

2008-2013 University Strategic Plan

Introduction

Within the context of the University Mission, the 2008-2013 Strategic Plan for California State University, Los Angeles is a guide for where the institution is going (strategic directions), how it is going to get there (strategic goals), and how it will know if it got there (strategic initiatives with measurable objectives). The Strategic Plan is used to establish priorities and to allocate resources accordingly. It also helps the University's divisions, units, academic colleges, schools and departments align their respective priorities, initiatives and operations accordingly. Since it embodies the University's mission, it should be a reflection of the collective vision of the University community.

This document provides an overview of the plan, the development and consultation process, implementation plan and annual review process. Additional information related to all aspects of the plan is available on the Strategic Plan web site, www.spcc.calstatela.edu.

The plan has six strategic directions and associated goals that more fully develop these directions. The six directions are integrated and co-dependent. The plan seeks to make CSULA a thriving place to learn, work and live. It commits the University to invest in people, students, staff, faculty and administrators, so that we can all succeed. Achieving this vision of a thriving human-centered community requires a culture of collaboration and interaction where shared decisions are made in a transparent value-driven environment. Building this thriving community requires that we acquire significant additional non-state funds. The plan also re-enforces the commitment by the University to continue to serve the traditionally underserved while diversifying the student population through the addition of a larger and significant number of well-qualified students. It is recognized that most of the six directions and subsequent goals incorporate endeavors that are already underway, but the plan positions these efforts within the context of the University strategic planning process.

The Development and Consultation Process

This plan was authored by the University Strategic Planning Coordination Committee (SPCC). Its objective has been to envision and operationalize ways to make the University a thriving place to learn, work and live. Toward these ends, the Committee met often beginning January 2006. Committee members gathered information on internal and external factors that are, and will impact our campus, completed Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses for several themes, addressed what we are as an institution, what we do as an educational enterprise and where we are heading. The discussions were lively and candid. All Committee members felt it was imperative for us to focus on nurturing a mutually supportive environment within which to deliver excellence with sustained consistency. The committee recognized the reality of limitations imposed both internally and externally. Among the challenges facing the SPCC was to address the most important needs without diluting our ability to accomplish them at a high level or taking away resources from activities that we already do well.

The Committee's writing team developed several versions of the strategic directions and goals which went through multiple iterations based on discussions by the Committee and campus

stakeholders, including the Associated Students, Inc. (ASI) and Academic Senate leadership. The latter was involved and regularly consulted throughout the process. A faculty focus group was then held to seek additional input. Once a comprehensive draft was refined, a broad process of consultation and communication strategies was implemented to gather input from the campus community. Specific actions included placing a full page ad in the University Times and presentations to the Academic Senate, the Associated Students, Inc. Board of Directors and staff representatives. Discussions were held and input solicited during each of these sessions and through the Strategic Planning Coordination Committee website to ensure broad input from campus constituents. In addition to the online forum, the website included the draft plan, previous campus strategic plans, and information used as resources by the Committee. The SPCC considered campus input, made modifications to the plan and produced the finalized Strategic Directions and Goals included in this document. Each division has developed specific strategic initiatives or actions required to achieve these goals, including the identification of associated costs and priorities.

Implementation Plan

To meet the Strategic Plan's goals, each division has developed and prioritized specific strategic initiatives or actions required, determined associated costs, and are identifying specific sources of one-time or ongoing funding. This investment indicates the University's commitment to make change possible. The major sources of these funds will be from existing Division budgets, productivity dollars and Lottery funds.

The implementation of the strategic directions and goals is the shared responsibility of the entire University community. To accomplish our objectives, support will be required from faculty, students, staff, administrators and alumni. Members of the SPCC have made presentations on the University Strategic Plan to faculty, staff and administrators, as well as the Academic Senate, Associated Students, Inc. (ASI), the Alumni Association, and the University Auxiliary Services (UAS).

Annual Assessment

The University Strategic Planning Coordination Committee will continue its work by developing annual assessment measures for each of the goals. The Committee will annually review actions and results related to each strategic direction and goal to assess how well we are achieving our objectives and, where appropriate, make recommendations. A summary of this review will be shared annually with the campus community.

Strategic Planning Coordination Committee

2007-2008 Membership

Terry Allison, College of Arts and Letters

Kevin Baaske, Academic Senate

Dolores Beltran, Charter College of Education

Kyle Button, Institutional Advancement

Desdemona Cardoza (Chair), Academic Affairs

Bob Desharnais, College of Natural and Social Sciences

Mustafah Dhada, Extended Education [through June 2008]

Mary Falvey, Charter College of Education

Joel Francis, Associated Students, Inc. [through June 2008]
Colleen Friend, College of Health and Human Services
Steven A. Garcia, Administration and Finance [through December 2007]
Ethan Lipton (Executive Secretary), Academic Affairs [through August 2008]
Herman Lujan (Chair), Academic Affairs [through June 2007]
Joaquin Nabarrete, Associated Students, Inc. [through June 2007]
George Pardon, Administration and Finance
Peter Quan, Information Technology Services
Mark Robinson, Institutional Research
Randi Moore, Alumni Association
Virgil Seaman, College of Engineering, Computer Science, and Technology
Tony Ross, Student Affairs
Romelia Salinas, Library and Student Services
Kayley Vernallis, College of Arts and Letters
Laura Whitcomb, College of Business and Economics
Beatrice Yorker, College of Health and Human Services

2008-13 Campus Strategic Directions and Goals

Strategic Directions

- Strengthen and develop excellent programs for the local, regional and global communities.
 - Goal 1.1.* Develop curricular innovations capitalizing on Cal State L.A.'s distinctive location, facilities and infrastructure, students, faculty, and staff.
 - Goal 1.2.* Expand programmatic opportunities for students and the University community for engagement with local, regional and global communities.
 - Goal 1.3.* Expand academic programs for highly qualified students.
 - Goal 1.4.* Assess learning outcomes in all academic programs.
 - Goal 1.5.* Strengthen existing programs based upon the ongoing assessment of learning outcomes and the strategic allocation of resources.
 - Goal 1.6.* Promote existing and develop new masters and applied doctoral programs that prepare students to assume leadership roles in their local, regional and global communities.

- Create a culture where decisions and actions are openly made.
 - Goal 2.1.* Adopt a statement of core values for the institution.
 - Goal 2.2.* Examine existing decision making structures and reform them to meet this goal.
 - Goal 2.3.* Examine and improve processes for gathering and sharing information to enhance both transparency and decision making.
 - Goal 2.4.* Examine, improve, and streamline services.
 - Goal 2.5.* Implement a comprehensive quality improvement program for services throughout the University.

- Establish Cal State L.A. as a nationally recognized urban institution for supporting the transformation of students into well educated highly competitive graduates.
 - Goal 3.1.* Improve the college-readiness of preK-14 students in our primary service area.
 - Goal 3.2.* Enhance students' opportunities for the acquisition of foundational knowledge and skills critical for academic and career success.
 - Goal 3.3.* Foster effective problem-solving, communication, creativity and teamwork throughout the curriculum.
 - Goal 3.4.* Improve institutional support to enhance students' ability to achieve timely completion of their degree goals.
 - Goal 3.5.* Support student counseling and academic advisement that enhances students' personal and academic development.
 - Goal 3.6.* Promote programs that provide professional mentoring through research, creative activity and other forms of scholarship for students preparing for careers that require post-baccalaureate study.

- Make the University a thriving place to learn, work and live.
 - Goal 4.1.* Increase support for collaboration among students and faculty in research, creative and professional activities.
 - Goal 4.2.* Promote a campus culture of quality service based on collegiality.
 - Goal 4.3.* Increase our investment in University personnel.
 - Goal 4.4.* Engage alumni and community collaborators as active partners in furthering the goal of making the University a great place to be.
 - Goal 4.5.* Leverage opportunities provided by technology to improve learning and enhance collaboration.
 - Goal 4.6.* Foster personal and professional growth of faculty, staff, students and administrators in a mutually supportive environment.
 - Goal 4.7.* Recognize and celebrate achievement.
 - Goal 4.8.* Expand and better utilize physical plant capacity to enhance teaching, learning, research, creative and scholarly activity, and social interaction within a safe and secure campus environment.
 - Goal 4.9.* Design and launch a comprehensive campus sustainability program.

- Expand the campus population of diverse, well-qualified students, faculty, staff and administrators.
 - Goal 5.1.* Expand efforts for University-wide involvement of students, faculty, staff, and the community in the life of the campus.
 - Goal 5.2.* Develop a comprehensive strategy to recruit and retain outstanding tenure-track faculty, staff and administrators.
 - Goal 5.3.* Increase the proportion of courses taught by tenure-track faculty.
 - Goal 5.4.* Improve the integration of temporary faculty into the curricular life of departments and the University.
 - Goal 5.5.* Recruit and retain an increased number of better prepared students.

- Significantly increase University resources above state funding.
 - Goal 6.1.* Substantially broaden the base of private, government, and external foundation support for CSULA.
 - Goal 6.2.* Increase investment in fundraising infrastructure.
 - Goal 6.3.* Use technology and non-traditional instructional platforms to enhance revenue while expanding and strengthening programmatic excellence.
 - Goal 6.4.* Develop and implement policies to encourage and reward the greater development of endowed sources of support.
 - Goal 6.5.* Strategically expand the role of financially self supporting programs and their integration within the campus community.