

Cal State LA Strategic Planning Process and Emerging Themes

April 12, 2016



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 measureable 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



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
 - Administration – 137
 - Staff – 538
 - Faculty – 314
 - Students – 232
 - Alumni Association Board – 24
 - 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)