OUR JOURNEY TO THE FUTURE

Strategic Plan Summary Report

2017-2025

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Cal Poly Pomona

PRESIDENT'S MESSAGE

Dear Campus Community,

I am pleased to share Cal Poly Pomona's 2025 Strategic Plan Report. This report highlights the remarkable accomplishments of our thriving Bronco community and the profound impact of our collective efforts on our students, their families, our employees and the many communities we serve.

The period covered by this plan has been one of historic change. From advancing our graduation initiative to navigating the pandemic to innovating needed changes due to the shifting landscape of higher education, we have made tremendous strides. Through it all, Cal Poly Pomona has remained steadfast in its mission, guided by our learn-by-doing ethos and our commitment to polytechnic excellence. These values continue to prepare our students not just to enter the workforce but to lead it, equipped with the skills, adaptability and vision that the future demands.

As we look to 2025, we are reminded that this year marks the centennial of W.K. Kellogg's decision to make Pomona his home, and eventually the gift that became our university. His enduring belief in the power of education to improve one generation upon the next continues to inspire us. That promise is alive today in every Bronco who pursues an education here and in every life touched by their success.

I invite you to explore this report with pride in what has been accomplished and with confidence in all that is still to come.

Dr. Iris S. Levine
Interim President

STRATEGIC INITIATIVE 1

Deliver quality programs that promote integrative learning, discovery and creativity

Cal Poly Pomona (CPP) has integrated experiential and applied learning into all academic majors by aligning curricula with Institutional Learning Goals and leveraging the eight elements of the inclusive polytechnic experience. Efforts such as service learning, internships, labs and PolyX courses are embedded in required coursework and systematically reviewed through program assessment and periodic review. The General Education program has also been revitalized with a new Meaning and Purpose Statement, updated Student Learning Outcomes, and a structured General Education pattern to ensure a cohesive and meaningful undergraduate experience.

CPP continues to expand student learning opportunities through initiatives like PolyX, Digital Badging and Micro-Internships. Since 2021, over 12,000 digital badges have been awarded. More than 1,200 students have completed micro-internships since 2022, and in the 2023–2024 academic year alone, 414 students engaged in internships with nearly 400 different organizations. The university also supports interdisciplinary research and innovation through 19 centers of excellence, including those focused on democracy, digital humanities and emerging technologies like geographic information system (GIS), artificial intelligence (AI) and cybersecurity. Faculty development is supported by the Center for the Advancement of Faculty Excellence, while student wellbeing is enhanced through collaborative health research initiatives.

STRATEGIC INITIATIVE 1

Deliver quality programs that promote integrative learning, discovery and creativity

HIGHLIGHTS

All majors at CPP incorporate service learning, internships, labs, activities, PolyX courses or other forms of engaged learning within their required coursework. Close to 12,080 individual students have participated in PolyX activities since 2020, demonstrating the program's extensive reach and impact.

Five pathways have been created across the digital badging system, each with multiple badges, allowing 5,863 individual learners to measure and track their progress through learning records. Since 2021, a total of 12,047 badges have been awarded to students, with digital badging seeing a 200% increase in club participation since 2023.

During the 2023-2024 academic year, the micro-internship program partnered with nearly 400 active internship partners, onboarded over 120 new partners, and placed 414 students in academic internships. 1,213 students have participated in micro-internship experiences since the program's inception in 2022, providing them with valuable real-world experience.

In Fall 2024, 304 students were enrolled in internship courses, 476 in service learning courses, and 50 in study away experiences.

STRATEGIC INITIATIVE 1

Deliver quality programs that promote integrative learning, discovery and creativity

OUTCOMES	Accomplished/ Established Practice	Significant Progress	Initiated	No Longer Applicable
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 include guided themes through the General Education program.	✓			

STRATEGIC INITIATIVE 2

Enhance student learning, development and success

CPP has launched a range of data-informed initiatives to enhance student success, equity and well-being. Career advising has been personalized to help students align co-curricular experiences with career goals, while the Office of Student Success has expanded support through programs like Take 30, increased academic advising, and engagement in service learning and College Corps. Equity and belonging efforts include Summer Bridge and Transfer Bridge 2024, tailored to diverse student needs. Programs like the Bronco Access Mentor Program and Renaissance Scholars have expanded outreach and mentorship, with the latter targeting a 40% enrollment increase.

The Black Thriving Initiative has cultivated a supportive environment that addresses anti-blackness in our community and cultivates connections. Health and Wellbeing services have addressed food and housing insecurity, while also supporting students' physical and mental health. Support for undocumented students and formerly incarcerated individuals has also grown through targeted services and partnerships. The Care Center has broadened its offerings, including wellness programs and extended hours. Health-related collaborations have introduced free physicals, culturally relevant counseling and support for neurodivergent students. Mental health initiatives include expanded counseling, awareness events and staff training.

Additionally, through updated IT standards, documentation and security protocols, CPP has strengthened campus accessibility and cybersecurity for a more seamless learning experience.

STRATEGIC INITIATIVE 2
Enhance student learning, development and success

HIGHLIGHTS

The first-year retention equity gaps showed significant changes from 2018 to 2023, with underrepresented minority (URM) increasing from 3.6% to 4.9%, Pell from 2.2% to 6.1%, and First Generation from 2.4% to 6.7%.

Billy Chat engagement has been high, with a 92% engagement rate among active undergraduate students, receiving 194,254 messages from students in 2024 and saving 3,237 staff hours in the last calendar year.

Service learning course enrollment saw 224 student placements and 10,415 estimated service hours in engaged service learning for the 2023-2024 academic year.

The College Corps program had 39 fellows, 9 community partners, and 14,202 direct service hours in 2023-2024.

63% of graduating seniors reported that CPP prepared them "quite a bit" or "very much" to help improve local and global communities, according to the Graduating Senior Survey (GSS).

The Bronco Access Mentor Program provided mentoring and coaching to 149 students throughout the fall semester, with 91 students learning how to effectively utilize their accommodations during the program's fall orientation.

Over 4,500 ATI/IT reviews were completed to ensure accessibility standards for student learning were met.

CPP's multi-year advising redesign has resulted in improved advisor-to-student ratios from 1,030:1 to 637:1. In 2024-2025, more than 80% of undergraduates connected with an advisor, with 96% feeling more knowledgeable and 95% reporting their concerns were addressed with care.

STRATEGIC INITIATIVE 2

Enhance student learning, development and success

OUTCOMES	Accomplished/ Established Practice	Significant Progress	Initiated	No Longer Applicable
Through developmentally sequenced co-curricular experiences, students receive intentional, consistent guidance from the point of admission to one year after graduation, to integrate their learning and to prepare them for post-collegiate life.	✔			
Cal Poly Pomona successfully eliminates opportunity gaps and actively addresses the distinct needs in the performance of students.	✔			
Increase retention and graduation rates for all students.		✔		
The majority of administrative services are available online to students in a mobile platform.	✔			

STRATEGIC INITIATIVE 2

Enhance student learning, development and success

OUTCOMES	Accomplished/ Established Practice	Significant Progress	Initiated	No Longer Applicable
More students participate in experiences that create community and prepare them to make meaningful civic and global contributions.	✓			
The university adopts a holistic approach to student health and wellbeing that supports an inclusive and caring community.	✓			

STRATEGIC INITIATIVE 3

Prepare our students for the future of work, human & civic engagement

CPP has advanced student career readiness through digital badges that showcase skills and achievements, and the Micro-Internship Program, which offers short-term, paid experiential learning opportunities that also promote civic responsibility. These initiatives have been especially impactful for underrepresented students by providing equitable access to real-world experience. Career Readiness Workshops—developed in collaboration with campus departments—have equipped students with essential skills such as resume writing, interviewing, job searching and networking. Additionally, the Virtual Career Center and integrated career technologies offer ongoing support for students' professional development.

To further enhance career readiness, CPP has implemented self-assessment tools like the Intercultural Development Inventory and CliftonStrengths, helping students build self-awareness and intercultural agility. These tools are supported through orientation sessions, asynchronous modules and in-person workshops. A Graduating Senior Survey has also been developed to capture reflective insights from students as they transition out of the university, providing valuable feedback to inform future programming and support services.

STRATEGIC INITIATIVE 3

Prepare our students for the future of work, human & civic engagement

HIGHLIGHTS

From 2019 to 2024, a total of 21,579 drop-in and career advising appointments were completed, 13,616 students attended career readiness workshops, with 3,020 students participating in the 2023-2024 academic year alone, underscoring the university's commitment to equipping students with essential career skills.

8,669 digital badges have been awarded to students, with 5,863 students receiving at least one badge in 2024. The campus-wide badging program has achieved a 100% increase in the number of freshmen served since 2022, indicating a growing emphasis on skill recognition. Nearly 50% of students who received their first badge in Fall 2024 are first-generation students.

94.5% of employers at Spring 2024's career fairs agreed or strongly agreed that CPP students are career-ready, a reflection of the effectiveness of the university's career preparation initiatives.

The Micro-Internship Program saw a 210.63% growth rate from 2022, with student hires increasing from 160 in Fall 2023 to 543 in Fall 2024. In excess of 30 faculty members have participated in micro-internships efforts, further enhancing students' professional skills by linking academic instruction to workplace experience.

STRATEGIC INITIATIVE 3

Prepare our students for the future of work, human & civic engagement

OUTCOMES	Accomplished/ Established Practice	Significant Progress	Initiated	No Longer Applicable
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 support programs, career services and alumni.	✓			
Expanded student engagement in interdisciplinary research and community-based projects.	✓			

STRATEGIC INITIATIVE 4

Strengthen our economic vitality and impact

CPP has strengthened its economic planning through cross-divisional collaboration between Administrative and Academic Affairs, enabling more accurate revenue projections based on FTES and CSU targets. This iterative modeling process helps address budget gaps and adjust for waivers and receivables. Despite budget challenges for the foreseeable future, CPP remains committed to prioritizing its academic mission. To diversify funding, the university has streamlined post-award grant processes, enhanced faculty training, and supported the Office of Research & Sponsored Programs with automation, staffing and event sponsorships. CPP also finalized its 2026-2031 Five-Year Capital Improvement Plan, received CSU Board of Trustees certification of the Final Environmental Impact Report and approval of the Campus Master Plan Update in July 2025, while also pursuing private donations and third-party partnerships to support future capital projects.

CPP has launched several externally funded student success programs, including the LEGACIE+ Male Success Initiative (in partnership with Rio Hondo College, funded by a $415,000 Title V Grant), the CSU Black Student Success Initiative ($250,000), and Project Rebound's Second Chance Scholars Program for incarcerated youth. The Veterans Resource Center and Enrollment Management Services have also been recognized for advancing military credit recognition.

STRATEGIC INITIATIVE 4

Strengthen our economic vitality and impact

Technological improvements include enhanced campus security (e.g., multi-factor authentication, encryption, real-time monitoring) and ongoing efforts to improve online accessibility. CPP has hosted events like the University AI Fair and ISACA Career Night to support professional development. These initiatives, along with CPP's recent achievement of R2 research status, reflect a strategic commitment to economic resilience, innovation, and inclusive student success.

STRATEGIC INITIATIVE 4
Strengthen our economic vitality and impact

HIGHLIGHTS

In response to budget constraints, CPP is focusing on external funding sources, including private donations and third-party partnerships, to support future developments. This collaborative effort aligns renovation, expansion, and construction with enrollment trends, student demand and CPP's strategic vision.

Enhanced stewardship of campus resources has been achieved through all-funds, multi-year budgeting, and assessment of teaching capacity. Budget Planning & Analysis collaborated with divisions to address all compensation increases through a combination of divisional funding reallocation and new funding from the Chancellor's Office.

CPP launched Questica in 2024-2025, providing multi-year budgeting, what-if scenarios, and precision in position budgeting. With IT&IP support, Questica was integrated with PeopleSoft Finance and HR, and BPA worked with divisional budget officers to load budgets via Excel templates. Campus users began processing budget transfers through Change Requests, while multiple training sessions and access to three core reports (Position Budget Details, Budget Load Validation, Payroll Actuals) supported effective adoption.

Improved access and quality of campus websites and services have been achieved through continuous reviews and remediation of accessibility items. From 2019 to 2024, a total of 4,533 ATI/IT reviews were completed, including web reviews, instructional reviews, and tested procurement reviews.

STRATEGIC INITIATIVE 4

Strengthen our economic vitality and impact

HIGHLIGHTS

We achieved a major milestone with CSU Board of Trustees certification of the Final Environmental Impact Report and approval of the Campus Master Plan Update in July 2025. This approval establishes the long-term framework for sustainable campus growth, supports future capital projects, and positions CPP to pursue new funding partnerships that advance the university's strategic priorities. Significant progress has been made on key initiatives, including space management enhancements and strategic consultation with colleges to align growth with university objectives. Collaborations with Foothill Transit and regional agencies are advancing transportation access and infrastructure, while early planning for the 2027-2028 to 2031-2032 Five-Year Capital Improvement Program is underway.

The AI Fair received financial contributions and saw over 300 participants, including approximately 40 high school students who were given a tour and presentation by CPP Outreach. This event provided CPP cyber students with exposure through presentations to professional organizations.

Significant strides have been made in advancing sustainability efforts, including achieving STARS Silver certification, securing CSU Campus as a Living Lab Grants, and launching impactful programs like Bronco Green Labs and the Student Sustainability Coalition. The Campus Climate Action Plan continues to guide efforts in reducing the university's carbon footprint, and Administrative Affairs is committed to developing a unified sustainability plan in collaboration with campus partners.

STRATEGIC INITIATIVE 4

Strengthen our economic vitality and impact

OUTCOMES	Accomplished/ Established Practice	Significant Progress	Initiated	No Longer Applicable
A unified and strengthened external presence 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 and social needs.		✓		
The University uses an intentional collaborative process to redesign, renovate and maintain our campus physical resources.		✓		

STRATEGIC INITIATIVE 5

Advance organizational development and employee excellence

CPP has enhanced the employee experience across the career lifecycle by improving onboarding and launching the New Employee Welcome session to introduce new hires to the university's mission, culture and strategic goals. Outreach efforts, including on-campus hiring events and partnerships with student organizations, have strengthened CPP's visibility as an employer of choice. Strategic Learning developed an annual calendar of professional development opportunities, while leadership programs like the EDGE leadership program and MPP 3.0 cohort initiative have supported aspiring and current managers through structured learning, peer engagement, and cross-divisional collaboration.

CPP has modernized performance management through digitization, aligning employee goals with strategic priorities. Tools like JDXpert have streamlined job descriptions, and enhancements to the PageUp recruiting system have improved candidate engagement. The Document Digitization Project has advanced operational efficiency and sustainability by converting physical records into secure, accessible digital formats. Additionally, CPP has invested in inclusive, job-specific training such as neurodivergent certification, de-escalation techniques, and the Wellbeing & Support Professional Development Series, ensuring staff are equipped to meet the diverse needs of the campus community. These efforts collectively foster a culture of excellence, inclusion and continuous improvement.

STRATEGIC INITIATIVE 5
Advance organizational development and employee excellence

HIGHLIGHTS

The implementation of structured recognition award programs (like the One Team Award) have fostered a culture of appreciation and motivation by acknowledging employee efforts and achievements. Regular updates to the recognition website and annual awards at divisional and university-level gatherings have enhanced employee morale, encouraged excellence, and strengthened organizational cohesion.

The implementation of Lean Six Sigma within Administrative Affairs has established a strong culture of continuous improvement and operational excellence. Yellow and Green Belt training programs have empowered staff as in-house experts, contributing to a network of skilled problem-solvers. These efforts have driven tangible results, including approximately $214K in time savings from Green Belt projects.

Since 2022, 3,415 digital badges have been awarded to faculty and staff, with over 60 faculty/staff trained on digital badging alone.

Tenure density increased from 53.9% in 2019-2020 to 57.6% in 2024-2025. CPP also increased the diversity of its faculty hires, with new URM faculty hires rising from 14% in 2019 to 30% in 2025.

STRATEGIC INITIATIVE 5

Advance organizational development and employee excellence

OUTCOMES	Accomplished/ Established Practice	Significant Progress	Initiated	No Longer Applicable
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.		✔		