California State Polytechnic University, Pomona
University Strategic Plan
2011 - 2015

Introduction

On the threshold of its 75th anniversary, California State Polytechnic University, Pomona, is positioned to build on its distinctive programs that promote the economic, environmental, and social wellbeing of the region and the state.

In preparing graduates as the next generation of professionals, the university's educational focus on real-world experience has proven successful. Cal Poly Pomona's respected "learn by doing" philosophy links theory to practice, educating its students broadly while engaging them in hands-on applications of the principles they study.

Today California's public higher education system is at a crossroads. Drastic reductions in state support have required a comprehensive review of the university's role, responsibilities, and processes. Creative and innovative approaches must be identified and developed through a strategic planning process that enables the university to compete successfully in this new environment without compromising its commitment to its mission and vision.

Cal Poly Pomona's current strategic planning process began in the spring of 2008 when President Michael Ortiz led the university through a comprehensive review that resulted in agreement on a shared vision and core values. In fall 2008, Provost Marten denBoer and the Academic Senate launched a campus-wide planning process that resulted in a new Academic Master Plan, approved by the Senate in spring 2009.

In June 2009, President Ortiz, on the recommendation of the Senate, formed the University Strategic Planning Committee and charged it with providing the campus with a direction forward and identified priorities to the year 2015.

Framework and Guiding Principles of the University Strategic Plan

The University Strategic Planning Committee formed by President Ortiz included student, faculty, and staff representatives. Chaired by Provost denBoer, the committee was charged to undertake a process that met the following criteria:

1. Use the Academic Master Plan and divisional Strategic Plans to inform a University Strategic Plan. The final plan must include broadly defined goals, strategic directions, and indicators of progress. The committee should identify outstanding peer institutions that will focus the university's vision of the future.

2. Publish a timeline for project completion which facilitates the participation of the campus community. The timeline should provide for the University Strategic Plan to be completed by May 30, 2010.

3. Develop a schedule and guidelines for on-going and sustainable university-wide planning following adoption of the University Strategic Plan.

4. The University Strategic Plan should reflect the university mission and vision and its core values. Though guided primarily by the Academic Master Plan, it should be broadly inclusive of all operational aspects of the campus. Each of the university's divisions has developed a strategic plan. The University Strategic Plan will encompass those plans as well as college and department plans.

5. The planning process must be transparent and inclusive of the university community. The committee must build into its timeline and its ongoing planning schedule opportunities for all campus stakeholders to participate and comment on drafts. The committee should also provide participation opportunities for key external stakeholders and partners.

Timeline for the University Strategic Plan

Initiative	Focus	Dates
Vision and Core Values Initiative	Foundation of the Strategic Plan	Completed: May 2008
Academic Plan Initiative	Academic framework of the Strategic Plan	Completed: May 2009
Strategic Plan	Committee process launched	Completed: June 2009
Draft Plan	Initial draft of plan	Completed: Nov 2009
Public comment and review	Draft plan available for comment	Completed: Nov 2009
Senate review	Edited plan is sent to Academic Senate	Completed: May 2010
Final approval	Completion of comprehensive 10-year plan	Completed: May 2010

Peer Review of the University Strategic Plan

A successful plan must reflect the goals and objectives of its constituencies. Therefore, a key component of the Cal Poly Pomona planning process is public review of the content and the opportunity to inform future iterations of the plan, to ensure that the goals and objectives of the University Strategic Plan are grounded on the campus culture and demonstrate a commitment to the university's mission, vision, and core values.

Resource Planning to Address Strategic Objectives

For decades, the California State University system received a consistent level of public funding to meet the mission of educating the top 30 percent of the state's high school graduates and community college transfers. That consistency is rooted in the culture of Cal Poly Pomona, making the current slashing of state support extremely difficult to address. Public resources and student fees will always be needed to meet the university's most basic objectives, but to preserve excellence and be successfully implemented current and future strategic plans will need external resources. The university's funding sources include:

- **State General Fund:** University state funding has fallen by 68 percent since 1999. In 1999, the system received $11,075 per FTE (adjusted for inflation). In 2009, the system received $4,669 per FTE.

- **Student Fees:** In 2009, in-state students covered 46 percent of the cost of education, compared to less than 20 percent in 1999, though CSU fees remain less than peer universities across the country.

- **Research:** Historically, research funding has not been a priority in the university, but such funding will be increasingly needed to maintain excellence and to provide our undergraduate and graduate students with opportunities in applied research and scholarship important for work force preparation.

- **Philanthropy:** Private funding is taking on greater importance in this generation. External resources (via the Comprehensive Campaign and annual fundraising goals) will determine the success of expanded scholarship and physical growth initiatives.

California State Polytechnic University, Pomona: Mission, Vision, and Core Values

Our strategic planning process should create and disseminate to the university community goals and objectives that reflect the university's mission, vision, and core values. The strategic plan should provide clear objectives and measurable outcomes, in accord with its commitment to assessment, that will guide decision making and determine the university's success in meeting its goals.

MISSION - The mission of California State Polytechnic University, Pomona is to advance learning and knowledge by linking theory and practice in all disciplines, and to prepare students for lifelong learning, leadership and careers in a changing multicultural world.

VISION - California State Polytechnic University, Pomona, will be recognized as a national leader in polytechnic education, where hands-on learning is the foundation of a broad-based educational experience. Our graduates will be distinguished by their understanding of theory, the ability to think critically and the capacity to apply that knowledge in a real-world setting. Cal Poly Pomona will embrace change, through teaching, learning, and scholarship that continually addresses the needs of a diverse culture and a dynamic economy. Cal Poly Pomona will be a model of a learning-centered university in all aspects of campus life. The mission of the university will be rooted in our core values:

CORE VALUES

Polytechnic Identity - We take great pride in our polytechnic identity, realizing our exclusive role in higher education. Cal Poly Pomona is responsible to its constituents by providing quality instruction in the unique programs that distinguish the university.

Academic Quality - We are committed to academic rigor and excellence in our teaching, learning, and scholarship. A Cal Poly Pomona education transforms prepared students into successful alumni.

Learn By Doing - We are distinguished by our active, hands-on approach to learning, both in and out of the classroom.

Teacher-Scholars - We are committed to producing and supporting faculty teacher-scholars. Developing state-of-the-art facilities will allow faculty to collaborate with students so as to generate knowledge and develop real-world solutions.

Environmental Sustainability - We recognize our responsibilities to the global community and value the importance of applying and advancing sustainable practices in the classroom and on our campus.

Celebration of Diversity - Cal Poly Pomona embraces diversity as a core value, ensuring that the campus community reflects the region and state it serves.

Goals and Strategic Objectives

The University Strategic Plan includes the following eight broad goals:

1. A Student Population Aligned with the Academic Master Plan
2. A Learning Organization Enhanced by a Culture of Evidence, Academic Excellence, and Scholarship
3. Student Success through an Engaging Campus Experience
4. Excellence in Our Faculty and Staff
5. Engagement with the Geographic Region and Beyond
6. A Diverse, Global Perspective
7. A Campus Preserved and Enhanced for Future Generations
8. Financial Resources to Ensure Educational Excellence

The goals and strategic objectives are described below. For each goal, the guiding university core values are noted in brackets.

Goal 1
A Student Population Aligned with the Academic Master Plan
[Academic Quality, Celebration of Diversity]

Cal Poly Pomona will use enrollment management strategies to yield a student population aligned with academic program targets and goals to increase academic profile, diversity, and access for underrepresented students.

Strategic Objectives

1.1 Increase the quality of each entering undergraduate class, while maintaining our commitment to ethnic and cultural diversity.

1.2 Increase the number and quality of graduate students and graduate programs.

1.3 Develop an admissions strategy to align each entering class with academic program targets developed by the colleges.

1.4 Increase access for military veterans, including the creation of a portfolio of services responsive to their unique needs.

1.5 Implement prospective student outreach strategies that will position the university for increased state-wide recognition.

Goal 2
A Learning Organization Enhanced by a
Culture of Evidence, Academic Excellence, and Scholarship
[Academic Quality, Learn by Doing, Teacher-Scholar]

Cal Poly Pomona will develop and structure student learning through efficient use of technology, practical application of theory, multi-disciplinary collaboration, and continuous assessment for program improvement. Applied research and scholarship will be enhanced to strengthen learning opportunities for graduates and undergraduates.

Strategic Objectives

2.1 Strengthen opportunities for student learning.

2.1.1 Increase support for the development of undergraduate and graduate student scholars and researchers.

2.1.2 Encourage multidisciplinary academic programs across departments and colleges.

2.1.3 Increase opportunities for students to acquire hands on learning experiences.

2.1.4 Facilitate and support learning communities focused on emerging common interests.

2.1.5 Support university-wide colloquia and forums, using outside speakers as well as local talent, attracting audiences across academic fields to encourage interactions.

2.1.6 Develop and implement a plan for online learning that identifies and responds to faculty and student support needs.

2.2 Continuously improve programs through assessment of student learning.

2.2.1 Develop and implement effective mechanisms for assessing student learning outcomes for curricular and co curricular programs.

2.2.2 Develop and implement effective mechanisms for assessing teaching of instructors by their students and peers

2.2.3 Conduct comprehensive program reviews for two to four departments per year.

2.2.4 Review quality improvement reports including results of customer surveys, benchmarking and measurement activities and make changes based on assessment data.

2.2.5 Use assessment data to make resource and service decisions.

2.3 Improve infrastructure for learning and scholarship, including graduate studies.

2.3.1 Conduct an assessment of classroom and technology needs.

2.3.2 Design and implement a plan for creating classrooms and other learning spaces and technology that support student engagement, learn by doing, and multiple ways of student learning throughout the disciplines.

2.3.3 Enhance library resources needed to support scholarship by 10%.

2.3.4 Assess the need to use distance learning to broaden the diversity of learning opportunities.

2.3.5 Ensure continued progress on the Accessible Technology Initiative.

2.3.6 Support interdisciplinary collaborations in teaching.

Goal 3
Student Success through an Engaging Campus Experience
[All Core Values]

Cal Poly Pomona will fully engage students from freshmen orientation through graduation, facilitating student success and scholarship using proactive advising, mentoring, student employment, and involvement in programs and services.

Strategic Objectives

    3.1   Facilitate students' progress toward degree.

        3.1.1   Improve class availability.

        3.1.1a Develop and implement software to improve the enrollment management process.

        3.1.1b Consistently strengthen the curriculum to support academic integrity while providing students a clear path to graduation.

        3.1.2   Improve advising and mentoring.

        3.1.2a Enhance early-start transition programs for targeted students the summer prior to their first term of enrollment.

        3.1.2b Develop tactics to assist students in making informed choices about academic disciplines and majors early in their careers.

        3.1.2c Develop and implement an e-communication early warning system to let students know when they are starting to have academic difficulties.

        3.1.2d Implement tools for students to develop and track their individual academic paths to graduation.

        3.1.3   Improve registration services.

        3.1.3a Develop strategies for a one-stop transactional student center and implement them.

        3.1.3b Partner with community colleges to develop and implement a process to provide seamless transfers of electronic transcripts.

3.2 Facilitate and support the student as learner, researcher, and peer mentor.

    3.2.1 Develop multidisciplinary research programs, encouraging active and meaningful student involvement in them.

    3.2.2 Empower students to participate actively in defining the campus culture.

    3.2.3 Continually create opportunities for the exchange of ideas, including student participation in co-curricular activities, such as intercollegiate competitions.

3.3 Enhance programs and services that contribute to student success.

    3.3.1 Develop a baseline that measures student involvement and engagement and use it to design and implement a means for targeting students who have not made connections to become more engaged.

    3.3.2 Continually recognize and reward student scholarly, artistic, cultural, and athletic achievement through campus-wide honors events and programs.

    3.3.3 Establish a Bronco Pride Committee with members from all divisions to identify and enhance existing traditions and create new ones.

    3.3.4 Design, develop, and fund state-of-the art physical facilities, athletic fields, and open spaces that enhance student life and support student health and success.

    3.3.5 Continually work to balance faculty members' workloads and increase opportunities for faculty to live on or closer to campus to enable them to participate more fully in academic student life activities.

    3.3.6 Continue to develop and construct on-campus student housing unit to expand the quality of student life and support retention and graduation.

3.4 Advance opportunities for a broad-based general education in the liberal arts.

Goal 4
Excellence in Our Faculty and Staff
[All Core Values]

Cal Poly Pomona will attract and retain accomplished, creative, student-centered teacher-scholars and staff and provide opportunities for career advancement and professional development.

Strategic Objectives

4.1. Foster a campus culture that supports the development of our faculty as teacher scholars and rewards excellence in innovation in teaching, scholarship and its integration.

4.1.1 Support innovations in and discussions of pedagogy: teaching and learning that occurs in the classroom, on line, and through fieldwork, community service learning, and supervisory courses.

4.1.2 Support faculty in their role as teacher-scholars through mentoring and other assistance, such as enhancing opportunities and incentives for faculty engagement in research, scholarship and creative activity, including interdisciplinary collaborations.

4.1.3 Support and encourage academic collaborations with peer and research universities to expand learning, scholarship and creative activity opportunities for faculty and students.

4.1.4 Encourage faculty collaboration with students in the context of learn-by-doing inquiry, discovery, professional practice and creative work.

4.1.5 Increase the number and proportion of tenure track faculty.

4.1.6 Address faculty workloads to levels that balance quality instruction with access.

4.1.7 Increase incentives and support for faculty seeking external research funding.

4.2. Strengthen staff skills and job satisfaction.

    4.2.1 Involve staff in the collection of data to improve staff opportunities, effectiveness and morale.

    4.2.2 Improve use of existing technology to track the need for and completion of all staff training.

    4.2.3 Expand and enhance online employee self-service features.

    4.2.4 Expand and enhance online administrative financial data.

4.3 Emphasize shared goals, strengthen commonalities between, and improve cooperation among, faculty and staff, especially with respect to shared administrative duties.

    4.3.1 Foster collaboration among academic and student affairs professionals in First-Year Experience, co-curricular programs and other learning activities.

4.4 Provide opportunities for life-long learning and development for faculty and staff.

4.5 Document accomplishments and achievements of faculty and staff and recognize and reward performance.

Goal 5
Engagement with the Geographic Region and Beyond
[All Core Values]

Cal Poly Pomona will serve the local region as a center for scholarly activity and research. Through service learning and community-based research the campus will engage with the needs of the region and showcase scholarly, artistic, cultural, and athletic events that bring the community to the campus. Continuing education and other public educational opportunities will extend the university's outreach.

Strategic Objectives

5.1 Develop and implement community-based learning activities and events.

    5.1.1 Continue to encourage and support community-based learning, including community service learning, community-based scholarship, and cooperative arrangements.

    5.1.2 Strengthen community learning centers as sites for applied learning for students and as opportunities for faculty scholarship and engagement.

    5.1.3 Develop cooperative arrangements and curricula compatible with local schools and internships in business, industry, and other community partners.

5.2 Strengthen academic programs and produce high-quality campus activities that respond to the needs of the region.

    5.2.1 Continually expand community access to continuing education opportunities, particularly for disadvantaged and non-traditional students and professionals in our local and extended state and world communities.

    5.2.2 Increase the number and quality of involvement of program-based advisory boards.

    5.2.3 Increase community access to campus scholarly, artistic, cultural, and athletic events.

Goal 6
A Diverse, Global Perspective
[Celebration of Diversity]

Cal Poly Pomona will enhance its commitment to a population that reflects the diversity of California. Our curriculum will prepare students for success in diverse global communities.

Objectives

6.1 Provide global learning and scholarship opportunities for students and faculty.

    6.1.1 Increase the number of collaborations, exchange programs, and study abroad programs with domestic and international partners to enhance understanding of the responsibilities of global citizenship.

    6.1.2 Invite national and international scholars to engage with faculty, students, and staff to encourage exchange of ideas.

6.2 Increase diversity among faculty, students, and staff while enhancing academic programs.

    6.2.1 Strengthen the academic profile of entering students while maintaining student access and diversity.

    6.2.2 Actively recruit and retain faculty, students, and staff from diverse domestic and international communities.

    6.2.3 Develop guidelines and tutorials to assist search panels to achieve diverse applicant pools.

    6.2.4 Support instruction focused on involving students in community-based learning and scholarship extending from our neighborhood to the world.

6.3 Develop self-determination and self-advocacy for students with disabilities.

    6.3.1 Continue to reduce barriers to programs and activities for disabled students.

    6.3.2 Continually increase campus-wide education on disability and awareness of the needs of disabled students.

Goal #7
A Campus Preserved and Enhanced for Future Generations
[Environmental Sustainability]

Cal Poly Pomona will be a leader in environmental stewardship, adopting strategies to meet current needs. Sustainability will be a priority in developing new facilities and maintaining existing ones. Principles of sustainability will be embedded into the curriculum and drive research.

Objectives

7.1 Implement the President's Climate Commitment envisioned in Cal Poly's Climate Action Plan to achieve carbon neutrality by 2030 and work towards meeting the Plan's benchmarks in the areas of transportation; facilities; energy supply; and agriculture, landscape, solid waste, and refrigerants.

> 7.1.1. Reduce carbon emissions associated with vehicle trips and miles traveled by reducing the commuting population of the student body and the number of commuting trips to campus and vehicle miles traveled by faculty, students, and staff.

> 7.1.2. Increase the use of alternatives to single-occupancy vehicles for commuting to campus through aggressive carpool programs, strategies to increase mass transit use, and support for walking and bicycling.

> 7.1.3 Achieve zero emissions associated with university fleet operations and offset University air travel emissions.

> 7.1.4 Continually collaborate and cooperate with local transportation agencies to enhance existing and implement new means of transportation to and on campus.

> 7.1.5 Develop strategies and funding mechanisms to provide quality on-campus or nearby housing opportunities for students, faculty, and staff that meet the current and future needs of the Cal Poly Pomona community, including renovation of existing housing stock and addition of new facilities.

> 7.1.6. Reduce the energy demand for existing campus buildings, achieve net zero emissions with new construction while meeting LEED or LEED-equivalent standards, and ensure new equipment is as energy efficient as possible.

7.1.7. Reduce electricity and natural gas consumption.

7.1.8. Reduce emissions associated with agriculture and landscape, increase carbon sequestration through landscape plantings, and attain zero emissions associated with the use of refrigerants.

7.1.9. Reduce water consumption while increasing on-site water re-use, retention, and groundwater recharge, and assure new construction meets criteria for low-impact, water-conserving development.

7.2. Develop a common language and robust methodology, with appropriate support tools, for maximizing productivity and effectiveness in managing complex projects.

7.2.1. Evaluate emerging technologies and determine which will best serve the university.

7.2.2. Identify electronic resources and software that benefit the university by improving productivity and achieving economies of scale.

7.2.3. Provide a comprehensive data warehouse with user-friendly dashboards to guide business decisions.

7.3. Embed principles of sustainability into the curriculum and support research efforts to develop appropriate technologies and energy- and resource-conscious practices.

Goal 8
Financial Resources to Ensure Educational Excellence
[All Core Values]

To achieve financial sustainability, Cal Poly Pomona will work with political leaders to increase State support, develop a comprehensive campaign to increase philanthropic giving, and support applied research to increase grant funding. The university will also launch a branding campaign to solidify its identity and campus marketing tailored to specific communities and constituencies.

Strategic Objectives

8.1 Develop and support methods to increase extra-mural support and giving

    8.1.1 Implement a $150 million Comprehensive Campaign to be completed by June 2015, with annual intermediate financial targets.

    8.1.1a Acquire multiple gifts in excess of $10 million.

    8.1.1b Generate $75 million in endowment funds to support academic objectives including student scholarships and endowments.

    8.1.1c Generate $50 million for outstanding premier teaching facilities.

    8.1.1d Generate $25 million to support specific campus programs that enhance student life and the academic mission, including Renaissance Scholars, Rose Parade Float, and veterans' initiatives.

    8.2.1 Create public-private partnerships that improve campus facilities and infrastructure.

8.2 Increase recognition - in the community and among our political leadership of the value of a Cal Poly Pomona education.

    8.2.1 President continues to meet with local and state elected representative; greater funding for press releases, etc.

8.3 Lead a public relations and marketing campaign to elevate the identity of the university and support the Comprehensive Campaign.

8.3.1 Develop a broad-based advertising and marketing process before entering the external phase of the identity campaign in fall 2010.

8.3.2 Assess university communications to ensure targeted audiences are provided with strategic messages.

8.4 Protect the information assets of the university.