



CalPolyPomona

STRATEGIC PLAN

2017-2025



OUR JOURNEY TO THE FUTURE

Over the course of 80 years, California State Polytechnic University, Pomona has sustained a profound commitment to creativity, discovery and innovation. This legacy serves as the inspiration for the bold institutional vision found in our Strategic Plan 2017-2025.

Drawing on the spirit of collaboration that has defined our university for eight decades, the Strategic Plan coalesces the aspirations and expertise of faculty, staff, students, alumni, parents, community members and campus partners collected over the course of nearly 30 open forums and focus groups and more than 10,000 survey responses. The result is a comprehensive plan that defines our mission, declares our vision and affirms our values.

Any plan's true value lies in its execution. Through five strategic initiatives, our plan delineates specific outcomes, goals and objectives that are concretely stated and readily measurable to facilitate success and accountability. Likewise, regular reporting on the objectives will keep the campus community updated on our progress.

As the most diverse university of its kind in the nation, Cal Poly Pomona aspires to be the model for an inclusive polytechnic university. The Strategic Plan provides the blueprint for this goal.

As we push forward on this journey, I express gratitude to everyone who contributed to the strategic plan, as well as to those who have been part of the first 80 years of our growth and development.

Go Broncos!



Soraya M. Coley, Ph.D.
President



Combining the modern with the historic, the breezeway of the new Student Services Building points to University Plaza, one of the first campus buildings. Opened in January 2019, the Student Services Building aggregates resources for prospective and current students, parents and alumni with the goal of helping students succeed from the moment they first step foot on campus to long after they graduate.



OUR MISSION

We cultivate success through a diverse culture of experiential learning, discovery and innovation.

The term "polytechnic" originates from the Greek word polytechnos, meaning "skilled in many arts." For more than 80 years, Cal Poly Pomona has expanded on this concept to create a modern and inclusive approach to polytechnic education. Our commitment to experiential learning, multi-disciplinary perspectives, collaboration and professional readiness provides a one-of-a-kind educational experience.

An electrical engineering student glues flowers on the award-winning 2019 Cal Poly Universities' Rose Float, "Far Out Frequencies." A tradition going back 70 years, the Rose Float program epitomizes the learn-by-doing philosophy and commitment to community engagement, which are at the core of Cal Poly Pomona's mission.



OUR VISION

Cal Poly Pomona will be the model for an inclusive polytechnic university that inspires creativity and innovation, embraces local and global challenges and transforms lives.

At Cal Poly Pomona, students participate in an immersive educational experience that is inclusive, relevant and engaging; where connecting theory and practice sits at the core of every curricular and co-curricular activity and learning by doing is a given. The end result is that our students leave our campus uniquely prepared to succeed in their careers and in life.

A geology student takes measurements during her Structural Geology class field trip to the San Gabriel Canyon.

OUR VALUES

ACADEMIC EXCELLENCE

We demonstrate academic quality, relevance and excellence through our teaching, learning, scholarship and creative activities with student-centered faculty in an evidence-based culture.

EXPERIENTIAL LEARNING

Our polytechnic identity fosters an integrative approach to education through collaboration, discovery, learning by doing and innovation. Our approach encourages reflection, informed risk-taking and continuous learning.

INCLUSIVITY

Our diversity across multiple dimensions reflects and enhances our community. We are welcoming and respectful, and we value diversity.

STUDENT LEARNING AND SUCCESS

We are deeply committed to educational experiences and supportive services that engage our students, enhance personal well-being and growth, provide career opportunities and foster ethical citizenship.

COMMUNITY ENGAGEMENT

We nurture mutually beneficial and meaningful relationships with community partners and stakeholders.

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

As global citizens, our individual and collective actions reflect our commitment to one another, society and the environment.

Jessie Vallejo (second from left), an assistant professor in the Department of Music, directs Mariachi Los Broncos de Pomona, a performance ensemble that includes students from a range of majors and was one of the first college mariachi groups in the United States.

OUR PLAN

STRATEGIC INITIATIVE

GOALS

<p>1</p> <p>DELIVER QUALITY PROGRAMS THAT PROMOTE INTEGRATIVE LEARNING, DISCOVERY AND CREATIVITY</p>	<p>2</p> <p>ENHANCE STUDENT LEARNING, DEVELOPMENT AND SUCCESS</p>	<p>3</p> <p>PREPARE OUR STUDENTS FOR THE FUTURE OF WORK, HUMAN & CIVIC ENGAGEMENT</p>	<p>4</p> <p>STRENGTHEN OUR ECONOMIC VITALITY AND IMPACT</p>	<p>5</p> <p>ADVANCE ORGANIZATIONAL DEVELOPMENT AND EMPLOYEE EXCELLENCE</p>
<p>1 As an expression of our polytechnic identity, all students at CPP will engage in experiential applied learning across all disciplines</p>	<p>1 Re-envision the co-curricular experience of students as they move in, through and beyond the university community</p>	<p>1 Implement a plan for student success that spans pre-admission to one year post-graduation</p>	<p>1 Boldly elevate our reputation and showcase our unique polytechnic identity</p>	<p>1 Become an employer of choice, recognized as a great place to work</p>
<p>2 Expand opportunities for students to experience the distinguishing hallmarks of a CPP education: integrative learning, discovery and creativity</p>	<p>2 Design effective strategies that optimize the retention, persistence and achievement of historically underserved communities</p>	<p>2 Develop a career readiness model that provides students with early and on-going opportunities to engage with alumni, the community and industry leaders</p>	<p>2 Generate diverse revenue streams that enable the university to increase tenure density, expand and enhance programs and invest in research and development opportunities</p>	<p>2 Recognize and reward the achievements of teams and the impact of teamwork</p>
<p>3 Establish centers of excellence that will capitalize on our polytechnic identity, strengths and synergistic opportunities for discovery, innovation and creative expression</p>	<p>3 Develop innovative strategies to increase the graduation rates of all students</p>	<p>3 Advance student learning and civic engagement through initiatives that address community concerns and regional needs</p>	<p>3 Improve the economic and social well-being of our communities by connecting our talent, knowledge and educational resources with local, national and global partners</p>	<p>3 Increase recruitment and retention of diverse faculty, staff and other professionals</p>
<p>4 Revitalize the General Education program by reimagining the integration of the liberal arts and sciences within the context of our polytechnic identity</p>	<p>4 Expand the digital student experience to provide timely and effective services that support students and their success</p>		<p>4 Implement long-range, systemic approaches to maximize our physical resources (i.e. space, land, water)</p>	<p>4 Invest in our personnel by expanding professional development opportunities</p>
	<p>5 Encourage widespread student engagement in experiences that foster strong and enduring relationships and a sense of belonging in a vibrant campus community</p>			<p>5 Improve our campus infrastructure and organizational capacity by redesigning administrative processes and systems to be more efficient, effective and sustainable</p>
	<p>6 Create a culture that promotes well-being and resiliency</p>			

Guided by our mission, vision and values, we identified five strategic initiatives that serve as the backbone of our Strategic Plan. These initiatives encompass all we do as an institution and provide the framework for the goals, objectives and outcomes that function as the operational components of the plan. To provide a concise summary of the plan, the strategic initiatives and goals appear to the left. The pages that follow lay out in detail the accompanying objectives, outcomes and relevant metrics for tracking our progress.

In January 2015, newly appointed President Soraya M. Coley announced the first steps of a campus-wide strategic planning effort focused on “accelerating excellence” at Cal Poly Pomona. Over the two years that followed, strategic planning would not be the only massive undertaking at Cal Poly Pomona. During this early stage of the planning process, the campus was also completing a years-long conversion from quarters to semesters – an enormous task that involved redesigning more than 3,500 courses and the close review of every campus program and policy. Also coinciding with Cal Poly Pomona’s strategic planning efforts, the California State University launched a system-wide student success initiative – Graduation Initiative 2025 – that set ambitious graduation rate goals for each campus and committed to eliminating achievement gaps around ethnicity and income.

All told, the Strategic Plan represents a decade of planning and progress at Cal Poly Pomona.

To accommodate the demand imposed by semester conversion and to better align with the CSU’s student success initiative, the scope of our strategic plan was broadened to incorporate the years leading to 2025.

STRATEGIC INITIATIVE

1

DELIVER QUALITY PROGRAMS THAT PROMOTE INTEGRATIVE LEARNING, DISCOVERY AND CREATIVITY

EXPLODED AXONOMETRIC



OUTCOMES

- ▶ Every major is structured to provide pathway(s) or course(s) that engage students in experiential/applied learning
- ▶ All students use strategic pathways to have an integrated, linked co-curricular and academic experience
- ▶ Interdisciplinary centers of excellence provide distinction to the university and synergistic opportunities for student and faculty research, professional development, and service across multiple disciplines
- ▶ All undergraduate students have a coherent and integrated experience that may include guided pathways or themes through the GE program

An architecture student adjusts his model of a Mars habitat at the College of Environmental Design.

GOALS



OBJECTIVES



1 As an **EXPRESSION** of our polytechnic identity, all students at CPP will engage in experiential applied learning across all disciplines

- a Apply the eight elements of our polytechnic identity as a framework to classify existing experiences and projects in academic, co-curricular and student development programs
- b Develop and enhance integrated academic, co-curricular and student development pathways with critical milestones
- c Track participation in and assess the impact of signature polytechnic experiences on student learning and success to inform continual enhancement of student learning

4 **REVITALIZE** the General Education program by reimagining the integration of the liberal arts and sciences within the context of our polytechnic identity

- a Develop a shared understanding and statement of the meaning and purpose of the General Education program at a polytechnic university
- b Update the General Education learning outcomes to more closely align with the eight elements of an inclusive polytechnic education

2 **EXPAND** opportunities for students to experience the distinguishing hallmarks of a CPP education: integrative learning, discovery and creativity

- a Use the 'Learn Through Discovery' framework to ensure that every CPP student engages in creativity, discovery and innovation
- b Support the professional development of faculty to engage more students in interdisciplinary and problem-based learning; apply new modalities of teaching; and develop innovative learning experiences for students
- c Promote and support a graduate culture and ensure that graduate programs meet the needs of diverse student learners and incorporate the elements of an inclusive polytechnic education

3 **ESTABLISH** centers of excellence that will capitalize on our polytechnic identity, strengths and synergistic opportunities for discovery, innovation and creative expression

- a Create 'Interdisciplinary Thematic Scholarly Communities' to leverage cross-disciplinary collaboration in strategic areas of distinction
- b Use faculty cluster hiring to promote opportunities for faculty and students to engage in research, discovery, and innovation
- c Target and manage 50 corporate partnerships with leading firms based on identified industry clusters and select regional and national organization aligned with our centers of excellence

How we will measure our progress

- Student participation in signature polytechnic experiences
- Corporate partnerships
- Recognition and support for teaching and curricular innovation

ENHANCE STUDENT LEARNING, DEVELOPMENT AND SUCCESS



Jiangning Che, an assistant professor in the Don B. Huntley College of Agriculture, works with a student in identifying clothing fibers under a microscope as part of a course in the Department of Apparel Merchandising & Management.

OUTCOMES

- ▶ Students receive intentional, consistent guidance from the point of admission to one year after graduation to integrate their learning and prepare them for post-collegiate life
- ▶ Cal Poly Pomona successfully eliminates opportunity gaps and actively addresses distinct needs in the performance of students
- ▶ Retention and graduation rates increase for all Cal Poly Pomona students
- ▶ The majority of administrative services are available online to students in a mobile platform
- ▶ More students participate in experiences that create community and prepare them to make meaningful civic and global contributions
- ▶ The university adopts and promotes a holistic approach to student health and well-being that supports an inclusive and caring community

GOALS



OBJECTIVES



1 RE-ENVISION

the co-curricular experience of students as they move in, through and beyond the university community

- a Redesign the first year of college to better prepare entering students for academic and personal success by providing an effective transition to the university from admission to the end of the first year
- b Utilize intentionally designed pathways and roadmaps with critical success markers which foster student success through undergraduate research, innovation and community engagement
- c Expand and deepen our relationships with business, industry and community partners to support the academic and co-curricular experience of our students in college and beyond

4 EXPAND

the digital student experience to provide timely and effective services that support students and their success

- a Ensure that the digital environment is intentional, secure, accessible and customized to the information needs of each student
- b Ensure that students have access to actionable and meaningful data that facilitates their progress toward graduation
- c Provide access to flexible technologies that improve communications with students

2 DESIGN

effective strategies that optimize the retention, persistence and achievement of historically underserved communities

- a Broaden and strengthen support for underserved students through targeted interventions; enhanced academic advising; and proven, academic, social and financial supports
- b Improve year-to-year persistence through early alerts, facilitated academic planning, removing administrative barriers and providing financial literacy education
- c Create a communications campaign to increase the participation of underserved students in high impact practices such as internships, community service, research and study abroad

5 ENCOURAGE

widespread student engagement in experiences that foster strong and enduring relationships and a sense of belonging in a vibrant campus community

- a Expand and promote inclusive experiences that create a sense of community and belonging for students
- b Identify and expand meaningful campus traditions to promote our mission and campus spirit

3 DEVELOP

innovative strategies to increase the graduation rates of all students

- a Adopt data-informed and effective strategies to reach and address the advising and academic support needs of students
- b Expand course redesign and faculty development efforts to adopt equity-minded pedagogies and practices and enhance academic support interventions to increase student success in critical pathway courses and those with high failure rates and equity gaps
- c Implement a multi-year strategic enrollment management plan that supports access, timely progress to degree and student success
- d Mount a fundraising campaign to promote and solicit scholarships targeted to improve student retention and close opportunity gaps

6 CREATE

a culture that promotes well-being and resiliency

- a Develop a framework that addresses the multiple dimensions of student wellness, self-care and resiliency
- b Establish a sustainable model and partnership to provide access to basic needs support and services for students

How we will measure our progress

- Retention and graduation rates of freshmen and transfer students and the elimination of equity gaps
- Student engagement in campus experiences that contribute to an increased sense of belonging and satisfaction

STRATEGIC INITIATIVE

3

PREPARE OUR STUDENTS FOR THE FUTURE OF WORK, HUMAN & CIVIC ENGAGEMENT

GOALS



OBJECTIVES



1 IMPLEMENT

a plan for student success that spans pre-admission to one year post-graduation

- a Transform career readiness to better prepare students for the future of work and civic engagement
- b Align institutional learning outcomes and the development of essential skills with academic and co-curricular experiences
- c Engage parents and families in the life of the university to support student success

2 DEVELOP

a career readiness model that provides students with early and on-going opportunities to engage with alumni, the community and industry leaders

- a Develop a framework and action plan for ensuring students' career readiness and the ability to adapt to the evolving nature of work
- b Integrate career readiness experiences into academic and co-curricular road maps
- c Continue to increase the number of quality service-learning, internship, cooperative education and volunteer opportunities

3 ADVANCE

student learning and civic engagement through initiatives that address community concerns and regional needs

- a Implement civic engagement programs that identify and address problems and needs of local and regional communities
- b Facilitate the involvement of all first year students in civic engagement programs and opportunities
- c Create an advisory council to collaborate with community partners in identifying concerns and regional needs

OUTCOMES

- ▶ Students demonstrate essential skills and competencies that prepare them for a variety of dynamic and rapidly changing professional experiences
- ▶ Students have sequenced academic and co-curricular experiences supported by coordinated planning among the colleges, academic programs, the Career Center and Alumni Relations
- ▶ The university fosters expanded student engagement in interdisciplinary research and community-based projects

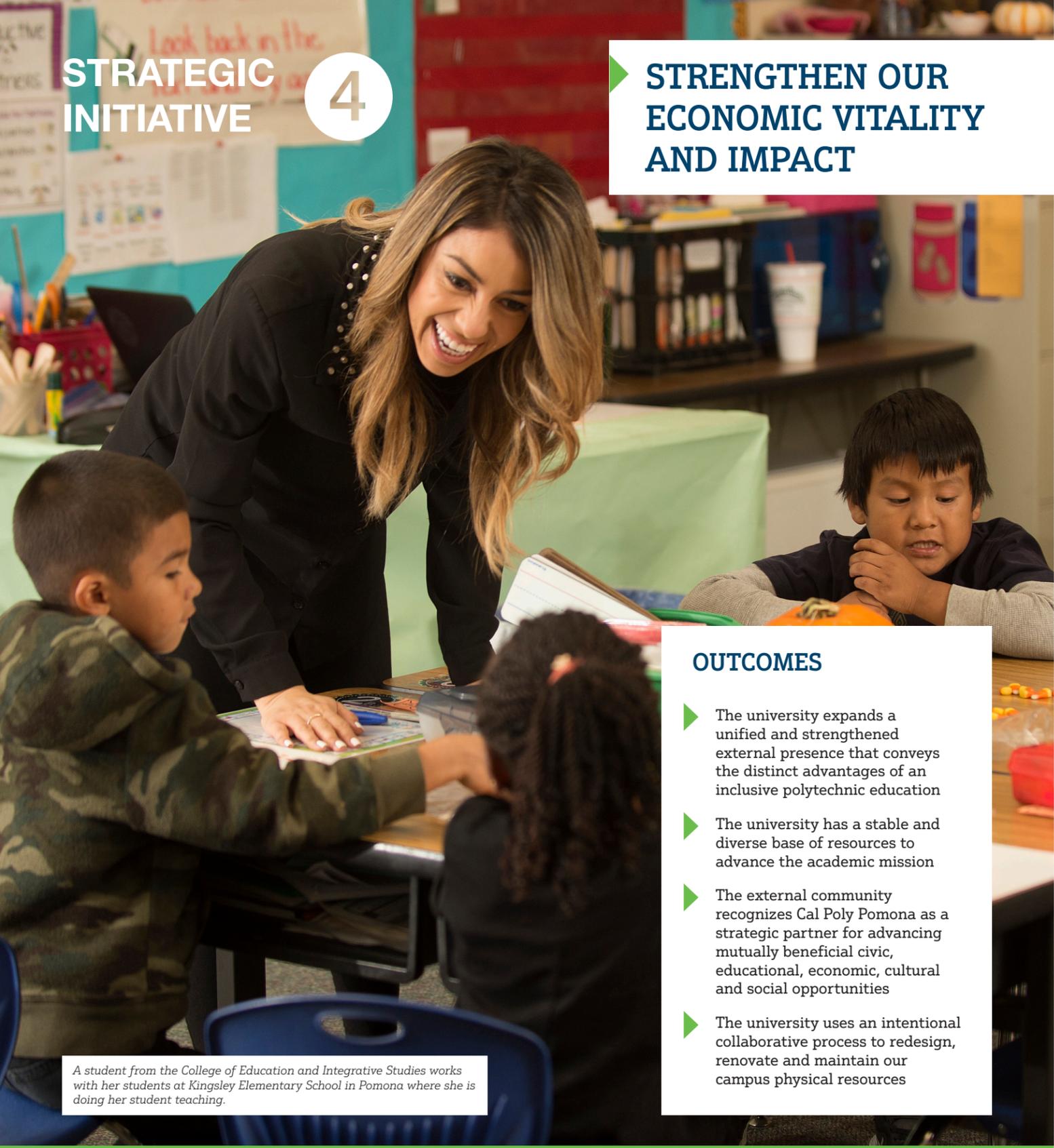
A student from The Collins College of Hospitality Management receives her diploma during the 2019 Commencement ceremonies. Founded in 1973, The Collins College is consistently ranked among the premier hospitality colleges in the world.



College of Business Administration students prepare tax forms as part of an annual program that provides cost-free tax preparation assistance to the local community.

How we will measure our progress

- Student participation in internships, service learning, research and creative activities
- Levels and varieties of family and parental engagement
- Student participation in career readiness programs and services
- Community partnerships



A student from the College of Education and Integrative Studies works with her students at Kingsley Elementary School in Pomona where she is doing her student teaching.

STRENGTHEN OUR ECONOMIC VITALITY AND IMPACT

- ### OUTCOMES
- ▶ The university expands a unified and strengthened external presence that conveys the distinct advantages of an inclusive polytechnic education
 - ▶ The university has a stable and diverse base of resources to advance the academic mission
 - ▶ The external community recognizes Cal Poly Pomona as a strategic partner for advancing mutually beneficial civic, educational, economic, cultural and social opportunities
 - ▶ The university uses an intentional collaborative process to redesign, renovate and maintain our campus physical resources

GOALS
OBJECTIVES

1 ELEVATE

our reputation and showcase our unique polytechnic identity

- a Implement a comprehensive branding campaign that differentiates the unique value proposition of our polytechnic approach to education through a variety of multimedia and PR initiatives
- b Advance the university's position among select national rankings relative to peer and aspirant institutions
- c Position and promote faculty and staff as recognized experts on a broad range of topics in the local and national media

4 IMPLEMENT

long-range, systemic approaches to maximize our physical resources (i.e. space, land, water)

- a Produce a new campus master plan that maximizes the use of university facilities, including innovative approaches to instructional space, aligning facilities with strategic priorities
- b Secure external funding by leveraging CSU system wide debt capacity for major capital projects, raising private donations, and partnering with third-party entities to fund new facilities
- c Collaborate with the master developer for the former Lanterman site to identify funding opportunities for the long-term development of the site that meets campus needs, provides a work/live/learn/play environment and supports regional economic and social growth and development

How we will measure our progress

- Grant submissions and awards for research and sponsored programs
- New academic programs, certificates and online programs in the College of the Extended University
- Proportion of state appropriations to total revenue
- Proportion of philanthropic gifts to total revenue
- K-12, community college and community partnerships

2 GENERATE

diverse revenue streams that enable the university to increase tenure density, expand and enhance programs and invest in research and development opportunities

- a Implement a strategic enrollment management plan to expand access, capacity and revenue
- b Promote and support cross-disciplinary and collaborative research to increase grant funding and private-public partnerships
- c Engage the Philanthropic Board of Directors to design and implement a comprehensive fundraising campaign
- d Develop and implement an auxiliary foundation strategic plan to generate additional diverse revenue streams in support of the university's mission
- e Develop and offer new academic programs, certificates and online education programs in the College of the Extended University to address workforce needs

3 IMPROVE

the economic and social well-being of our communities by connecting our talent, knowledge and educational resources with local, national and global partners

- a Secure state and federal resources for initiatives that build on our polytechnic identity and address regional workforce and economic development needs
- b Enhance K-12, community college, and community-based partnership that increase students' competencies and build pathways to the university, especially from underrepresented and underserved groups and communities
- c Strengthen partnerships with the public and private sectors for joint research, technology development and transfer, and fostering entrepreneurship

ADVANCE ORGANIZATIONAL DEVELOPMENT AND EMPLOYEE EXCELLENCE



Faculty and staff consider an aerial map of campus as part of a Campus Master Plan workshop. The Campus Master Plan effort will establish campus priorities and envision the physical landscape of the university.

OUTCOMES

- ▶ The university fosters a culture of care for employees that is people-centered and helps to develop their skills and talents
- ▶ The university promotes cross-divisional collaboration and supports, recognizes and celebrates the achievement of teams
- ▶ The university attracts, hires and retains a diverse workforce including increased faculty diversity and tenure density
- ▶ More faculty and staff participate in and benefit from personal and professional development activities
- ▶ University systems and processes are streamlined and optimized

GOALS

OBJECTIVES

1 BECOME
an employer of choice, recognized as a great place to work

a Design and deliver an integrated employee development framework to build organizational capacity

4 INVEST
in our personnel by expanding professional development opportunities

a Provide enhanced support for faculty engagement in teaching innovation; research, scholarship and creative activities; advising; and curricular development and assessment

b Offer a range of personal and professional development opportunities for employees tailored to specific roles and pathways for career advancement

2 RECOGNIZE
and reward the achievements of teams and the impact of teamwork

a Establish a culture and an infrastructure of addressing institutional challenges and opportunities by empowering high-performing, cross-functional teams

b Implement best practices in recognizing teamwork and new ways of celebrating the achievement of teams

5 IMPROVE
our campus infrastructure and organizational capacity by redesigning administrative processes and systems to be more efficient, effective and sustainable

a Develop a multi-year capital improvement plan for campus infrastructure in alignment with strategic priorities

b Routinely assess processes and services to improve efficiency and enhance performance

c Develop and implement a comprehensive sustainability plan that leverages our unique assets and location and that addresses areas such as natural resources, buildings and facilities, transportation and procurement

3 INCREASE
recruitment and retention of diverse faculty, staff and other professionals

a Implement a multi-year model for hiring tenure track faculty

b Provide search committees and hiring managers with additional support and tools to increase the size, strength and diversity of employee applicant pools

How we will measure our progress

- Faculty and staff participation in professional development opportunities
- Tenure density of the faculty
- Diversity of faculty and staff candidate pools
- Investment in deferred maintenance
- Completion of campus-wide climate survey

PROCESS & PROGRESS

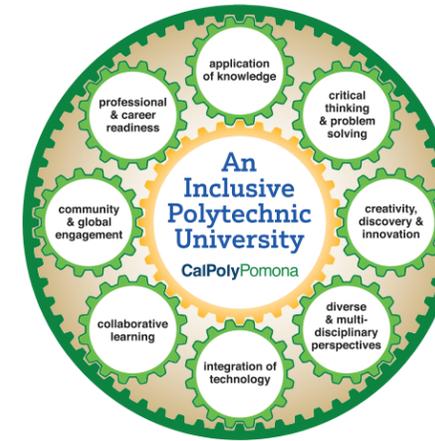
THE POLYTECHNIC ADVANTAGE

ONE TEAM. ONE GOAL. STUDENT SUCCESS.

President Soraya M. Coley announced early in the strategic planning process that broad engagement from across the campus community was essential to the initiative's success. One of the first formal steps in the planning process was the creation of the Strategic Planning Steering Committee. Constituted of faculty, administrators, staff, students and alumni, the committee was charged with evaluating the university's polytechnic identity and engaging the campus community and other stakeholders in the planning process. Additionally, five subcommittees were formed to broaden input.



All told, dozens of open forums and focus groups elicited more than 10,000 survey responses that informed the creation of the Strategic Plan.

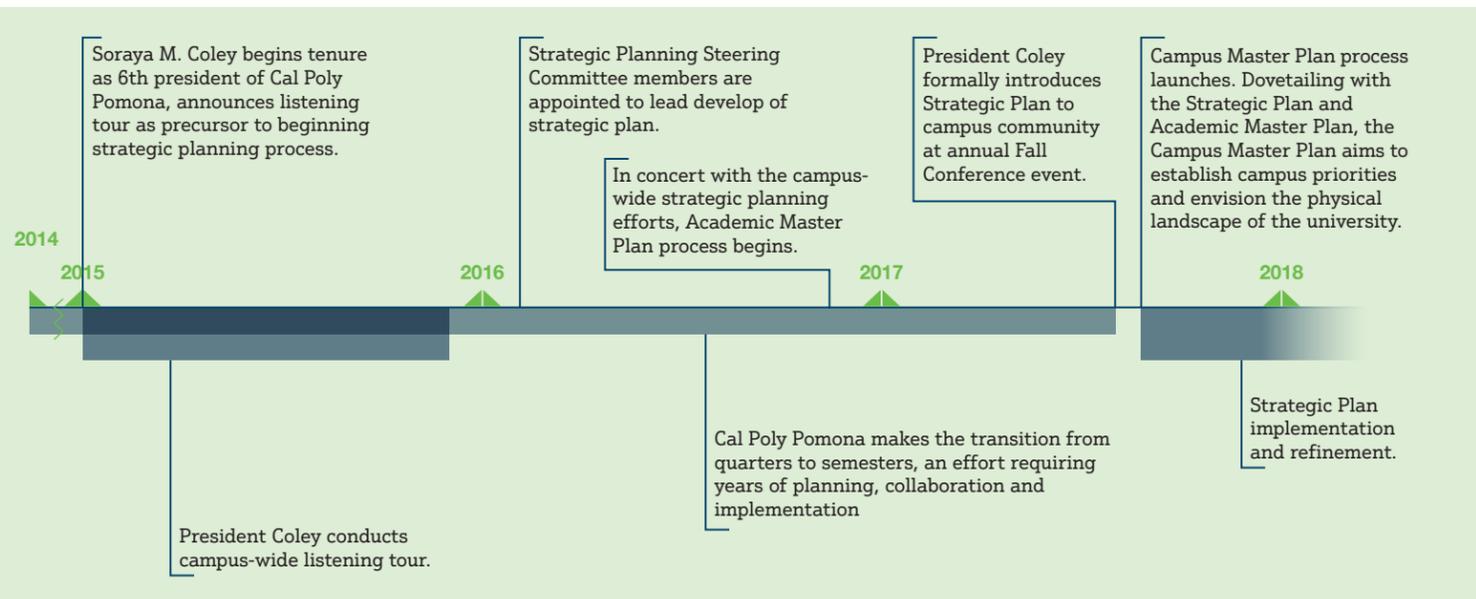


In concert with the campus-wide strategic planning process, Cal Poly Pomona engaged faculty, staff, students and administrators in creating an academic master plan. A major outcome of the academic master plan is a collective campus definition of our inclusive polytechnic education delineated into eight elements that express the inclusive polytechnic

experience at Cal Poly Pomona. The figure to the (left) portrays these eight elements.

As the foundation of our polytechnic advantage, the eight elements served as the inspiration for our new university logo (right), formally introduced in 2018.

STRATEGIC PLAN TIMELINE



MEASURING SUCCESS

METRIC	2016 (Baseline)	2025 Goal
Freshman 4-Year Graduation Rate	21.3%	38.0%
Freshman 6-Year Graduation Rate	68.6%	73.0%
Transfer 2-Year Graduation Rate	18.1%	29.0%
Transfer 4-Year Graduation Rate	72.0%	85.0%
6-Year Grad. Rate Gap – Underrepresented Minority	12.2 pc pts	0 pc pts
6-Year Grad. Rate Gap – Pell-Eligible	5.5 pc pts	0 pc pts

www.cpp.edu/strategicplan

