CORNERSTONES IMPLEMENTATION PLAN

PRINCIPLE 10

Cornerstones will be successfully implemented to the extent that its initiatives are institutionalized by the campuses, particularly through their strategic planning and consequent actions. Virtually all actions that affect quality and access reside with the campuses, where CSU's mission is carried out. While all of the recommendations in this implementation plan are expected to be addressed by each university, it is expected that for a vast majority of them, campuses will have substantial flexibility in how they are implemented. This is especially true for initiatives concerning the teaching and learning process, like learning outcomes and assessment, faculty-student interaction, and academic programs.

Some initiatives suggest consideration of such new methods, as the use of technology-enhanced instruction for augmenting the classroom experience or for extending instruction to place- or time-bound students. Determinations as to their use on an experimental or permanent basis should reside with the faculty, who are in the best position to determine if the primary criterion of quality will be at least maintained, if not increased, by the use of such new methods.

It also is important in calling for faculty to consider other approaches that the system support the necessary experimentation. Support includes not only providing readily accessible information technology resources and infrastructure, but also creating an environment that recognizes the faculty time needed to develop and test new procedures and the fact that some experiments conclude with negative findings, which also have value.

Finally, as individual campuses continue to address the recommendations, the system commits to remove barriers to their effective implementation, including relaxation on a pilot basis of such policies as those in Title 5.

PRINCIPLE 10: The California State University campuses shall have significant autonomy in developing their own missions, identity, and programs, with institutional flexibility in meeting clearly defined system policy goals.

The recommendations supporting this principle are:

10a. System and Campus Priority The CSU system and each university will streamline the process governing program development and program approval, minimizing standardization and maximizing institutional flexibility. All of this will balance against greater campus and system accountability for outcomes. (Continuing activity implementing July 1998 Board policy)

10b. System and Campus Priority The CSU system and each university will work cooperatively with external agencies [Western Association of Schools and Colleges (WASC), California Postsecondary Education Commission (CPEC), etc.], to facilitate appropriate approvals of new and experimental programs and to develop appropriate accountability frameworks. (Continuing activity)
10c. **System Priority** The CSU system will review current Title 5 and university code requirements to reduce or eliminate regulatory constraints where possible and will authorize appropriate experiments, to promote ways to increase the effectiveness of teaching, learning, and the general CSU mission. (*Title 5 review by fall, 2000; continuing commitment to encourage experimentation*)

10e. The CSU will provide system funding for "start-up" and innovative programs.

10f. The CSU system will review current Title 5 and university code requirements to eliminate regulatory constraints where possible.