

# 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 undergraduate 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