Today’s Discussion

- Updates since the last meeting…………………………30 minutes
- Preliminary website form analysis………………………30 minutes
- SWOT analysis and value proposition…………………...60 minutes
- Next Steps………………………………………………30 minutes
Updates since the last meeting
Last Committee Meeting: Reflections

- CPP has a number of key strengths, including its affordability, service to diverse student types (especially first generation students), how it prepares students to be job ready, and, importantly, its learn by doing approach.
  - There’s a sense that a more comprehensive definition of learn by doing is needed and open questions as to how defensible this value proposition is.

- The polytechnic identity is a unifier though there are various takes on what it means to be a polytechnic.

- CPP can further engage with questions of pedagogy—the implications of learn by doing and engagement with students within an outside of the classroom.

- CPP’s location offers distinct advantages (e.g., growing metropolis, access to industry).
  - What role will it play in contributing to a greater economic cluster?
  - What does the intersection of learn by doing and place look like?

- The strategic plan presents an opportunity to address concerns that stem from changes in the higher education landscape:
  - Maintaining a culture that fosters experimentation and learning.
  - Serving students that are increasingly diverse, may be less prepared, have stronger financial needs, and different orientations toward technology.
## Update: External Constituents

<table>
<thead>
<tr>
<th>Constituency</th>
<th>Contacts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mayors</strong></td>
<td>Elliot Rothman, Pomona</td>
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<tr>
<td></td>
<td>Steve Tye, Diamond Bar</td>
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<tr>
<td></td>
<td>Nancy Tragarz, Walnut</td>
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<td></td>
<td>Mark Radecki, City of Industry</td>
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<tr>
<td><strong>School Superintendents</strong></td>
<td>Richard Martinez, Superintendent Pomona Unified School District</td>
</tr>
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<td></td>
<td>Arturo Delgado, LA County Superintendent of Schools</td>
</tr>
<tr>
<td><strong>Pomona City Council</strong></td>
<td>City Council Member, District 1 - John Nolte</td>
</tr>
<tr>
<td><strong>Los Angeles</strong></td>
<td>County Supervisor Hilda Solis</td>
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<tr>
<td></td>
<td>County Dept. of Military and Veterans Affairs - Ruth Wong</td>
</tr>
<tr>
<td></td>
<td>County Chief Executive Officer - Sachi Hamai</td>
</tr>
<tr>
<td><strong>Local (State &amp; Federal)</strong></td>
<td>Asm. Rodriguez</td>
</tr>
<tr>
<td>Member Offices</td>
<td>Asm. Chang</td>
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<tr>
<td></td>
<td>Asm. Hernandez</td>
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<td>Asm. Holden</td>
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<tr>
<td></td>
<td>Sen. Leyva</td>
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<td></td>
<td>Sen. Huff</td>
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<td>Sen. Liu</td>
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<td>Sen. Hernandez</td>
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<td></td>
<td>Rep. Norma Torres</td>
</tr>
<tr>
<td></td>
<td>Rep. Judy Chu</td>
</tr>
<tr>
<td></td>
<td>Rep. Grace Napolitano</td>
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<tr>
<td></td>
<td>Rep. Ed Royce</td>
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<tr>
<td><strong>CSU Board of Trustees</strong></td>
<td>Peter Taylor</td>
</tr>
<tr>
<td><strong>CPP Alumni Association</strong></td>
<td>Jill Escoto, President</td>
</tr>
<tr>
<td><strong>Local Colleges and Universities</strong></td>
<td>Roger Schultz, Mt. San Antonio College President</td>
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<tr>
<td></td>
<td>Philip Pumerantz, Western University President</td>
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<tr>
<td></td>
<td>UC Riverside Chancellor Kim A. Wilcox</td>
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<tr>
<td></td>
<td>Devorah Lieberman, La Verne President</td>
</tr>
<tr>
<td></td>
<td>Claremont College(s)</td>
</tr>
</tbody>
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Website Feedback Form
A range of constituents participated.

- Faculty, 110, 16%
- Staff, 113, 16%
- Alumni, 177, 25%
- Parents, 90, 13%
- Students, 187, 27%
- Other, 21, 3%

n=698
Resonance of mission statement

A majority of CPP’s constituents get behind the mission statement

Cal Poly Pomona’s current mission statement 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.”

Does this mission statement resonate with you?

Yes 83%
No 17%

“It is the reason I came to Cal Poly Pomona. We are one of the most diverse campuses in the U.S., and we are also a campus that strives to prepare students for the workforce.”
Resonance of mission statement
Stronger with students and parents than with faculty and alumni

Does this mission statement resonate with you?
Percentage responding Yes

- Faculty: 80%
- Staff: 83%
- Students: 89%
- Parents: 92%
- Alumni: 74%

The majority of each subgroup says that the missions resonates with them, though students and parents are more likely to agree than are faculty and alumni.

Group differences noted are statistically significant at the .05 level; n=90-187
## Feedback on the mission statement

Open-ended comments from those who say it does not resonate

In the eyes of some, the mission statement would be improved if it would...

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be more tailored to CPP’s uniqueness</td>
<td>23%</td>
<td>• “The mission statement comes across as a bit generic. Just looking around at some other CSU mission statements, ours appears to be simple and does not fully support, or accurately reflect all we do on our campus.”</td>
</tr>
</tbody>
</table>
| Update or refine the notion of a “changing multicultural world” | 20%        | • “Remove "multicultural." It's too cliché.”  
• “The 'changing multicultural world' sounds like tokenism (which is definitely not who we are), though I do appreciate the gesture to multiculturalism and internationalization.”  
• “Multicultural is a given. It is a global technological world students need to be prepared for.” |
| Give more attention to “learning by doing” and Practice    | 16%        | • “The mission statement does not fully incorporate our "learn by doing" approach. This existing statement is better in that regard: As a polytechnic university, Cal Poly Pomona utilizes a technology-enhanced, learn-by-doing approach to education.”  
• My experience at Cal Poly Pomona as a student is not embodied in that message. We are doers. I came out of Cal poly Pomona ready to have a career in my field because I was exposed to it as a student. It was more than theory or theoretical applications in the real world; it was hands on experience.” |
| Be less wordy                                             | 11%        | • “This statement is convoluted. Tries to fit way to much into one, what should be, a simple yet powerful sentence.”                                                                                                                                                    |
| Aim for inspiration                                       | 7%         | • “Although it may be technically correct, it's not terribly inspiring or exciting.”                                                                                                                                                                                        |
| Emphasize connections to community                        | 4%         | • “It has no connection to our role in local community and society.”  
• “I think it leaves out service to others. We not only want them to leave Cal Poly ready to take care of themselves but we also want them to give back to others.”                                                                                   |
Resonance of core values

Learning by doing garners most support

Looking forward to the next 5 years, please rate each value in terms of the extent to which it will represent the distinct identity of Cal Poly Pomona.

Percentage selecting 5—“represents CPP core values perfectly”—on a 5-point scale

- Learn by doing: 67%
- Academic quality: 51%
- Polytechnic identity: 50%
- Celebration of diversity: 42%
- Environmental sustainability: 32%
- Teacher-Scholars: 31%

- A majority of respondents believe that “learning by doing, “academic quality,” and “polytechnic identity” represent Cal Poly Pomona values perfectly.
Resonance of core values
Learning by doing garners most support

Looking forward to the next 5 years, please rate each value in terms of the extent to which it will represent the distinct identity of Cal Poly Pomona.

Percentage selecting 4 or 5 on a 5-point scale

<table>
<thead>
<tr>
<th>Value</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learn by doing</td>
<td>88%</td>
</tr>
<tr>
<td>Academic quality</td>
<td>84%</td>
</tr>
<tr>
<td>Polytechnic identity</td>
<td>79%</td>
</tr>
<tr>
<td>Celebration of diversity</td>
<td>70%</td>
</tr>
<tr>
<td>Environmental sustainability</td>
<td>63%</td>
</tr>
<tr>
<td>Teacher-Scholars</td>
<td>64%</td>
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</tbody>
</table>
Resonance of core values
Faculty and students prioritize Celebration of diversity

Looking forward to the next 5 years, please rate each value in terms of the extent to which it will represent the distinct identity of Cal Poly Pomona.
Percentage selecting 5—represents CPP core values perfectly—on a 5-point scale

<table>
<thead>
<tr>
<th>Rank</th>
<th>Faculty</th>
<th>Staff</th>
<th>Students</th>
<th>Parents</th>
<th>Alumni</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Learn by doing (65%)</td>
<td>Learn by doing (68%)</td>
<td>Learn by doing (56%)</td>
<td>Learn by doing (80%)</td>
<td>Learn by doing (73%)</td>
</tr>
<tr>
<td>2</td>
<td>Celebration of diversity (51%)</td>
<td>Academic quality (48%)</td>
<td>Celebration of diversity (43%)</td>
<td>Academic quality (77%)</td>
<td>Academic quality (59%)</td>
</tr>
<tr>
<td>3</td>
<td>Polytechnic identity (42%)</td>
<td>Polytechnic identity (42%)</td>
<td>Polytechnic identity (40%)</td>
<td>Polytechnic identity (67%)</td>
<td>Polytechnic identity (59%)</td>
</tr>
</tbody>
</table>

- Celebration of diversity is the second most highly rated value for faculty and students
  - The percentage of faculty who see celebration of diversity as representing CPP core values perfectly (5 on a 5-point scale) is significantly higher than among alumni.
## Focus for the future

Furthering CPP’s core values is top-of-mind for many

### What are the top 1-3 strengths in which it will be important for Cal Poly Pomona to focus on in the next phase of its legacy?

<table>
<thead>
<tr>
<th>Strength</th>
<th>Percentage</th>
<th>Details</th>
</tr>
</thead>
</table>
| Quality academics                            | 39%        | • "Meaningful educational experiences: The best faculty, labs, classroom experiences"  
|                                              |            | • "Students enroll in small, interactive classes with outstanding full-time faculty members"  
|                                              |            | • "Curricular innovation"                                                |
| Learning by doing                            | 39%        | • "Learn By Doing - Graduates stand out when they already know how to handle real world situations"  
|                                              |            | • "The "Learn By Doing" philosophy is something few other schools conquer so well"  
|                                              |            | • "Continue combining practice and theory into your education"            |
| Diversity and inclusion                      | 25%        | • "CPP's incredibly diverse student body provides a great aid in preparing for real-life scenarios"  
|                                              |            | • "Don't just give lip service to diversity - treat it as the strength it truly is at all levels"  
|                                              |            | • "Giving everyone a voice"                                               |
| Top teacher-scholars                         | 19%        | • "To fully invest in the teacher scholar model: more fellowships for faculty, and time release"  
|                                              |            | • "Teachers that are specialist in their field of study and have the gift of teaching"  
|                                              |            | • "Opportunities for students to engage in research projects with teacher-scholars"  |
| Successful students and alumni               | 18%        | • "Preparing students for success in their chosen field"  
|                                              |            | • "Effective job preparation/placement upon graduation"  
|                                              |            | • "Prepared - career ready education - ability to pass state exams and work straight out of school"  |

Rounding out the list of core values, another 10% of respondents cited **Polytechnic identity** and 7% cited **Environmental sustainability**.

Analysis of open-ended comments based on 300 randomly selected responses (out of 612 responses received)
Focus for the future
Beyond CPP’s core values, several themes emerged

What are the top 1-3 strengths in which it will be important for Cal Poly Pomona to focus on in the next phase of its legacy?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Comments</th>
</tr>
</thead>
</table>
| Athletics                       | 11%        | • “Prominent athletic program, including first class facilities for the hardworking student athletes”  
• “Increasing scholarship money for athletics”  
• “More funding in athletic programs” |
| Campus culture/community        | 9%         | • “Sense of community on campus: It feels like there isn't one unless you are in a Greek organization”  
• “Student life (this makes it fun for students to be on campus)”  
• “Hold more school rallies or Bronco Pride functions where we can show school spirit and appreciation” |
| Affordability and access        | 7%         | • “Cost of a CPP degree--best bang for the buck in higher education.”  
• “Affordable educational access to a diverse student body”  
• “Our accessibility to the children of Everyman and our ability to leverage social mobility” |
| Reputation and rankings         | 7%         | • “Aim to be ranked #1 in CSU system and compete with UCs”  
• “Showcase their ranked Engineering, Architecture, Environmental Design and Cybersecurity programs”  
• “Brand of excellence” |
| Community service outreach      | 5%         | • “Deepen our ties to the communities we serve” |
SWOT Analysis
# SWOT Analysis

<table>
<thead>
<tr>
<th>Helpful</th>
<th>Harmful</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal</strong></td>
<td><strong>External</strong></td>
</tr>
<tr>
<td><strong>Helpful</strong></td>
<td><strong>Harmful</strong></td>
</tr>
<tr>
<td><strong>Strengths</strong></td>
<td><strong>Weaknesses</strong></td>
</tr>
<tr>
<td>• Comparative advantages</td>
<td>• Disadvantages relative to peers</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
</tr>
<tr>
<td>• Environmental factors that can potentially improve our outcomes</td>
<td>• Environmental factors that can potentially harm us</td>
</tr>
</tbody>
</table>
Strengths

- Active, hands-on learning / learn-by-doing
- Student-centered campus that produces work-ready students and offers an array of service-learning opportunities
- Small class sizes / small school feel
- Competent and caring faculty with high student-faculty interactions / relationships
- Support for faculty development
- Teacher-scholar model and opportunities for students to be involved in research
- Collaboration among colleges and culture of collaboration among employees
- Resources that support students’ academic success
- Affordable / accessible education
- A comprehensive university with a polytechnic identity
- Advantageous geographic location – inclusive community, access to industries
- Strong reputation with employers
- Professional preparation in engineering and science
- Undergraduate focus and care for first-generation students
- Focus on environmental issues / sustainability
Weaknesses

• Maintaining aspects of the culture (e.g. small class size) and polytechnic identity amidst institutional growth
• Resource constraints on faculty, facilities, technology and infrastructure (including modernizing classrooms)
• Competition for resources or resources that are not aligned strategically
• Operating processes are not optimized, efficient, or coordinated, leading to performance issues
• Faculty morale challenges
• Semester conversion
• Sufficient support for research
• Breadth and wealth of resources are not easily known to students or lacking in some areas
• Bottleneck courses that inhibit on-time degree completion
• Professors and teaching quality to better reflect student diversity
• Not globally diverse
• Overall school spirit could be improved
• Concerns about campus safety
Opportunities

- Clarify and promote polytechnic identity
- Create nationally recognized centers of excellence
- Create more directed interdisciplinary learning
- Create more programs and new markets through the College of Extended University (CEU)
- Strengthen graduate programs
- More support for entrepreneurial activities
- Creative ways to discover, design, and promote new models of excellence in teaching and learning
- Receive recognition in non-stem disciplines
- Using the Lanterman property to benefit the CPP and Pomona communities
- Create more opportunities for students to interact with one another
- Trend toward the need for advanced degrees / training to remain competitive
Threats

- Fear or reluctance that could inhibit achieving potential
- Continued declining state support
- Impaction
- Increasing admissions requirements that may lead to less diversity
- Devaluation of humanities
- Technological change that is transforming the classroom and labor markets
- Peer institutions adopting differentiating aspects (e.g., learn by doing, service learning)
- Students may be increasingly underprepared for the demands of college
Discussion: CPP’s Value Proposition

• MIT envisions a future that includes a wide array of options where traditional plans may be offered alongside new paths, and where online tools enable modular and flexible learning opportunities that enrich the overall MIT educational experience…By reaching new audiences and sharing the “magic of MIT,” we can strengthen the residential learning experience while maintaining the attributes, values, and principles that are the hallmarks of an MIT education.

• Georgia Tech will define the technological research university of the 21st century. As a result, we will be leaders in influencing major technological, social, and policy decisions that address critical global challenges. “What does Georgia Tech think?” will be a common question in research, business, the media, and government.
Next Steps
THANK YOU

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