



*"...For the Students, by the Students!"*

# STRATEGIC PLAN

# 2018-2023

# STRATEGIC PLAN



## MISSION

Cal State LA transforms lives and fosters thriving communities across greater Los Angeles. We cultivate and amplify our students' unique talents, diverse life experiences, and intellect through engaged teaching, learning, scholarship, research, and public service that support their overall success, well-being, and the greater good.

## VISION

Cal State LA will be internationally recognized as the premier comprehensive public university in greater Los Angeles. We are dedicated to delivering cutting-edge academic programs that prepare students to be innovative leaders in both their professional and civic lives and to serving the public good through initiatives that engage local, regional, and global communities in mutually beneficial partnerships.

## VALUES

**Students First** - We put our students' academic success, career-readiness, and well-being at the center of everything we do.

**Pushing Boundaries** - We set ambitious goals to challenge and inspire us, benefitting our role as L.A.'s premiere comprehensive public university.

**Engagement, Service, and the Public Good** - We foster meaningful, collaborative relationships that contribute to the public good among the University community, alumni, and local, regional, and global communities.

**Diversity, Equity, and Inclusion** - We cultivate diversity, expect cultural competence, and actively seek perspectives and engagement from all constituents in our community, to develop just and equitable expectations.

**Student Engagement** - We encourage our students to take ownership of their own campus experiences by seeking opportunities that promote inclusion, a sense of belonging, and leadership.

**Engaged Teaching and Learning** - We cultivate and amplify our students' unique talents, diverse life experiences, and intellect through

engaged teaching, learning, scholarship, research and vibrant student life.

**Academic Distinction** - We foster and promote academic distinction through innovation, academic rigor and the pursuit of lifelong learning.

**Community of Scholars** - We foster a community of scholars among faculty and students engaged in research, scholarship, and creative accomplishments.

**A Culture of Excellence** - We encourage and expect all members of our University community to pursue academic, professional, and personal excellence.

**Transparent Collaborative Decision-Making** - We make data-informed, evidence-based decisions and are collaborative and transparent in our approach and communication.

**Mutual Respect** - We are committed to cultivating a supportive and accepting environment where each of us commits to fostering a culture of respect for all.

**Academic Freedom** - We promote academic freedom and professional ethics.



## STRATEGIC PRIORITY AREA: ENGAGEMENT, SERVICE, AND THE PUBLIC GOOD

Overall Goal: Graduate civic-minded students equipped for and committed to engagement, service, and the public good

### Key Initiatives:

- Develop cross-campus capacity to support civic learning
- Increase alumni involvement in and loyalty to Cal State LA
- Increase and strengthen community outreach partnerships
- Become L.A.'s premier educational anchor institution and contribute to the overall well-being of the region
- Expand service learning opportunities
- Foster a thriving and progressive region through meaningful collaborative partnerships among and within the University, alumni, and communities of the greater Los Angeles area
- Promote global awareness and strengthen international partnerships and opportunities

### How will we know we are making progress—example metrics:

- Increase the number of service learning opportunities
- Increase alumni participation
- Increase faculty participation and expertise in civic engagement



## STRATEGIC PRIORITY AREA: WELCOMING AND INCLUSIVE CAMPUS

Overall Goal: Nurture a welcoming and inclusive campus where students, faculty, and staff thrive and community is honored and cultivated

### Key Initiatives:

- Foster Golden Eagle Pride for all members of the University community
- Streamline and improve administrative processes and leverage cutting-edge technology
- Realize the promise of diversity and inclusive excellence across the University
- Increase effective communication, shared planning and goals, and collaborative decision-making among students, faculty, staff, and administration
- Increase the number of welcoming and healthy spaces on campus
- Ensure faculty and staff hiring that reflects and contributes to a diverse and inclusive community
- Bolster faculty and staff professional development
- Continue to invest in upgrading and improving buildings and infrastructure

### How will we know we are making progress—example metrics:

- Reduce time and complexity needed to complete key processes
- Increase number of faculty and staff professional development opportunities
- Increase educational opportunities to enhance cultural competencies
- Increase the diversity of the faculty



## STRATEGIC PRIORITY AREA: STUDENT SUCCESS

Overall Goal: Create a positive, holistic student experience with a clear and timely path to a high-quality degree

### Key Initiatives:

- Cultivate and affirm an asset-based mindset and practice in everything we do, one that honors our students' unique talents, diverse life experiences, and intellectual curiosity
- Ensure course availability
- Ensure a rigorous, challenging, and high-quality education for all students
- Provide proactive, consistent, and quality advising and academic support
- Foster a vibrant and enriching campus life, including opportunities for greater involvement in student leadership, athletics, clubs, and activities
- Promote access to and utilization of student wellness services
- Strengthen transition-to-career support services, including increasing internship and mentoring opportunities
- Expand student-alumni networking and mentoring opportunities
- Ensure effective staffing to support student success
- Promote strategic thinking and implement effective practices that engage distinct student communities

### How will we know we are making progress—example metrics:

- Increase retention and graduation rates
- Reduce disparities in graduation rates
- Reduce average numbers of units earned by graduation to more closely align with the number of units required for the degree



## STRATEGIC PRIORITY AREA: ACADEMIC DISTINCTION

Overall Goal: Provide high-quality undergraduates and graduate programs and investment in faculty who are uniquely committed to educating a diverse student body

### Key Initiatives:

- Promote inclusive pedagogical approaches that address the distinct values, beliefs, and cultures of our students
- Build academic programs that transcend disciplinary boundaries
- Promote engaged teaching and learning
- Promote the teacher-scholar model by supporting faculty research and creative projects, and engagement with the community
- Support diverse learning approaches, pioneering and innovative curricula, and faculty-student research opportunities
- Promote ample opportunities for faculty to advance effective teaching practices
- Recruit and retain more tenured and tenure track faculty
- Recognize and support faculty and staff who contribute to the academic success of our students

### How will we know we are making progress—example metrics:

- Increase the number of programs that meaningfully engage in program review to improve student learning and ensure high-quality degree programs
- Increase support for faculty research, creative accomplishments, and scholarship
- Increase the number of publications, scholarly and creative work, and grants
- Increase the tenured/tenure-track faculty to student ratio


# THREE PROPOSED STRATEGIC GOALS ALIGNED WITH THE CAL STATE LA PLAN

- 1. Create a vibrant, inclusive, and welcoming campus that promotes student success and encourages active civic engagement.**
  - **CSULA Priority Area: Welcoming and inclusive campus**
- 2. Provide dynamic, effective, and interactive programs and events to help students develop life skills for their current and future success.**
  - **CSULA Priority Area: Student success**
- 3. As the official student voice, ASI will assess and align resources to meet the student needs.**
  - **CSULA Priority Area: Engagement, service and the public good**

# GOAL #1: Create a vibrant, inclusive, and welcoming campus that promotes student success and encourages active civic engagement.

## Strategic Initiatives:

- Increase Golden Eagle Pride by creating new traditions and annual events with strong marketing campaigns.
- Engage with student organizations to promote ASI funding and leadership opportunities.
- Build lasting connections with clubs on campus through resource sharing and collaborations.
- Increase the accessibility of ASI's programs for all students.
- Secure consistent and active student representation on campus and in standing committees to preserve a positive campus climate for Cal State LA students.
- Design and implement programs that promote civic and democratic engagement, encourage global learning, and reflect a diverse and socially responsible campus.
- Strengthen overall campus partnerships between ASI, the University, and the student body that supports academic excellence, scholastic environment, and student activism.
- Formalize and nurture partnerships with off-campus community entities to improve the student experience at Cal State LA.



**GOAL #2: Provide dynamic, effective, and interactive programs and events to help students develop life skills for their current and future success.**

### **Strategic Initiatives:**

- Aid in the development of a student leader workshop series that focuses on budget development, program implementation, and financial management.
- Educate ASI student leaders and student committee members on how to effectively serve on ASI and university-wide committees.
- Empower students with advocacy tools so they can voice their concerns, address important issues, and influence decision makers on campus.
- Identify and encourage potential student leaders to be engaged at Cal State LA and in the surrounding community.
- Collaborate with the University to create annual financial literacy programs to help students manage finances and pay for college.

# GOAL #3: As the official student voice, ASI assesses and aligns resources to meet the student needs.

## Strategic Initiatives:

- Develop tools to consistently assess the effectiveness and impact of ASI's programs and services.
- Analyze student needs and predict future challenges in order to guide the development and prioritization of ASI response and action plans.
- Review the current leadership and organizational structure of ASI to improve organizational effectiveness.
- Evaluate the long-term financial stability of ASI and the existing fee structure to better meet pressing student needs.
- Refine ASI marketing strategies to increase student engagement.
- Identify, through data driven practices, student needs and interests on an annual basis to serve as an organizational guideline.
- Ensure the culture of advocacy is integrated into the duties of all ASI student leaders.



REQUEST BOARD  
APPROVAL FOR  
THE STRATEGIC  
PLAN

**DISCUSSION & ACTION**



# NEXT STEPS

**PUTTING THE PLAN TO ACTION**



# FINISHING THE PLAN

- Spring 2018 – approve the strategic initiatives and example metrics
- Summer 2018– develop marketing materials to share the plan with the students and campus community
- Summer 2018– orient the new Board and ASI leadership to the strategic plan and start work on the final stage of placing the plan in to action
- Fall 2018 – share the approved strategic plan with the student body and the stakeholders via website, print and social media!
- Fall 2018- Finalize the action steps
- Spring 2019 – start to enact the action plan and document progress using metrics and reports over the next five years

## Strategic Initiatives and Action Items

<b>Priority Area   Welcoming and Inclusive Campus</b>		<b>Create a vibrant, inclusive, and welcoming campus that promotes student success and encourages active civic engagement.</b>	
<b>1. Increase Golden Eagle Pride by creating new traditions and annual events with strong marketing campaigns.</b>			
Supporting Action Item	Timeline	Measure of Progress	Responsible Party
Create 2 new annual athletics events	18-19 and 20-21	Increased number of events, traditions	VPA
<b>2. Promote funding and leadership opportunities to clubs and organizations through student involvement and engagement.</b>			
Supporting Action Item	Timeline	Measure of Progress	Responsible Party
Funding committee			
Collaborations with CSI			