Academic Plan (2026)

This Academic Plan represents a shared commitment by the Cal State LA community to advance a more equitable, responsive, and impactful educational future. It reflects a sustained, collaborative process grounded in the voices and expertise of faculty, staff, and students, and affirms our identity as a diverse, community-engaged institution dedicated to expanding opportunity and advancing social mobility across Los Angeles and beyond. The Academic Plan is one element of Cal State LA's integrated framework for a university Strategic Plan that also includes a facilities master plan and a strategic enrollment management plan.

This document serves as an **aspirational and action-oriented framework** to guide Cal State LA's academic priorities over the next three to five years. Its primary audience is the Cal State LA community—those who helped shape this vision and are committed to advancing its implementation. The plan is not designed to function as a top-down directive. Rather, it aligns institutional resources, structures, and support with shared priorities, reinforcing and elevating the work already taking place across departments, schools, and colleges. Responsibility for advancing this work does not rest solely with the Office of the Provost; it is a shared charge for faculty, staff, administrators, and campus partners across the division, each contributing within their respective roles. **Implementation will begin in Fall 2026 at the college and department level,** where faculty and staff will work with college deans to lead efforts that advance identified priorities in ways that reflect their local contexts and strengths. Its success depends on the continued engagement, innovation, and leadership of faculty, staff, and students in partnership with administrators.

The development of this plan was intentionally **inclusive, transparent, and faculty-driven**. During the summer of 2025, Department Chairs, the Executive Committee of the Academic Senate, and the Academic Affairs Leadership Team initiated the process by identifying institutional strengths, generating bold ideas, and articulating a learning-centered vision for Cal State LA. In Fall 2025, more than 400 faculty, staff, and students participated in campus-wide conversations to further refine priorities. In Spring 2026, these discussions continued through division-wide

engagement, including the Academic Affairs retreat in February 2026, where over 150 faculty and staff contributed feedback that directly informed revisions. The draft was further shaped by the Academic Plan Steering Committee, whose members represented every college, the Academic Senate, and Associated Students, Inc., and engaged their respective constituencies throughout the process. Additional input was gathered through presentations to the Academic Senate as well as outreach to colleges and shared governance committees. Together, these efforts reflect a deliberate commitment to a bottom-up planning process, ensuring that the Academic Plan is shaped by those most directly engaged in teaching, learning, and student support. This same spirit of shared ownership and broad participation is expected to carry forward into implementation, with all units contributing to progress on identified priorities and outcomes.

Central to this Academic Plan is a commitment to **inclusive and equitable implementation**, particularly in addressing the needs of Cal State LA's uniquely diverse student population. Our students include first-generation college students, transfer students, graduate students, adult learners, working students, veterans, and justice-impacted individuals, many of whom navigate complex personal, financial, and structural challenges. At the same time, our students bring significant strengths and assets to the University, including cultural wealth, multilingual abilities, professional and lived experience, strong community ties, and a deep commitment to personal and collective advancement. These strengths enrich the learning environment and are integral to the intellectual and civic life of the institution. This plan affirms the University's responsibility to build on these assets while ensuring that all students, regardless of background, modality, program, identity, or lived experience, have access to high-quality, relevant, and supportive educational experiences and experience a strong sense of belonging in an environment where they are seen, valued, and able to fully be themselves. Achieving these outcomes requires coordinated, division-wide action and shared accountability for measurable progress.

Equity is embedded throughout this plan as both a value and a practice. As a Hispanic-Serving Institution (HSI) and Asian American and Native American Pacific Islander-Serving Institution (AANAPISI), and in alignment with CSU systemwide initiatives such as the Black Student Success Initiative and the Native American Student Support and Success Program, Cal State LA is committed to advancing measurable progress for all students. The plan prioritizes the use of disaggregated data to inform decision-making and assess outcomes, ensuring accountability in advancing student success while recognizing and building on the strengths and diverse experiences students bring.

The plan also emphasizes a **holistic approach to student success**, recognizing that academic achievement is closely connected to student wellbeing, belonging, and engagement. It calls for learning environments that are culturally responsive and affirming, where students' identities and lived experiences are recognized as strengths, and where they are supported in developing academic, professional, and personal goals.

Equally important, this Academic Plan establishes a clear commitment to **sustained implementation support**. This includes aligning funding and resources with identified priorities, providing seed funding for faculty-, staff-, and student-led initiatives, and investing in the infrastructure necessary to support long-term success. The University also affirms a sincere commitment to **supporting faculty and staff** through professional development, transparent processes, and recognition of workload. Meaningful implementation requires time, resources, and institutional support, and Cal State LA is committed to fostering the conditions that enable faculty and staff to engage in this work effectively and sustainably.

Ultimately, this Academic Plan provides a **shared framework for coordinated action and accountability**, aligning Cal State LA's values, priorities, and resources to better serve its students and the region. In submitting this plan to the Educational Policy Committee, the University affirms its commitment to ongoing collaboration, continuous improvement, and the collective responsibility of advancing equitable student success.

In the years ahead, the success of this Academic Plan will be defined not only by the goals we set, but by the collective commitment we bring to realizing them. As a community, we move forward with a shared sense of purpose grounded in our values, guided by our mission, and strengthened by the voices and contributions of those who make Cal State LA what it is. Together, we will continue to build an environment where innovation thrives, equity is enacted, and every student is supported in reaching their fullest potential. Realizing this vision requires that each member of the Academic Affairs community sees themselves as an active contributor to implementation and outcomes.

As a community, we are called to lead with vision, courage, and care. We rise together to meet challenges, expand opportunity, and create lasting impact for our students and the region we serve.

Academic Plan Steering Committee (2025-26)

Linda Greenberg, College of Arts and Letters
Monica Sharif, College of Business & Economics
Tirmazi (Taqi) Mohammad, College of Health and Human Services
Robin Dodds, College of Education
Serie McDougal, College of Ethnic Studies
Navid Amini, College of Engineering, Computer Science, & Technology
Mark Wild, College of Natural and Social Sciences
Kendall Faulkner, University Library
Jessica DeShazo, Academic Senate
Jeffry Umaña Muñoz, ASI VPUA
Heather Lattimer, Provost and VP for Academic Affairs

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Academic Priority Areas	Transformational Learning, Career Readiness, and Community Uplift	Flexible Pathways, Expanded Audiences	Strong Foundations for Student, Faculty, Staff and Operational Success
Division Wide Initiatives	• Provide all students, across all degree programs and the general education curriculum, with faculty-mentored, degree-embedded opportunities for career exploration, purpose development, and community engagement at every stage of their academic journey. • Deepen and expand regional partnerships to prepare students as LA's future community, public service, and industry leaders advancing social justice and community uplift. • Invest in culturally responsive learning experiences that reflect Cal State LA students' identities and lived experiences to strengthen belonging, retention, and community impact. • Elevate Cal State LA's regional and national profile as LA's Advanced Career University, defined by access, equity, and impact. • Student success commitments align with CSU systemwide and campus initiatives to value a diverse student population and be accountable to closing equity gaps • Emphasizing sustainable, ethical, creative, and entrepreneurial skills for lifelong learning and continued development.	• Launch degree pathways that respond to evolving student demand. These may include: Reduced Credit Baccalaureate Degrees, modular degrees, interdisciplinary degrees, fully online degrees, 4+1 pathways, and community college partnerships for integrated degree pathways. • Streamline degree access by strengthening credit mobility for transfer students and expanding a robust credit for prior learning infrastructure. • Expand partnerships, pathways, and programs that support adult learners, some-credit-no-degree students, justice-impacted communities, veterans, and mid-career professionals.	• Strengthen student success through pro-active advising, enhanced tutoring support, information and technology literacy, cohort-based models, early interventions, and graduate student assistantships and professional development support, culturally grounded programs and services that affirm students' identities as assets in their academic journeys. • Strengthen opportunities and increase funding for faculty-led research, scholarship, and creative activity that directly engages students as integral to student learning and institutional identity. • Streamline and integrate curricular, administrative, and support systems while investing in physical and digital environments to create inclusive, innovative, and user-centered experiences that improve access, efficiency, and long-term effectiveness. • Support faculty and staff with balanced, manageable workloads and professional development • Improve infrastructure and budgeting practices to advance high-impact practices and quality degree programs
Implementation Support	Initially, Seed funding will support faculty, staff, and student-led initiatives that advance the Academic Priority Areas and Division-Wide Initiatives at the department, school, and college levels, with attention to feasibility, scalability, intersegmental collaboration, and long-term sustainability. Additional implementation support will be provided as identified by faculty and staff. Number of funded initiatives, percent scaled and sustained, and impact on student outcomes to be reported.		

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Assessment Metrics	• 100% of first- and second-year students and new transfer students enroll in General Education and/or major courses that integrate academic exploration, career readiness, and culturally responsive practices (e.g. IHEs, NACE-aligned courses, industry-aligned badges and microcredentials) • 100% of undergrad and graduate students complete at least one mentored, career-relevant, high-impact learning experience (e.g. internship, research, capstone, design studio, field experience) • 100% of colleges build deep and sustained partnerships with LA-based employer or community partners that connect with all degrees in the college (e.g. community-based organization, industry partner, non-profit, public partner) • 90%+ of all students graduating report increased agency and readiness to make a meaningful impact in their communities, careers, or through advanced study	• 10+ new or redesigned pathways launched with 1000+ new students enrolled within 3–5 years. • 90%+ student satisfaction with program flexibility and relevance for new or redesigned pathways. • >90% of all lower division major courses articulate with courses offered at our top ten community college feeders • 25% of new mid-career learners earn Credit for Prior Learning • University achieves state and/or national recognition for serving adult learners, justice-impacted communities, and veterans • Eliminate all equity gaps for undergraduate and graduate student populations	• Undergraduate and graduate student surveys indicate: ○ 90%+ satisfaction with academic support services (advising, tutoring, cohort experiences) and the ability to access these services ○ 90%+ graduate student satisfaction for GA and/or professional development opportunities ○ 90%+ of students identify a trusted leader on campus (faculty, staff, or advisor) who can provide academic and career advising and support • Retention rates increase each year for three cohorts (Fall 2026–2028), relative to Fall 2025 baseline, by at least 5% for first-time freshmen and 3% for transfer students • 100% of programs with clearly mapped pathways that are published online • Faculty and staff surveys indicate: ○ 90%+ satisfaction with professional development and support ○ 90%+ satisfaction with tools and processes that support transparent, data-informed decision-making in scheduling, advising, and budgeting ○ 90%+ satisfaction with improving systems and streamlining processes • Explore opportunities to re-allocate funding to strengthen faculty-led RSCA funding that directly engages students