California State University, Los Angeles
1997-2002 University Strategic Plan

I. Introduction

The University has adopted a 5-year, annually reviewed and updated, strategic plan, with specific initiatives to be implemented over the course of the next several years. For 1997-98, nearly $1.3 million from the University's budget was reallocated to initiate funding of these specific initiatives. The remainder of the University's budget ($129.7 million) was allocated to ensure continued quality of our ongoing activities.

Below is a brief description of the strategic planning model to help understand the process by which the committee arrived at the priority strategic initiatives and their funding.

II. The Annual Review Process

This document represents the first iteration of a new strategic planning process that the University has instituted. As our priorities and needs change over time, a similar budgetary commitment will be made to support any new initiatives that are identified.

Over the last two years, the Strategic Planning Coordinating Committee (SPCC) has been formulating the University Strategic Plan. This committee is chaired by the Provost and Vice President for Academic Affairs, Dr. Margaret Hartman, and Vice President for Information Resources Management, Dr. Desdemona Cardoza, and consists of faculty representatives from the six schools and the Library, other senior administrators in the University, and the Chair of the Academic Senate. Along with representatives from the Alumni Relations Office and Associated Students, Inc. (ASI), this committee has collectively prepared the 1997-2002 Strategic Plan. Throughout the process, the co-chairs of the SPCC met with President James Rosser, and kept him informed about the committee's deliberations. The support and encouragement of the President was crucial in successfully developing the strategic plan.

The SPCC's primary objective was the implementation of a Plan that reflected the University Mission as ratified by the Academic Senate and approved by the President. Under the guidance of Dr. William Cordeiro from the Department of Management, a strategic planning process was endorsed by the

committee and is outlined below. The SPCC resolved that the strategic initiatives would be explicitly tied to the University budget and would focus on finding ways to enhance the educational environment for faculty, students, and staff. The committee also recognized the reality of limitations imposed both internally and externally. The challenge facing the SPCC was to address the most important needs for change without taking away resources from activities that we already do well.

III. The Strategic Planning Model

Figure 1 represents the main elements of the strategic planning model.   The University Strategy is driven by the Mission, the Organizational Profile, the External Environment, and the Culture and Values of our institution. The SPCC examined all significant internal elements about the University, including evaluations of the strengths and weaknesses of each element. This was followed by an assessment of the external environment, including demographic, political, and economic trends, opportunities, and threats. The development of a framework for decision-making resulted in the identification of seven strategic University divisions. Once the strategic divisions were determined, the SPCC established 7 subgroups, representing these divisions. Each subgroup was responsible for identifying strategic initiatives. A key element in this process was the requirement that every strategic initiative be tied to measurable 2-year and 5-year objectives. Once the initiatives were determined, priorities and objectives were established, resources identified, and responsibilities assigned.

IV. Priority Strategies

The SPCC identified 16 areas of priority need. One percent of the total budget was allocated to these priorities, almost $1.3 million. Figure 4 is a list of the priority strategic initiatives. The first strategic initiative requires explanation. Every member concurred regarding the need to continue to encourage, assess, and make appropriate modifications to those activities we do best, and to ensure that budgetary resources are allocated to those activities accordingly. It was also determined that some of the initiatives could be accomplished without additional funding but with continuing review. Of the initiatives that require new or additional funding, some are supplemented or matched by external funds. Implementation of the Baseline Plan for hardware/software access, training, and user support takes up

more than a third of the allocated resources but it is also supplemented by $575,000 in new funds from the Chancellor's Office. Five initiatives received new investments of $950,000 in reallocated funds. Figure 5 contains a listing of the 2- and 5-year benchmarks for all 16 strategic initiatives.

V. Plan Implementation

To ensure continued support for maintaining excellence in our ongoing activities, the SPCC determined that nearly 99% of the 1997-98 budget be allocated to those endeavors. For 1997-98, the nearly $1.3 million in additional funding for the 6 funded initiatives represents resources that are being reallocated from existing funds in the budget. Of this amount, nearly $1 million would be committed on an ongoing basis, and the remaining $300,000 would be a one-time expenditure. We view this amount as an important initial investment, indicating the University's commitment to make change possible. The major sources of these funds are from existing Vice Presidential base budgets, productivity dollars, enrollment growth, and Lottery funds.

The implementation of the initiatives is the shared responsibility of the entire University community. To meet the 2-year and 5-year benchmarks, support will be required from faculty, students, staff, administrators, and alumni. In other words, all University constituents will help in laying out the steps that should be taken to achieve our objectives.

The SPCC will be making presentations on the University Strategic Plan to the faculty, staff, and administrators of the six schools and the Library, as well as the Academic Senate, Associated Students, Inc. (ASI), the Alumni Association, and the UAS and CSLA Foundation Boards. These presentations will be open to the University Community.

It seems appropriate that we begin the next 50 years of our existence with a renewed commitment to offering excellent and innovative educational opportunities and the highest level of service to the diverse student population of the Los Angeles basin. California State University, Los Angeles is committed to creating a learning community for the 21st century.

Figure 1

Strategic Planning Model

Culture/ Values

Mission Synopsis
(See Figure 2)

Organizational Profile

University Strategy
(See Figure 3)

External Environment

Objectives
2-year   5-year

Students

Campus and Extended Community

Human Resources Development

Learning/Teaching Activities

Marketing-Promotion-Recruitment

Resources Administration and Development

Technology

Strategic Divisions

(See Figure 5)

Results

Objectives

Ranked Items   Responsible Person   Needed Resources
_____   _____ $_____Time_____

Figure 2

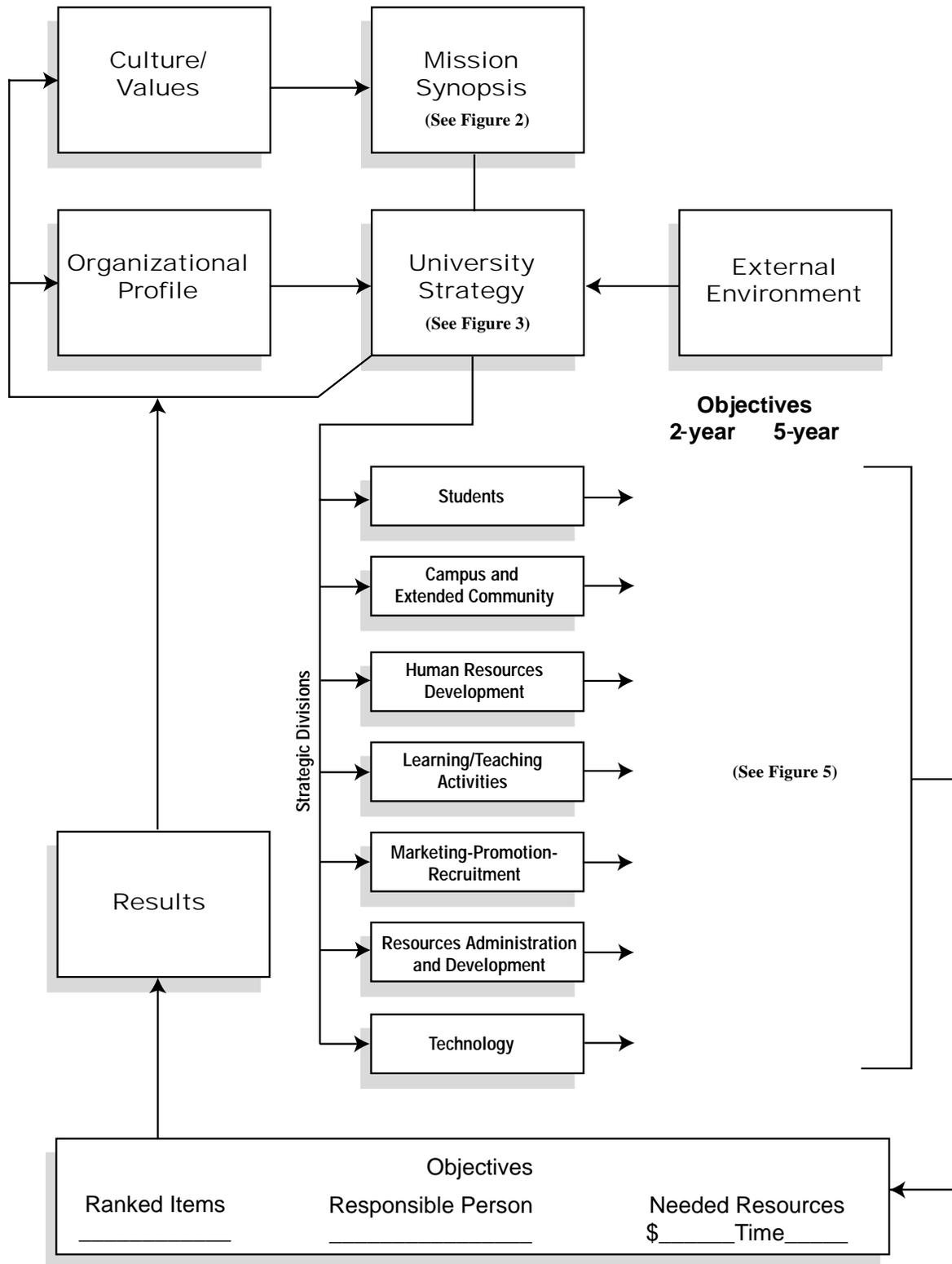## Mission Synopsis

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 shared educational and cultural life;
- Providing high quality professional services to all constituencies of the University.

Figure 3

University Strategy

■ Develop and enhance a learning/teaching community of students/alumni, faculty, staff, administration, and the greater Los Angeles community by:

- viewing students as the center of all Cal State L.A. activities;

- attracting and recruiting a diverse body of well prepared and high potential students;

- maintaining high academic standards, enhancing student learning, retaining students, and enabling them to graduate as quickly as possible;

- assuring that current and new programs prepare students for life-long learning and for continuing career opportunities;

- strengthening the ties between alumni and the rest of the Cal State L.A. community;

- sustaining a strong working relationship with K-14 institutions;

- recognizing a strong role for applied and policy oriented research and scholarship;

- diversifying and increasing financial support;

- marketing and promoting Cal State L.A.

■ Value and enrich the cultural identities of the Cal State L.A. and greater Los Angeles communities.

■ Make Cal State L.A. a center of Los Angeles-based social, cultural, professional, artistic, and economic development endeavors.

■ Provide opportunities for the continued personal and professional interaction and development of faculty and staff, including an effective incentive and reward system.

■ Enhance the ability of faculty and staff to collaboratively serve a culturally and linguistically diverse student body.

■ Value and encourage multilingualism, and ensure a high degree of proficiency in English.

Figure 4

Priority Strategic Initiatives

	Strategic Initiatives	**Resources 97/98**	**Strategic Divisions**	**Responsible Person**
1	Continually assess effectiveness and make appropriate modifications, on an ongoing basis, of the programs, services and other educational opportunities described in the Organizational Profile.	No additional funding.	All	All Vice Presidents
2	Ensure students receive high quality academic and student support services appropriate to their academic needs, interests and goals.	$150,000	Students	VPAA & VPSA
3	Enhance all aspects of customer service with students as the top priority.	$175,000	Students	All Vice Presidents
4	Enlarge the Cal State L.A. circle of influence in the community.	No additional funding.	Campus and Extended Community	VPAA, VPIA & VPSA
5	Develop partnerships with the private and public sectors to enhance student learning and career opportunities.	No additional funding.	Campus and Extended Community	VPAA, VPIA & VPSA
6	Ensure that applied, policy-oriented and basic research are equally valued.	No additional funding.	Human Resources Development	VPAA
7	Encourage and reward both scholarship and innovative teaching activities.	No additional funding.	Human Resources Development	VPAA
8	Encourage and reward the continued professional development of faculty, staff and administrators.	No additional funding.	Human Resources Development	VPAA & VPAF
9	Develop an active-learning, student-centered environment, including service-based learning.	$150,000	Learning/Teaching Activities	VPAA
10	Develop effective programs to ensure a high degree of proficiency in the Basic Skills (Oral Communications, Written Communications, Critical Thinking, Mathematics).	No additional funding.	Learning/Teaching Activities	VPAA
11	Develop and implement a marketing plan consistent with the University's Strategic Plan	$35,000	Marketing-Promotion-Recruitment	VPIA & VPSA
12	Enhance student recruitment consistent with the University's Enrollment Management Plan.	$159,000	Marketing-Promotion-Recruitment	VPAA, VPIA, VPSA
13	Allocate financial resources for the effective implementation of the University's Strategic Plan.	No additional funding.	Resource Administration and Development	VPAF
14	Develop and expand external financial support.	No additional funding.	Resource Administration and Development	VPAA & VPIA
15	Streamline all administrative processes to make them more efficient, effective and user friendly.	No additional funding.	Resource Administration and Development	All Vice Presidents
16	Fully implement the *Baseline Hardware/Software Access, Training,* and *User Support Plan.*	$600,000	Technology	VPIRM

Figure 5

2-Year and 5-Year Objectives

Intitiative Number		2-Year Objectives	5-Year Objectives
Students	2	• 50% Goal: Increase 0-1 yr. persistence to 82%; 1-2 yr. to 84%; 2-3 yr. to 88%; 3-4 yr. to 91%; 4-5 yr. to 94%; 5-6 yr. to 97%.	• 52% Goal (urban campus average for regularly admitted full-time freshmen): Increase 0-1 yr. persistence to 83%; 1-2 yr. to 86%; 2-3 yr. to 88%; 3-4 yr. to 91%; 4-5 yr. to 94%; 5-6 yr. to 97%.
	3	• 50% Goal: Increase 0-1 yr. persistence to 82%; 1-2 yr. to 84%; 2-3 yr. to 88%; 3-4 yr. to 91%; 4-5 yr. to 94%; 5-6 yr. to 97%. • Increase general satisfaction (SNAPS) rating to 3.60.	• 52% Goal (urban campus average for regularly admitted full-time freshmen): Increase 0-1 yr. persistence to 83%; 1-2 yr. to 86%; 2-3 yr. to 88%; 3-4 yr. to 91%; 4-5 yr. to 94%; 5-6 yr. to 97%. • Increase graduation rate to 40% within 6 years of entrance. • Increase general satisfaction (SNAPS) rating to 3.77.
Campus and Extended Community	4	• Increase use of community service centers, services for sale or contract provided by campus entities and training, and continuing education opportunities available by 25%. • Increase external donations to 10% of net general fund.	• Increase use of community service centers, services for sale or contract provided by campus entities and training, and continuing education opportunities available by 100%. • Increase external donations by 10% per year beyond 2-year goal.
	5	• Increase by 25% the number of students engaged in service learning (and related partnerships between students and other entities beyond Cal State L.A.). • Increase the number of alumni involved beyond simple payment of dues by 10%.	• Increase by 100% the number of students engaged in service learning (and related partnerships between students and other entities beyond Cal State L.A.). • Increase the number of alumni involved beyond simple payment of dues by 25%.
Human Resources Development	6	• Revise RTP policies to articulate this weighting. • Revise Post-tenure Review to articulate this focus. Incorporate this objective into briefings given all PSSI (or its successor program) Review Committees.	• Incorporate this objective into briefings given to all RTP and Post-tenure Review committees.
	7	• Revise RTP policies to articulate this weighting. • Revise Post-tenure Review to articulate this focus. Incorporate this objective into briefings given all PSSI (or its successor program) Review Committees.	• Incorporate this objective into briefings given all RTP and Post-tenure Review committees. • Increase by 25% funding in support of innovative teaching activities.
	8	• Increase by 10% the financial support for faculty and administrators and by 20% for staff attendance at professional training conferences, workshops, and seminars. • Simplify procedures by which faculty, staff and administrators can obtain fee waivers to take Cal State L.A. courses. • Provide financial incentives for staff to pursue their education (partial tuition support, merit pay increases).	• Increase by 10% the financial support for faculty and administrators and by 20% for staff attendance at professional training conferences, workshops, and seminars. • Examine and simplify procedures by which faculty, staff and administrators can obtain fee waivers to take Cal State L.A. courses. • Provide financial incentives for staff to pursue their education (partial tuition support, merit pay increases).
Learning/Teaching Activities	9	• Initiate and evaluate a survey as to the extent to which Active Learning techniques are currently in use. • Increase to 50%, the number of faculty who regularly incorporate a student-centered, active learning model of instruction in 50% of their courses. • Increase to 25%, the number of faculty who regularly incorporate a Service Learning component in at least one of their courses.	• CETL and AA support Faculty Task Forces to coordinate dissemination and further development of Student-centered, Active Learning techniques University-wide. • Increase to 75%, the number of faculty who regularly incorporate a student-centered, active learning model of instruction in 50% of their courses. • Increase to 50%, the number of faculty who regularly incorporate a Service Learning component in at least one of their courses.

	Intitiative Number	**2-Year Objectives**	**5-Year Objectives**
Learning/Teaching Activities	10	• Require in 50% of majors, at least one oral presentation in a required course. • 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 Schools and Departments. • Establish critical thinking as an essential element in the significant written assignments 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. • Implement improved training and supervision of graduate students teaching math skills courses. • Implement mid-term progress notices and intervention where needed in Math Basic Skills and Basic Subject courses. • Expand access to tutors for students in Math Basic Skills/ Subject courses. • Develop new intensive developmental math courses to enable those who fail initial course to still complete developmental work within first year. • Offer sufficient sections of English and Math courses to enable students to complete developmental and GE requirements in a timely fashion.	• Require in 100% of majors, one oral presentation in a required course. • Require at least one significant written assignment as part of the courses/experiences in 100% of majors; establish effective support mechanisms between the UWC and 100% of the Schools and Departments. • Establish critical thinking as an essential element in the significant written assignments in 100% of majors and in the required oral presentations that are in one or more of the required courses in 100% of majors.
Mkg-Promo-Recruit	11	• Increase applications by 10%. • Increase image with high school students, teachers, counselors, and community.	• Increase applications by 20%. • Increase image with high school students, teachers, counselors, and community.
	12	• Raise unrestricted scholarships to $35,000. • Lower Special Admits to 288. • Raise Honors at Entrance to 12%.	• Raise unrestricted scholarships to $110,000. • Keep Special Admits constant. • Raise Honors at Entrance to 15%.
Resource Adm. and Development	13	• Achieve relevant strategic objectives.	• Achieve relevant strategic objectives.
	14	• Increase Alumni and other external financial support by 100%. • Meet Chancellor's Office mandate for external funding. • Increase awards for Contracts and Grants by 15%. • Increase endowment by $2 million.	• Increase Alumni financial support by 500%. • Meet Chancellor's mandate for external funding. • Increase awards for Contracts and Grants by 25%. • Increase endowment by $5 million.
	15	• Create a one-stop shopping center. • Improve overall student satisfaction with services.	• Modify 15 non-student administrative processes. • Improve overall faculty and staff satisfaction with services.
Technology	16	• Bring 100% of faculty, staff, and student lab workstations up to Baseline standards. • 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. • Bring 10% of instructional space up to "smart classroom" standards. • Bring FITSC lab on-line. • Develop full slate of faculty and staff training programs so that at least 25% have some training annually. • Establish directory of faculty/staff technology mentors (by areas of expertise). • Achieve 50% or more of faculty, staff and administrators who are satisfied or very satisfied with User Support and Technology Training programs. • Achieve 60% of faculty and administrators who have full IMAP4 access from home. • Achieve 60% staff who are satisfied or very satisfied with extent of access. • Achieve 60% of students who have effective 24-hour access to campus network. • Establish campus-wide staff, faculty, and administrtator PeopleSoft training.	• Institute 3 year Refresh Cycle for all faculty, staff and student lab work stations. • Institute 3 year update on operating systems and productivity software. • Bring 15% of instructional space up to "smart classroom" standards • Bring Faculty Advanced Multimedia Development Lab on-line. • Develop full slate of faculty and staff training programs so that at least 50% have some training annually. • Regularly update directory of faculty/staff technology mentors (by areas of expertise). • Achieve 80% or more of faculty, staff and administrators who are satisfied or very satisfied with User Support and Technology Training programs. • Achieve 90% of faculty and administrators who have full IMAP4 access from home. • Achieve 90% staff who are satisfied or very satisfied with extent of access. • Achieve 100% of students who have effective 24-hour access to campus network. • Establish PeopleSoft training programs for new faculty, staff and administrators, and refresh/up-date courses for all on an "as needed" basis.

Strategic Planning Coordination Committee

1996/97 Membership	1997/98 Membership
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