

Strategic Plan *DRAFT*

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DRAFT MISSION, VISION, VALUES STATEMENT

Mission

- Cal State LA transforms lives and fosters thriving communities across greater Los Angeles. We amplify and cultivate 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 nationally 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 and regional communities in mutually beneficial partnerships.

Values

- **Students First** – we put our students’ academic success and well-being at the center of everything we do
- **Engaged Learning** – we amplify/cultivate our students’ unique talents, diverse life experiences and intellect through engaged teaching, learning, scholarship, and research
- **Innovation and Academic Excellence** – we foster and promote academic excellence 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 activities
- **A Culture of Excellence**—we encourage and expect all members of our University community to pursue academic, professional, and personal excellence
- **Engagement, Service and the Public Good** – we foster meaningful collaborative relationships among the University community, alumni, and the broader communities to create a thriving and progressive region.
- **Diversity, Equity, and Inclusion** – we cultivate and appreciate diversity, encourage and expect cultural competence, and actively seek perspectives and engagement from all constituents in our community
- **Civility and Integrity** – we promote academic freedom and professional ethics while fostering a culture of respect and civility
- **Transparent Collaborative Decision-Making** – we make data-informed, evidence-based decisions and are open and transparent in our approach and communication
- **Pushing Boundaries** – we set ambitious goals to challenge and inspire us, befitting our role as LA’s premiere comprehensive, public university

DRAFT STRATEGIC PLAN

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 asset-based mindset and practice in all we do
- Ensure course availability
- Ensure a rigorous and challenging education for all students
- Focus on delivering high quality learning experiences
- Provide proactive, consistent, and quality advising and academic support
- Foster a vibrant and enriching student life
- Promote access to and utilization of Student Wellness services
- Strengthen transition-to-career support services including increasing internship and mentoring opportunities
- Ensure effective staffing to support student success
- Promote strategic thinking and implement effective practices that engage targeted 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 Excellence

Overall Goal: Provide high quality academic programs and investment in faculty who are exceptionally/uniquely committed to educating our diverse student body

Key Initiatives:

- Promote inclusive pedagogical approaches that are most effective given the distinct values, beliefs, and cultures of our students
- Build academic programs that transcend disciplinary boundaries
- Recognize and encourage the value of the teacher-scholar model by supporting faculty interested in scholarly research, engagement with the community, and creative projects and activities
- Promote ample opportunities for faculty to advance effective teaching practices
- Support diverse learning approaches, pioneering/innovative curricula, and faculty-student research opportunities.
- 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 we know we are making progress – example metrics:

- Increase number of trans-disciplinary programs
- Increase number of innovative programs
- Increase support for faculty research, creative activities, and scholarship
- Increase the number of publications, scholarly and creative work, and grants
- Increase the tenured/tenure-track faculty to student ratio

Strategic Priority Area: Welcoming Campus

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

Key Initiatives:

- Foster Golden Eagle Pride
- Streamline and improve processes by leveraging 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 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: 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 LA's premier educational Anchor Institution and contribute to the overall wellbeing 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 greater Los Angeles area

How we know we are making progress – example metrics:

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