



➔ Strategic Plan

UPDATE

2001





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## Message from the President

Cal State L.A. is in the midst of a significant planning stage as the campus community assesses the needs and priorities identified approximately five years ago through the formulation of the Strategic Plan. The plan articulates the University's mission and educational goals, and ensures that resources are allocated to support the achievement of specific objectives. By clearly communicating all elements of the plan, the campus is in a position to make regular assessments, and ultimately to hold itself accountable at every level.

During the next phase of reviewing and revising the Strategic Plan, the role that the entire campus community plays in shaping the University's goals is pivotal. A strategic plan is most effective and likely to succeed when everyone participates and provides meaningful input regarding the direction of the University.

Therefore, I ask all members of the campus community to study the existing plan, and consider providing feedback during this important period of review.

On the whole, the importance of achieving the University Strategic Plan is to make certain Cal State L.A. fosters an enriching and stimulating learning environment for the 21<sup>st</sup> Century.



James M. Rosser, President

## Introduction

Beginning in 1997, the University, under the leadership of President James M. Rosser and the Strategic Planning Coordination Committee (SPCC), adopted a five-year **Strategic Plan** with the primary objective of implementing activities that reflect Cal State L.A.'s mission and overall vision. The Strategic Plan encompasses 16 Strategic Initiatives and their respective objectives outlined over the course of the last five years. More than one percent of the total budget was allocated in support of these objectives.

From the onset, the SPCC made presentations on the Strategic Plan to faculty, staff, administrators, and students of the six Colleges, the Academic Senate, Associated Students, Inc., Alumni Relations, the University Auxiliary Services, Inc., and other campus groups. This was an opportunity for everyone to provide feedback about the initiatives and objectives outlined. With this valuable and informative input, the SPCC refines the plan, and each subsequent year, in conjunction with the President, evaluates progress to ensure that objectives are fulfilled.

This booklet shares with members of the campus community information regarding the University's progress in the achievement of established benchmarks. Through significant efforts of faculty, students, staff, administrators, and alumni, the Strategic Plan outlined in 1997 has been realized beyond expectations.

For complete details on the Strategic Plan, updates, the SPCC, or its membership, please visit [www.calstatela.edu/spcc](http://www.calstatela.edu/spcc).



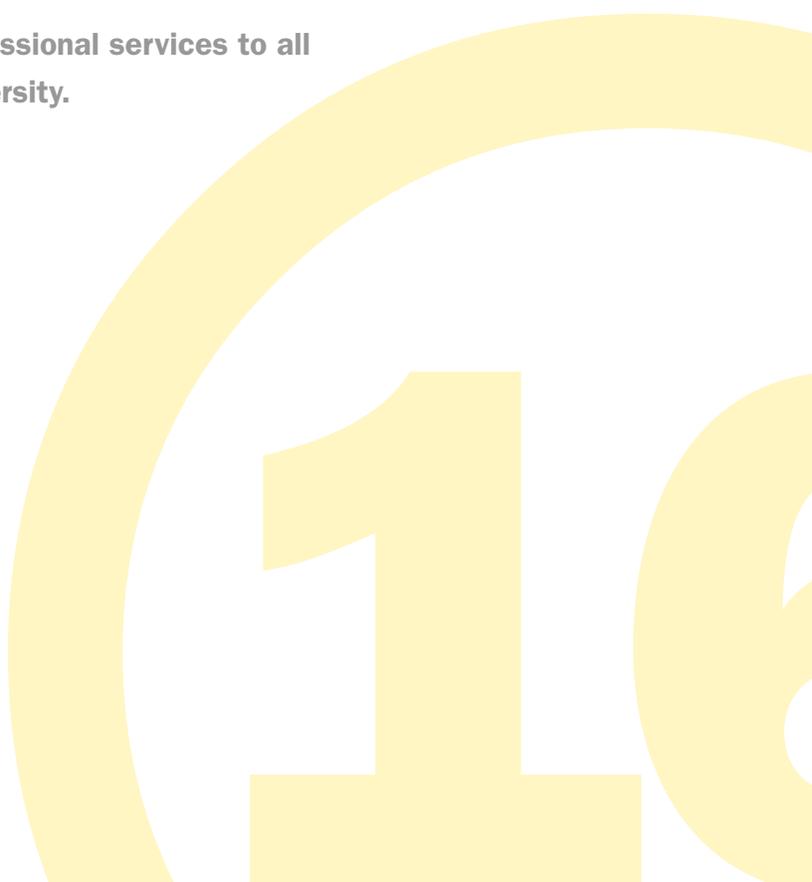
## Mission Synopsis

Cal State L.A., a member of the California State University (CSU) system, offers excellent and innovative educational opportunities to an urban student population that reflects the diversity of the Los Angeles basin.



### Educational opportunities include:

- Preparing students to appreciate, engage, enhance and transform the social, cultural, civic and workplace structures of American and global societies;
- Providing students with the capabilities, skills, and opportunities to take full advantage of life-long learning, including graduate and professional studies, and opportunities to participate in research, scholarly, and creative activities;
- Offering students tools for personal and academic achievement, economic mobility, and healthier lives;
- Serving as a gateway among the Cal State L.A. community, the greater Los Angeles community, and world community for a shared educational and cultural life;
- Providing high quality professional services to all constituencies of the University.



# The **16** Strategic Plan Initiatives

Strategic Initiatives	2-Year Objectives Progress-to-date	Cumulative Total-to-date	Comments
<p><b>1</b> Continually assess effectiveness and make appropriate modifications on an ongoing basis of the programs, services and other educational opportunities described in the Organizational Profile.</p>	<p>..... ☉</p>	<p>\$ 92,900</p>	<p><b>Funding Supported:</b></p> <ul style="list-style-type: none"> <li>• Student Satisfaction/ Institutional Priorities Surveys</li> <li>• Analysis &amp; tracking of Strategic Planning objectives</li> </ul>
<p><b>2</b> Ensure students receive high quality academic and student support services appropriate to their academic needs, interests and goals.</p>	<p><b>Freshmen</b>  <b>50% goal: Increase Persistence</b>            0-1 yr. to 82% ..... ☒            1-2 yr. to 82% ..... ☑            2-3 yr. to 88% ..... ☑            3-4 yr. to 91% ..... ☑            4-5 yr. to 94% ..... ☒            5-6 yr. to 97% ..... ☒</p> <p><b>Undergrad Transfers</b>  <b>50% goal: Increase Persistence</b>            0-1 yr. to 82% ..... ☒            1-2 yr. to 82% ..... ☑            2-3 yr. to 88% ..... ☑            3-4 yr. to 91% ..... ☑            4-5 yr. to 94% ..... ☑            5-6 yr. to 97% ..... ☑</p>	<p>\$ 1,950,651</p> 	<p><b>Funding Supported:</b></p> <ul style="list-style-type: none"> <li>• College-based advisement centers and undecided majors advisement center</li> <li>• Additional tutors</li> <li>• Increased support staff in academic departments</li> <li>• Increased student life programs and activities</li> <li>• Wellness/Fitness Center</li> </ul>
<p><b>3</b> Enhance all aspects of customer service with students as the top priority.</p>	<p><b>Freshmen</b>  <b>50% goal: Increase Persistence</b>            0-1 yr. to 82% ..... ☒            1-2 yr. to 82% ..... ☑            2-3 yr. to 88% ..... ☑            3-4 yr. to 91% ..... ☑            4-5 yr. to 94% ..... ☒            5-6 yr. to 97% ..... ☒</p> <p><b>Undergrad Transfers</b>  <b>50% goal: Increase Persistence</b>            0-1 yr. to 82% ..... ☒            1-2 yr. to 82% ..... ☑            2-3 yr. to 88% ..... ☑            3-4 yr. to 91% ..... ☑            4-5 yr. to 94% ..... ☑            5-6 yr. to 97% ..... ☑</p> <p>Increase general satisfaction (SNAPS) rating to 3.6 ..... ☑</p>	<p>\$ 746,200</p>	<p><b>Funding Supported:</b></p> <ul style="list-style-type: none"> <li>• Directional and building campus signage</li> <li>• Custodial equipment</li> <li>• Custodial staffing</li> <li>• Customer service training for campus employees</li> </ul>

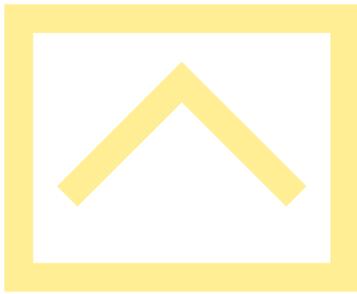
**Legend:** Met ..... ☑    Not Met ..... ☒    In Progress ... ☐    Ongoing ..... ☉  
 In Progress - Refers to a project that is in the process of completion.    Ongoing - Refers to a project that is continually carried out.

Strategic Initiatives

Strategic Initiatives	2-Year Objectives Progress-to-date	Cumulative Total-to-date	Comments
<p><b>4 Enlarge the Cal State L.A. circle of influence in the community.</b></p>	<p>Increase use of community service centers (EPIC volunteer or service learning placements) by 25% ..... <input checked="" type="checkbox"/></p> <p>Increase services for sale or contract provided by campus entities and training by 25% ..... <input type="checkbox"/></p> <p>Increase Extended Education opportunities available by 25% ..... <input type="checkbox"/></p> <p>Increase external donations to 10% of net general fund ..... <input checked="" type="checkbox"/></p>	<p>Ongoing Annual Budget Allocation</p>	
<p><b>5 Develop partnerships with the private and public sectors to enhance student learning and career opportunities.</b></p>	<p>Increase by 25% the number of students engaged in service learning (and related partnerships between students and other entities beyond Cal State L.A.) ..... <input type="checkbox"/></p> <p>Increase the number of alumni involved beyond simple payment of dues by 10% ..... <input checked="" type="checkbox"/></p>	<p>Ongoing Annual Budget Allocation</p>	
<p><b>6 Ensure that applied, policy-oriented and basic research are equally valued.</b></p>	<p>Revise RTP policies to articulate this weighting ..... <input checked="" type="checkbox"/></p> <p>Revise Post-tenure Review to articulate this focus. Incorporate this objective into briefings given all PSSI (or its successor program) Review Committees. .... <input type="checkbox"/></p>	<p>Ongoing Annual Budget Allocation</p>	<ul style="list-style-type: none"> <li>At this time, the Faculty Policy Committee (with Executive Committee) has decided <u>not</u> to revisit the issue of Post-tenure Review (in part since the new FMI policy achieves many of the same ends).</li> </ul>
<p><b>7 Encourage and reward both scholarship and innovative teaching activities.</b></p>	<p>Revise RTP policies to articulate this weighting ..... <input checked="" type="checkbox"/></p> <p>Revise Post-tenure Review to articulate this focus. Incorporate this objective into briefings given all PSSI (or its successor program) Review Committees. .... <input type="checkbox"/></p>	<p>Ongoing Annual Budget Allocation</p>	<ul style="list-style-type: none"> <li>At this time, the Faculty Policy Committee (with Executive Committee) has decided <u>not</u> to revisit the issue of Post-tenure Review (in part since the new FMI policy achieves many of the same ends).</li> </ul>
<p><b>8 Encourage and reward the continued professional development of faculty, staff and administrators.</b></p>	<p>Increase by 10% the financial support for faculty and administrators and by 20% for staff attendance at professional training conferences, workshops, and seminars ..... <input checked="" type="checkbox"/></p>	<p>\$ 285,894</p>	<p><b>Funding Supported:</b></p> <ul style="list-style-type: none"> <li>Faculty travel for professional development activities</li> </ul>

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Strategic Initiatives	2-Year Objectives Progress-to-date	Cumulative Total-to-date	Comments
<p><b>8</b> ...Continued</p>	<p>Simplify procedures by which faculty, staff and administrators can obtain fee waivers to take CSULA courses ..... <input checked="" type="checkbox"/></p> <p>Provide financial incentives for staff to pursue their education (partial tuition support, merit pay increases). ..... <input checked="" type="checkbox"/></p>		
<p><b>9</b> <b>Develop an Active-Learning, student-centered environment, including service-based learning.</b></p>	<p>Initiate and evaluate a survey as to the extent to which Active Learning techniques are currently in use ..... <input checked="" type="checkbox"/></p> <p>Increase to 50%, the number of faculty who regularly incorporate a student-centered, Active Learning model of instruction in 50% of their courses ..... <input type="checkbox"/></p> <p>Increase to 25%, the number of faculty who regularly incorporate a Service Learning component in at least one of their courses ..... <input checked="" type="checkbox"/></p>	<p>\$ 474,000</p>	<p><b>Funding Supported:</b></p> <ul style="list-style-type: none"> <li>• Faculty Partnership Program</li> <li>• Faculty release time to attend Active Learning workshops</li> </ul> 
<p><b>10</b> <b>Develop effective programs to ensure a high degree of proficiency in the Basic Skills (Oral Communications, Written Communications, Critical Thinking, Mathematics).</b></p>	<p>Require in 50% of majors, at least one oral presentation in a required course ..... <input checked="" type="checkbox"/></p> <p>Require at least one significant written assignment as part of most courses/experiences in 50% of majors; establish effective support mechanisms between the UWC and at least 50% of the Colleges and Departments ..... <input checked="" type="checkbox"/></p> <p>Establish critical thinking as an essential element in the significant written assignment in at least 50% of majors and in the required oral presentations that are in one or more of the required courses in 50% of majors ..... <input checked="" type="checkbox"/></p> <p>Implement improved training and supervision of graduate students teaching math skills courses ..... <input checked="" type="checkbox"/></p> <p>Implement mid-term progress notices &amp; intervention where needed in Math Basic Skills &amp; Basic Subject courses ..... <input checked="" type="checkbox"/></p>	<p>Ongoing Annual Budget Allocation</p>	

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Strategic Initiatives	2-Year Objectives Progress-to-date	Cumulative Total-to-date	Comments
<b>10</b> ...Continued	<p>Expand access to tutors for students in Math Basic Skills/Subject courses ..... <input checked="" type="checkbox"/></p> <p>Develop new intensive developmental math courses to enable those who fail initial course to still complete developmental work within first year ..... <input checked="" type="checkbox"/></p> <p>Offer sufficient sections of English and Math courses to enable students to complete developmental and GE requirements in a timely fashion. .... <input checked="" type="checkbox"/></p>		
<b>11</b> Develop and implement a marketing plan consistent with the University's Strategic Plan.	<p>Increase applications by 10% ..... <input checked="" type="checkbox"/></p> <p>Improve image with high school students, teachers, counselors, and community ..... <input type="checkbox"/></p>		\$ 216,400
<b>12</b> Enhance student recruitment consistent with the University Enrollment Management Plan.	<p>Raise unrestricted scholarships to \$35,000 ..... <input checked="" type="checkbox"/></p> <p>Lower Special Admits to 288 ..... <input type="checkbox"/></p> <p>Raise Honors at Entrance to 12% ..... <input checked="" type="checkbox"/></p>	\$ 721,000	<p><b>Funding Supported:</b></p> <ul style="list-style-type: none"> <li>• Recruitment and retention activities</li> <li>• President's Scholars Program</li> <li>• Transfer Student Website</li> <li>• Hired more recruiters</li> <li>• "Instant Admit Day"</li> <li>• Implemented regional recruitment plan</li> </ul>
<b>13</b> Allocate financial resources for the effective implementation of the University's Strategic Plan.	<p>Achieve relevant strategic objectives ..... <input type="checkbox"/></p>	<p>Ongoing Annual Budget Allocation and New Targeted Resources</p>	
<b>14</b> Develop and expand external financial support.	<p>Increase Alumni and other external financial support by 100% ..... <input checked="" type="checkbox"/></p> <p>Meet Chancellor's Office mandate for external funding ..... <input checked="" type="checkbox"/></p> <p>Increase awards for Contracts and Grants by 15% ..... <input checked="" type="checkbox"/></p> <p>Increase endowment by \$2 million ..... <input checked="" type="checkbox"/></p>		<p>Ongoing Annual Budget Allocation</p>

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<b>15</b> Streamline all administrative processes to make them more efficient, effective and user friendly.	Create a one-stop shopping center ..... <input checked="" type="checkbox"/> Improve overall student satisfaction with services ..... <input checked="" type="checkbox"/>	\$ 750,000	<b>Funding Supported:</b> <ul style="list-style-type: none"> <li>Golden Eagle Territory (GET) on-line self-service Web site, which includes accessing student records, transcripts, and registration.</li> </ul>
<b>16</b> Fully implement the Baseline Hardware/ Software Access, Training, and User Support Plan.	Bring 100% of faculty, staff, and student lab workstations up to Baseline standards ..... <input checked="" type="checkbox"/> Have 100% of faculty, staff, and student labs using Windows 95/NT or Mac equivalent operating systems, Office 97-generation productivity software, including IMAP4 e-mail ..... <input checked="" type="checkbox"/> Bring 10% of instructional space up to "smart classroom" standards ..... <input checked="" type="checkbox"/> Bring FITSC lab on-line ..... <input checked="" type="checkbox"/> Develop full slate of faculty and staff training programs so that at least 25% have some training annually ..... <input checked="" type="checkbox"/> Establish campus-wide staff, faculty, and administrator PeopleSoft training ..... <input type="checkbox"/> Achieve 50% or more of faculty who are satisfied or very satisfied with User Support and Technology Training programs ..... <input checked="" type="checkbox"/> Achieve 50% or more of staff and administrators who are satisfied or very satisfied with User Support and Technology Training programs ..... <input type="checkbox"/> Achieve 60% of faculty and administrators who have full IMAP4 access from home ..... <input checked="" type="checkbox"/> Achieve 60% of staff who are satisfied or very satisfied with extent of access ..... <input type="checkbox"/> Achieve 60% of students who have effective 24-hour access to campus network ..... <input checked="" type="checkbox"/> Establish directory of faculty/staff technology mentors (by areas of expertise) ..... <input type="checkbox"/>	\$ 4,377,474	<b>Funding Supported:</b> <ul style="list-style-type: none"> <li>3-year computer replacements</li> <li>24-hour network access</li> <li>Current software</li> <li>Computer training</li> <li>Computer classrooms</li> <li>Media classrooms</li> <li>Technology enhanced classrooms</li> <li>Student Laptop Loaner Program</li> <li>PeopleSoft training</li> <li>ADA technology (for students with disabilities)</li> </ul>



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## Conclusion

Considering the dynamics of higher education, and technological, political and economical changes in the larger community, it is important to re-examine continually Cal State L.A.'s role and general direction. Plans and objectives formulated in the past reflected the institution's profile and the external environment at that time. Now it is time to assess how those objectives fit the University's vision for the future.

The 2000/01 Strategic Planning Coordination Committee members are working to review and revise all elements of the original Strategic Plan, including the University's existing mission synopsis, organizational profile, and the strategy, culture, and value statements. The SPCC also plays a major role in re-evaluating and revising each Strategic Initiative and accompanying objectives, determining effectiveness and value.

Therefore, during this period of assessment, some initiatives may be modified, others dropped, or added to accurately reflect Cal State L.A.'s direction for the next five years.

All project updates and progress will be documented continuously and publicly available on the official SPCC Website at <http://www.calstatela.edu/spcc>. On the Website is also a bulletin board for faculty, staff, and students to participate in conversations and provide feedback to each other and committee members about these issues. Ultimately, this exchange and all comments will be taken into consideration as the final report is developed.

The final revised ***Strategic Plan 2001 Report*** will be released to the campus community in Fall 2001.



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