Our Vision is to be recognized as a leader in preparing students for lifelong learning, leadership and careers in an increasingly interconnected world.
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Background

The College of the Extended University and International Center (CEU) serves the campus’ international community and is the educational outreach arm for the university in providing career enhancement courses, professional development certificates, advanced degrees and customized training programs for today’s lifelong learners. Each year, international students and delegations, new college graduates, working professionals and mid-career managers select our courses and degree programs because of our Learn by Doing approach and our expert instructors who bring real-world experience and business solutions into the classroom.

Our students come from a variety of industries and professions. As a result, we offer a wide range of program areas to choose from. Our flexible evening and weekend course schedules help make attending class more convenient for those with full-time jobs. We also offer a wide range of career training and instructor-led online classes for students who prefer to learn at their own pace – when and where it is most convenient.

Individuals who wish to try out a new area of study, or those who want to finish their degree or change career fields, are able to choose from hundreds of academic credit courses offered through the Open University program. Participation in this program requires no formal admission to the university and credits earned are transferable to other CSU and UC campuses.

Working in collaboration with local and regional employers and government agencies, the CEU provides customized training programs to meet the immediate needs of today’s workforce and tomorrow’s leaders. We also offer the same type of customizable training to
international professionals from around the world through our Global Education Programs. The CEU, in collaboration with the International Center, further fulfills its mission by offering an extensive variety of Study Abroad options year-round for students who wish to engage in international or multi-cultural studies.

As the University moves beyond its 75th Anniversary, it is clear that the College of the Extended University and International Center will play an increasingly essential part in the success of Cal Poly Pomona. It was with this in mind that CEU began the process of creating a strategic plan. Development of the plan began with several “All-College Meetings” and a call for volunteers to form a Strategic Planning Committee. The Committee met for several months to draft a document that recognizes the core competencies of CEU, its alignment with the University, and provides a framework for the future. This document was further refined by the College leadership to ensure that it would meet the needs of the organization and its key constituencies. The result is a living document that will enable CEU to meet its goals and become a leader in continuing and global education.
The Mission of the College of the Extended University:

“Extending Opportunities Through Education”

Our Vision:

The College of the Extended University and International Center will be recognized as a leader in preparing students for lifelong learning, leadership and careers in an increasingly interconnected world.
The Future CEU

Development of a Strategic Plan requires a clear direction of where the organization wants to go, and what identity it desires to achieve. This ‘picture of the future’ – that is, a description of what CEU desires to become – can be described by examining the vantage points of major stakeholders as described below. The Strategic Plan’s Goals and Strategic Objectives are formulated so that, when fully implemented, the CEU of 2020 will be as follows:

Student Perspective

When a student first hears of CEU it will probably be through electronic media. They will see a clear brand and brand promise; experience consistency across all our materials and messages; and their understanding and experience will lead them to think of CEU as a door to CPP–quality ongoing educational opportunities.

When they first contact CEU it will most likely be through the web where they will find: websites that are highly functional and compatible with mobile devices; custom apps that seamlessly enable self-service; and easily available online services that are interactive and responsive (“Amazon-like”).

Encounters with CEU staff will impress them with the high level and consistency of our professional behavior and attitude for providing customer-focused service. Here, too, they will experience consistency in materials and messages.

Exploring our offerings will reveal up-to-date clusters of programs around areas of intersection between identified regional needs and CPP areas of competency. There will be stackable courses and certificates that directly apply to specific areas of career and professional development, and/or to degree and degree completion programs at the bachelors and masters levels.
International students will find that their ‘touch points’ with CPP are seamlessly integrated between Student Affairs, the International Center and other areas of campus services. They will experience pre-arrival contacts that are complete and informative, sophisticated, and that leverage technology for delivery (e.g., webinars). Scheduling of courses will be on a par with other CPP students, with special provisions made to accommodate exchange students and to provide pathway programs from CPELI.

When students enter our accessible-and-inviting facilities they will find quality, engaging instruction from experienced professionals and faculty; and a learning environment that is enhanced by “smart”, interactive, mobile technologies.

Students – both domestic and international - will benefit from constructive relationship management that guides them through their desired programs and that engages them as alumni and alumnae of CEU as well as of CPP.

**Campus and External Perspective**

One of the most obvious features of CEU to external observers will be our size: there will be twice as many degree programs and degree-seeking students; both CPELI and GEP will have doubled in size and significantly diversified; our Career and Professional Development programs will serve three times as many students; and the International Center will support the 7% of total CPP enrollment desired for the campus by 2020. Our facilities and staff will also be appropriate to sustain this growth.

There will be on-going collaborations off-campus with WIBs, industry groups, professional associations, companies, government, and community organizations to identify regional workforce needs and programs. Campus observers will see CEU as a partner in grants, fundraising, campus initiatives, (ex; speaker series) and scholarships. All will see consistency across CEU materials and messages.
Investigations of our offerings will reveal clusters of programs around identified regional needs that intersect with CPP areas of competency. Stackable courses and certificates will lead students to competencies in areas pertinent to career and professional development, and/or to degrees and degree completion programs at the bachelors and masters levels. There will be services and programs tailored for special audiences; e.g., pre-university students, veterans, mid-career professionals, international students and delegations, etc. Professional development offerings will be integrated with those on campus so as to meet the needs of CPP faculty, staff and students.

The goal of achieving Global Competency for all CPP students will be supported by increasing their levels of applicable awareness and understanding. The number of CPP students experiencing a study abroad or exchange opportunity will approach ___%. The 7% of international students on campus will ensure more opportunities for student-to-student inter-cultural and international contact on campus. A vibrant visiting scholar program will allow students to learn from international scholars in classrooms and laboratories. And appropriate support, guidance and training will enable CPP faculty to incorporate elements of global competency and citizenship into their courses.

**Internal Perspective**

Inside CEU we will work with seamless, integrated, leading-edge business processes and technologies. Facilities, staff and other resources will be “right-sized” and well equipped to meet our quality and growth goals. Internal resources and expertise will be combined with accessible, applicable market data – gleaned from relationships with appropriate government, industry, professional and community members and organizations as well as from external data sources and services – to result in a significantly increased capacity for business development. Our
decisions will be data driven in all appropriate instances.

Also, we will be immersed in a culture that has real meaning: a culture of respect and collaboration; of innovation and empowerment, where everyone is a ‘change agent’; one that is service-oriented and student-focused; and where quality and continuous improvement are aided by meaningful evaluation and feedback and by professional growth and development opportunities.
Goals and Strategic Objectives

The College of the Extended University Strategic Plan includes seven broad goals:

Goal One – Establish and maintain efficient, effective, documented business processes that leverage leading-edge technologies and practices.

Goal Two – Improve enrollment and student services to enable the success of our programs and ensure that CEU is a preferred choice for traditional and international students, lifelong learners and professional delegations.

Goal Three – Ensure CPP success in the international educational arena by leading comprehensive campus internationalization and by enabling meaningful and dynamic opportunities for international students, faculty, and delegations.

Goal Four – Serve as a resource to the university and the local region in the sphere of workforce development and training.

Goal Five – Foster culture that will attract and retain accomplished, creative, and student-centered staff and provide opportunities for career advancement and professional development.
Goal Six – Develop a CEU “brand” and an associated “brand promise” to position CEU within CPP and to promote the success of CEU programs. Launch a branding campaign to solidify the CEU identity and tailor marketing efforts to its communities and constituencies while supporting CPP’s efforts to increase external and grant funding.

Goal Seven – Develop a culture of Continuous Process Improvement in all Business Units, Departments and Programs.
California State Polytechnic University, Pomona  
College of the Extended University  
Strategic Plan  
FY 2015-FY 2020

Goal 1

Establish and maintain efficient, effective, documented business processes that leverage leading-edge technologies and practices.

Strategic Objectives

1. Integrate new software systems to maximize efficiency and effectiveness among business units.
   a. Integrate the Higher Reach system to streamline registration, accounting, marketing, program development, and provide a system for student and faculty self-service activity.
   b. Develop a data warehouse for professional development programs.
   c. Identify and implement processes that improve productivity and result in a paperless office.

2. Match classroom facilities to program needs and specific technologies.

3. Ensure availability and accessibility of resources to enable and support achievement of goals.

4. Protect the information assets of the university and maintain and preserve the accuracy and data integrity of student records and transcripts.
   a. Maintain and update the Firewall Rules and Exceptions.
   b. Ensure full compliance with Payment Card Industry standards.
   c. Maintain and update Secure Socket Layer within the CEU website.
California State Polytechnic University, Pomona
College of the Extended University
Strategic Plan
FY 2015-FY 2020

Goal 2

Improve enrollment and student services to enable the success of our programs and ensure that CEU is a preferred choice for traditional and international students, lifelong learners and professional delegations.

Strategic Objectives

1. Use market understanding and enrollment management strategies to yield a student population aligned with program targets and goals and to increase the academic profile, diversity, and access for all students.
   a. Identify and analyze new opportunities for all College Business Units.
   b. Increase the number of graduate students and graduate programs by working with CPP Colleges and Departments.
   c. Provide pre-university programs designed to ensure freshmen retention and success at CPP.

2. Develop and implement student service policies and procedures that are aligned with CEU's enrollment goals.

3. Increase the number of veterans enrolled in CEU programs; and identify and develop programs to support veterans and other potentially underserved constituencies.
Goal 3

Ensure CPP success in the international educational arena by leading comprehensive campus internationalization and by enabling meaningful and dynamic opportunities for international students, faculty, and delegations.

Strategic Objectives

1. Facilitate the movement of international students, delegations and scholars to and from the campus to encourage the exchange of ideas.
   a. Increase the number of collaborations, exchange programs, and study abroad programs with domestic and international partners.
   b. Promote campus visits by international delegations.
   c. Promote and enable the seamless integration of international students and faculty into the University.

2. Provide global learning and scholarship opportunities for students and faculty.
   a. Increase the number of faculty lead academic programs abroad.
   b. Increase the number of Cal Poly Pomona students studying abroad, with a goal of 4% by 2020.

3. Actively recruit international students and faculty.
   a. Diversify its pool of clients and students in Global Education, CPELI, and short-term programs.
   b. Establish pathway programs at both the undergraduate and graduate levels.
c. enable a vibrant program of exchange visitors and scholars on campus.

4. Serve as a meaningful focal point on campus for coordinating compliance requirements of U.S. government immigration and CSU System directives related to international activities.

5. Develop structure in the International Center to support the University’s goal of 7% international students on campus by 2020.

6. Lead comprehensive campus internationalization to ensure that all CPP students benefit from international exposure and understanding.
   - Lead development of faculty task force in study abroad curriculum integration that results in sustained increase in study abroad and/or exchange program participation to 4% by 2020.
   - Partner with academic colleges in the development of colleges’ internationalization goals to include student and faculty participation in international engagement, global citizenship and enhancement of curriculum. Each college should include targets by 2017.

- Lead discussion and development of procedures for institutional assessment of international education by 2017 to support accreditation.
- Develop and establish goals for regional/destination/representative diversity in international collaboration.

7. Partner with campus constituents to develop intercultural competency professional development program for faculty and staff.
Goal 4

Serve as a resource to the university and local region in the sphere of workforce development and training.

Leveraging its extensive networks of industry partners, civic and professional organizations, and highly qualified instructors and staff, the College will serve as a regional model for workforce development and training. Be recognized as a nexus for training, development and innovative educational offerings.

Strategic Objectives

1. Cultivate relationships with local communities and regional constituencies in the areas of workforce development and training.
   a. Develop strategic and comprehensive relationships with the local Workforce Investment Boards (WIBS).
   b. Reach out to surrounding communities and constituencies, including under-served ones, to address their education and training needs.
   c. Partner with commercial entities, industry, and governmental agencies to create relevant, demand-driven programs that address the skill gaps in the existing workforce.

2. Bring the global community to the College’s service area.
   a. Develop programs that integrate global audiences and experts with the local communities.
   b. Develop programs that leverage local communities’ strengths and provide these communities with access to international cultures, ideas and thoughts.

3. Extend learning opportunities beyond the campus and local region by developing new programs, and by transitioning existing courses and programs, for new locations and/or
formats.

4. Develop linkages with other Colleges to formulate and implement plans that support achievement of their goals.

5. Develop a broad awareness of internal (campus) and external (regional) core competencies.

6. Expand offerings by developing “clusters” of related programs around areas of intersection between regional needs and CPP or regional core competencies.

7. Develop additional Business to Business opportunities.
Goal 5

Foster a Culture that will attract and retain accomplished, creative, student-centered staff and provide opportunities for career advancement and professional development.

Strategic Objectives

1. Foster collaboration, cooperation, and communication among business units and departments in order to ensure seamless teamwork throughout the organization.
   a. Provide cross-training opportunities.
   b. Increase communication to ensure staff has accurate, up-to-date information.
   c. Create cross-functional teams for process improvement and other strategic projects.
2. Develop a performance management system, including annual evaluations and performance improvement plans.
   a. Include staff in the collection of data to improve staff opportunities and recognize and reward performance.
   b. Provide lifelong learning and development for all staff.
3. Document accomplishments and achievements of faculty and staff and recognize and reward performance.
4. Develop a staffing process to ensure that the organization is able to sustain growth and profitability, ensure a high level of morale, and attract and retain highly skilled staff.
5. Become a source of development opportunity for CPP faculty, staff and students.
Goal 6
Develop a CEU “brand” and an associated “brand promise” to position CEU within CPP and to promote the success of CEU programs. Launch a branding campaign to solidify the CEU identity and tailor marketing efforts to its communities and constituencies while supporting CPP’s efforts to increase external and grant funding.

Strategic Objectives

1. Develop a broad-based advertising and marketing plan in 2015 that includes procedures, policies, and promotional materials to recruit students/clients for CEU programs.
   a. Develop a marketing plan that includes communication and involvement in the community; targets overseas populations; and includes outreach strategies that will position CEU for increased global recognition.

2. Improve/establish uniform signage for all business units.

3. Contribute to the development and promotion of Cal Poly Pomona’s global brand.
   a. Investigate the feasibility of offering/franchising popular programs abroad.

4. Work with Academic Departments to develop programs that can be supported through external and grant funding, and that involve CEU as a partner.

5. Encourage staff to become part of CPP’s fundraising effort through volunteer/committee work.
California State Polytechnic University, Pomona  
College of the Extended University  
Strategic Plan  
FY 2015-FY 2020  

Goal 7  

Develop a culture of Continuous Improvement in all Business Units, Departments and Programs.  

Strategic Objectives  

1. Create and implement mechanisms for biannual comprehensive program/departmental reviews.  

2. Develop a standard annual plan for strategic review and assessment based on Continuous Process Improvement techniques.  

3. Improve the assessment of learning and instruction.  
   a. Develop auxilliary student learning outcomes for all programs and create mechanisms for measurement and improvement  
   b. Develop and implement effective mechanisms for assessing student learning outcomes for curricular and co-curricular programs  
   c. Review and improve mechanisms for assessing the quality of instruction.  

4. Identify and attain appropriate externally-recognized accreditations and certifications.
Appendix I.

Framework and Guiding Principles of the College of the Extended University and International Center’s Strategic Plan

The CEU Strategic Planning Committee included members of each of the Business Units: Program Development, Operations, CalPoly English Language Institute, and the International Center.

The committee used the following criteria to develop the plan:

1. Use the University Strategic Plan to inform the CEU Strategic Plan.
2. Determine a timeline for project completion.
3. Ensure that the goals and objectives can be the basis for action plans.
4. The Strategic Plan reflects the mission and vision of CEU.
5. The planning process is inclusive and provides an opportunity for input from key stakeholders.
Appendix II

CPP Core Values

This Strategic Plan for the College of the Extended University and International Center was developed to be in full alignment with the values of our University. These values are listed below for reference.

- **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 state and region it serves.