Today’s Discussion

- Review intended outcomes………………………………5 minutes
- Discuss takeaways from pre-reading………………30 minutes
- Confirm planning website initial design…………25 minutes
- Co-create stakeholder engagement plan……..45 minutes
- Agree to next steps……………………………………15 minutes
Today’s Intended Outcomes

1. Develop key hypotheses for testing through stakeholder engagement

2. Confirm prompts to gather initial stakeholder input through the strategic planning website

3. Determine the principles, mechanisms, and key processes for the stakeholder engagement phase

4. Agree to a process to confirm the stakeholder engagement plan including sub-committee participants
CPP Planning Approach

We continue our four phase strategic planning approach by working to prepare for our stakeholder engagement activities.

<table>
<thead>
<tr>
<th>Process Design and Planning</th>
<th>Stakeholder Engagement</th>
<th>Identification of Strategic Issues &amp; Opportunities</th>
<th>Development, Refinement, and Socialization</th>
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</thead>
<tbody>
<tr>
<td>Develop a structured, meaningful, and informed approach to planning</td>
<td>Foster inclusivity and build trust</td>
<td>Refine tested hypotheses</td>
<td>Receive additional input and University community buy-in</td>
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<tr>
<td>Gather information to establish a CPP baseline</td>
<td>Develop and test hypotheses for various strategic alternatives</td>
<td>Refine and review broader environmental context</td>
<td>Draft performance measures and evaluation procedures</td>
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<tr>
<td>Frame the environmental context</td>
<td>Garner stakeholder buy-in for the resulting plan</td>
<td>Establish and apply criteria for prioritization</td>
<td>Iterate on strategic plan</td>
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<td>Refine tools and input used in subsequent work phases</td>
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<td>Finalize plan and present to senior leadership</td>
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## Cal Poly Pomona Institutional Trends

A preliminary review of institutional research data illustrates several developments at CPP over the past few years.

<table>
<thead>
<tr>
<th>Institutional Overview</th>
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<tbody>
<tr>
<td><strong>Admissions and Enrollment</strong></td>
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<tr>
<td>▪ Since 2010, applications have increased by nearly 60% while the acceptance rate has declined by over 15%</td>
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<td>▪ Between Fall 2012 and 2015, all colleges except for Letters, Arts, &amp; Social Sciences have grown (Hospitality Management and Education are the fastest growing)</td>
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<td><strong>Retention and Completion</strong></td>
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<td>▪ Even though first year retention has decreased marginally, retention of upperclassmen students, particularly to senior year, has increased</td>
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<td>▪ 4, 5, and 6-year graduation rates have declined over the past five years</td>
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<td><strong>Faculty Instruction</strong></td>
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<td>▪ The percentage of sections taught by tenure and tenure track professors has decreased uniformly across the institution</td>
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<td><strong>Financial Resources</strong></td>
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<tr>
<td>▪ While total revenues have increased since in FY08 by 10%, state appropriations, are lower than FY08 totals by nearly 35%.</td>
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<tr>
<td>▪ Recent growth in institutional expense has exceeded that of institutional revenue</td>
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## Higher Education Market Trends

There are several trends influencing the higher education landscape that may impact Cal Poly Pomona’s vision for its future.

### Changing Student Profile
- With 97% of students coming from California, changes in high school population could impact CPP.
- Growing number of students are not meeting minimum college readiness benchmarks.

### Academic & Technological Innovation
- Institutions seek to develop academic and technological innovations that can serve as “strategic differentiators”
- These innovations are often underlying primary components of institutional strategic planning processes.

### Differentiation and Competition
- Declining number of college-going students increases competition for students.
- With the number of institutions in California, CPP must differentiate itself from other CSU and UC schools while working together with the CSU system.

### Institutional Finances
- State funding in higher education has diminished across the country and allocations have not returned to previous levels.
- Nearly 20% of institutions are expecting to reduce annual operating costs from prior totals.
Takeaways from pre-reading

1. What surprised or impressed you most?

2. What additional information would you like to see added?

3. How do we share insights and takeaways with University stakeholders to support an effective engagement process?
Stakeholder Engagement

Stakeholder engagement consists of information gathering both electronically and in-person to build toward a shared vision for Cal Poly Pomona.

**Strategic Planning Website**

- Mechanism to engage with a broad audience
- Also serve as the primary source in which University stakeholders receive information
- A form on the website will solicit targeted input from stakeholders
- Committee will determine the prompts to guide information we will gather through this modality (later today)

**In-place Stakeholder Engagement**

- Mechanisms to engage deeply with audiences
- Modes can vary; for instance, attendance at meetings, focus groups, individual interviews, etc.
- Committee will determine the type of information to collect and Huron will develop tools in conjunction with sub-committee managers
Areas for Stakeholder Input

Key areas of input, which will flex relative to the audience, will help the Committee begin to frame the strategic plan. We will initially want to focus on the “why” and the “what”.

• What do we do well, particularly relative to peers?
• What is our value proposition in the eyes of various stakeholders?
• What are areas of challenge, both internally and from the external environment?
• What does it mean to be a 21st century polytechnic?
• What is a compelling vision that is mission-aligned?
• What is the burden of proof or key information needs?
• Others?
Website Form – Prompts

To guide the broad stakeholder input we receive through the website, we should identify 2-5 prompts for the University community to respond to.

• **Mission and values** – Show the current mission statement and values; prompt stakeholders to respond whether or not they still resonate

• **Vision** – What is an area Cal Poly Pomona should demonstrate leadership in in ## years? What will be the media headline about Cal Poly Pomona in the year 20##?

• **Strengths** – What are the 1-3 most distinctive strengths to leverage?

• **Sun setting** – What is an example of something should Cal Poly Pomona stop doing?

• Others?
Stakeholder Engagement Planning

Discussion in small groups

### Stakeholders

- Students
- Faculty
- Staff
- Alumni
- Parents and Donors
- Employers and industry
- Community leadership in Pomona and LA County
- System and community college partners

### Discussion Questions

1. Does the stakeholder group have particular interests to reflect?
2. What are the most productive modalities to reach this stakeholder group?
3. How do we ensure we have engaged a representative set?
4. What do we need in facilitators of this engagement?
Next Steps: Follow-up Deliverables

- Prompts for strategic planning website
- List of sub-committee managers and participants
- Sub-committee charters (including charge, timeline, required tools, responsibilities, and anticipated deliverables)