets. The goal is to reach international enrollment to 10% of the domestic campus population by 2024. The breakdown for graduate and undergraduate growth for next 3 years will look as follows:
  - a) FTF: 140 by Fall 2019, 160 by Fall 2020 and 180 by Fall 2021
  - b) Transfer: 200 by Fall 2019, 220 by Fall 2020, 240 by Fall 2021
  - c) Graduate: 150 by Fall 2019, 170 by Fall 2020, 190 by Fall 2021
- 2) Create a strategic enrollment group and IEM process with data-driven key performance indicators by Spring 2019
- 3) Set and meet self-support international programs enrollment goals and revenue targets
  - a) ALL: increase 5% by 2020 and 8% by 2024
  - b) SA@B: increase 5% by 2020 and 8% by 2024
  - c) ITP: increase revenue by 50% by 2024
- 4) Enhance the student journey from prospect to ambassador
  - a) Use data tools to produce an analysis of factors affecting IE student retention by Spring 2019
  - b) Establish strategies to address causes of attrition through effective student services and appropriate interventions by Fall 2019
  - c) Create and launch an alumni engagement campaign by Summer 2019

## **Revenue Generation/Financial Sustainability –**

**Goal: Increase revenue and operational efficiencies**

Implementation Action Strategies:

- 1) Set revenue growth targets by Fall 2018
- 2) Conduct regular environmental scans for new self-support revenue opportunities and discuss at international directors meeting by Fall 2018
- 3) Create a cost-benefit analyses process to assess new and continuing initiatives by Summer 2019
- 4) Conduct market analysis to create a competitive pricing structure for self-support programs by Winter 2019
- 5) Explore and establish fees for services in general funds programs (such as OPT processing fee, study-abroad advising fee) by Winter 2019

- 6) Assess and secure the financial resources needed to achieve and sustain international enrollment growth by Winter 2019

### **Global Partnerships & Collaborations**

**Goal: Foster strategic, comprehensive, and dynamic partnerships with institutions around the world.**

Implementation Action Strategies:

- 1) Review and assess existing partners to identify opportunities for greater engagement by Winter 2019
- 2) With campus stakeholders identify college-level priorities and cultivate support for growing partnerships by Spring 2019
- 3) Explore partnerships to create networks of collaboration by Summer 2019
- 4) Analyze opportunities to form mini-consortia to strengthen partnerships and generate revenue by Fall 2019

### **Collaborative Online International Learning (COIL)**

**Goal: Establish a platform for faculty to integrate innovative, international online collaboration into their courses and curricula, building upon existing partnerships and promoting greater academic mobility.**

Implementation Action Strategies:

- 1) Create a platform for video advising by Spring 2019
- 2) Introduce COIL to Professors Around the World (PAW) alumni and Incentive Awards to Internationalize Teaching and Learning grantees by Fall 2018
- 3) Run yearly seminars/workshops on successful COIL practices by Spring 2019
- 4) Use existing funding mechanisms (i.e., PAW) to incentivize new COIL projects by Spring 2019

### **Community Engagement**

**Goal: Create, sustain, and strengthen the CSULB global community through enhanced modes of networking.**

Implementation Action Strategies:

- 1) Build a database of international students and alumni to develop The Beach around the world community by 2022
- 2) Create a program in collaboration with neighboring school districts to promote high school study abroad and global education at CSULB by Summer 2019
- 3) Gauge interest levels for faculty-led Education Abroad programs for alumni and community members by Summer 2019
- 4) Start a high-profile international speaker series by Fall 2019

## **Visibility (PR/Branding/Communication)**

**Goal: Raise the profile of CSULB international education locally and globally.**

Implementation Action Strategies:

- 1) Create a strategic communication plan by Winter 2019
- 2) Author articles for local newspapers and IE magazines by Summer 2019
- 3) Spread awareness on IE events and programs via local media
- 4) Create CSULB IE media presence through podcast, YouTube channel, and social media by Summer 2019