Strategic Planning Process

“Building a visionary company requires one percent vision and 99 percent alignment.”
- Jim Collins and Jerry Porras, Built to Last
Workshop Approach

What are the GOALS of the strategic planning process?
• Create a shared vision we can all get excited about – with clear priorities and measurable outcomes
• Engage the full campus community in the strategic planning process
• Consider and incorporate input from all stakeholders in the strategic plan
• Build alignment, encourage dialogue, ensure transparency

What is the APPROACH to the workshops?:
• Inclusive
• Collaborative
• Engaging/Fun
• Transparent
• Grounded in Data

Who are the workshop PARTICIPANTS?:
• Ranging from 30 – 150 participants per workshop
• Combination of faculty, staff, administrators, and students
• Workshops for each College and Division plus additional stakeholder-specific workshops
Strategic Planning Process

1. Preparation and Planning
   - Identify purpose/objectives
   - Determine process/methodology
   - Stakeholder involvement – multiple opportunities for participation
   - Leadership structure

2. Engagement, Information Gathering and Analysis
   - Review and consider current state data
   - Engage stakeholders, foster participation and collect input
   - Identify feedback themes and potential priorities in key topic areas

3. Drafting the Plan
   - Make any revisions to University mission, vision and values
   - Determine select set of key priorities for the University
   - Create high-level first draft plan and implementation framework

4. Validation and Next Revision
   - Validate draft plan direction and content with stakeholder community
   - Incorporate feedback into plan
   - Create final draft

5. Completion, Presentation and Plan Management
   - Present finished plan
   - Create mechanism for process evaluation
   - Build governance structure to support ongoing review and re-direction/update of plan, as needed
   - Support embedding Strategic Plan initiatives into the work of all areas of the University
   - Regularly track progress, review milestones and report on goal metrics

We are here
Strategic Planning

Key Themes To Date

April 12, 2016
Workshop Recap

• 20 strategic planning workshops complete
  – 7 colleges (faculty/staff); 1 staff; 1 Academic Senate & all faculty; 1 alumni; 3 student; 5 divisions; President’s Council; Farmer’s Market Tabling

• A total of approximately 1,267 participants
  o Administration – 137
  o Staff – 538
  o Faculty – 314
  o Students – 232
  o Alumni Association Board – 24
  o President’s Council – 22

• Emerging themes drawn directly from all workshop input and shared back to groups for context
Academic Programs – Key Themes To Date

• **Teaching excellence** - Highly engaged faculty who continuously identify and implement best practices that support student success

• **Learning approach** – innovate on experiential learning approach, engage with technology, connect in-class practices to the “real world” and make relevant to LA industries, keep curriculum current, reduce class sizes, create shorter/more focused courses, include labs, promote research

• **Research** – support different approaches, incorporate hands-on learning, ensure student access and opportunity

• **Cultural competency** – connect students to what they are learning, teach the “whole” student, cultivate an understanding of our students’ backgrounds and circumstances

• **Core academic competencies** – establish first year programs that focus on core competencies (e.g., writing, math) to create a strong academic foundation

• **Support structures** – more staff, part-timers, ethnic mix of faculty/staff that matches student body make up, learning/development opportunities for faculty/staff

• **Graduate programs** – expand, strengthen, more 5-year BS to Masters, involvement in research, graduate mentorship
Student Experience & Success – Key Themes To Date

• **Community** – create a vibrant community where students want to be, live and thrive

• **Student resources** – increase support programs, ensure accessibility, promote heavily to ensure awareness, utilize data to personalize services, ensure enough staff support

• **Alumni involvement** – alumni mentorship, role modeling, create champions of the Golden Eagle community

• **Enable a culture of success** – the language we use, how we view ourselves, building on small successes

• **Make the student experience positive from enrollment to graduation** – seamless and student friendly processes from day 1, review policies/procedures, extend class offerings/schedules to match student needs, provide extensive support 1st semester to raise student preparedness

• **Career services and support** – connect students to opportunities/internships, help set students up for success post graduation

• **Reimagine physical spaces** – e.g., library, meeting places, areas for on-campus events

• Ensure we stay “current” with current generation of students
A Great Place to Work – Key Themes To Date

- **Culture** – establish a culture that thinks, acts and operates with a student-first mindset always, hire to best support the overall student make up and experience

- **Career development** – develop the talent we have with both faculty and staff, provide tools and resources, create opportunities

- **Accountability** – clear roles and responsibilities, metrics/surveys, personal empowerment and accountability

- **Make it easier to work here** – break down silos, simplify processes, align priorities, create efficiencies, develop communication practices that inform and drive consistency, address compensation concerns

- **Create intentional communities** – create places for collaboration/interaction/learning, cross-functional opportunities

- **Shared governance** – build trust, change our mindset, create a culture of respect, foster inclusion and transparency

- **Technology** – invest in all aspects of campus technology
Fiscal Stability – Key Themes To Date

• **Communicate a clear vision** – build upon strengths and reduce barriers to funding
• **Alumni engagement** – connect with and tap into alumni community, foster a sense of community that will inspire students to give back once they are alumni
• **Fundraising staff** – increase fundraising and university advancement staff
• **New approaches to fundraising** – community galas and events, satellite locations, certificate programs, continuing education programs
• **Empower and engage Colleges** in fundraising
• **Enrollment growth** – develop enrollment growth strategy and plan
• **Drive efficiency** – in existing processes to reduce costs
Leadership in Community – Key Themes To Date

• **Focus on engagement** – build partnerships, contribute to community
• **Local educational community** – build relationships with members of the educational community
• **K-12/P20 thinking** – make it easier for students to apply and fulfill enrollment requirements
• **Redefine our definition of community** – be more of a presence, become a “destination” campus for the LA area, California, and beyond
• **Connections with local employers** – internships, jobs
• **Be a resource for the community** – understand and adapt to the needs/opportunity
• **Support local economy** – Create an “Activist” vs “Savior” engagement model
• **Equip everyone to be in the community** – we have to be IN the community to make connections
• **Connect with community influencers** – build awareness and showcase the university
What’s Next

“Greatness is not where we stand, but in what direction we are moving...”
- Oliver Wendell Holmes
What’s Next

• Strategic Planning Coordinating Committee will review themes, help determine key priorities for the University, and create high-level draft plan and implementation framework (April/May)

• Stakeholders will have an opportunity to validate draft plan through surveys and town hall conversations (May)