

**Strategic Planning Kick-off Meeting  
Summary and Graphic Recordings  
January 22, 2016**

**Strategic Planning Kick-off Summary**

The Strategic Planning Kick-off took place on Friday, January 22, 2016. Over 150 faculty, staff, students, and administrators participated in the workshop. During the course of the day, President Covino shared his vision for the future of Cal State LA – one in which the campus is more inclusive and welcoming, provides a better and more supportive student experience, and has the financial support needed to remain a strong and forward-thinking university. Provost Mahoney echoed those comments, sharing her hopes that the strategic planning process would be inclusive, comprehensive, transparent, and possibly even *fun*.

We also spent time thinking about how we wanted the campus to feel if we were prospective students considering Cal State LA five to seven years from now. We began imagining the future together and started to identify what matters most to us as a collective.

We reviewed a set of data infographics, which allowed us to better understand where Cal State LA is today with regards to our students, faculty, alumni, and operating budget.

Breakout discussions focused on how we'd like Cal State LA to be distinguished in the following areas:

- Student Experience and Success
- Academic Experience
- A Great Place to Work
- Fiscal Stability
- Leadership in the Community

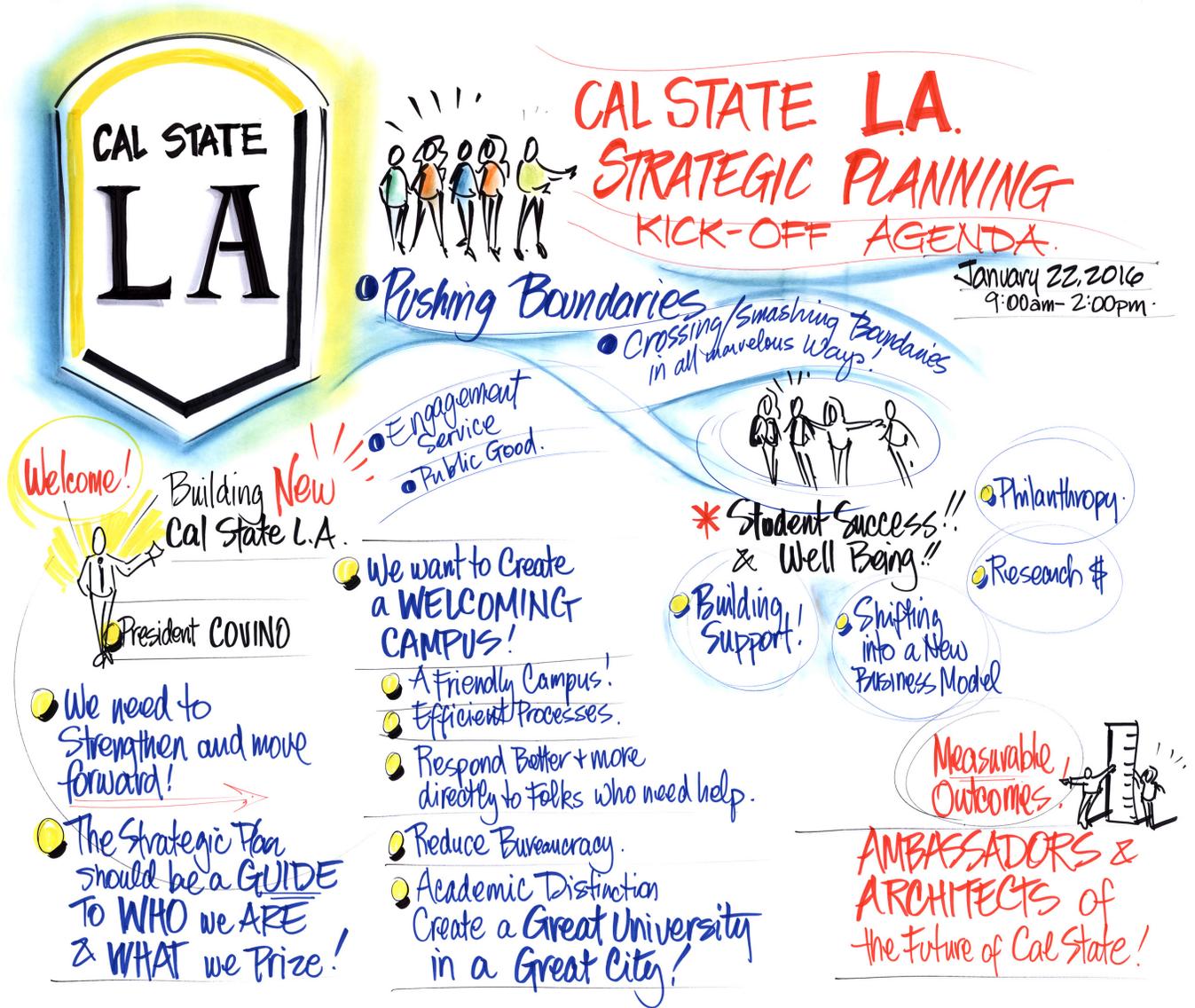
The discussions revealed incredible insights, potential goals and priority areas, and some common themes, such as the need for collaboration, the importance of a strong culture, and a dedication to student success.

Participants provided very rich input on each topic area, highlighting areas they resonated with and other things to consider, and the day ended with thoughtful reflection and sharing on what we are personally most excited about and would be proud to accomplish as part of Cal State LA's vision and strategic plan.

Much of the feedback and input we received can be viewed through the graphic recordings captured by Diana Arsenian.

Graphic Recordings

1. Setting the Context: President Covino shares his vision and goals for the strategic planning process.



T. Arsenian

**2. Strategic Planning Approach and Focus of the Kick-off Meeting:** Provost Mahoney discusses the approach we are taking and the goals for the strategic planning process. Cheryl Fields Tyler from Blue Beyond Consulting walks us through the focus of the day.

● **Provost MAHONEY.**

● **Inclusive!**  
● **Collaborative!**  
● **Transparency!**

**Engagement Opportunities!!**  
WORKSHOPS.

● Students, Faculty, Staff.

● **SPCC** Strategic Planning Committee.

→ **Our Website!**  
• Forms  
• Information  
• Feedback.  
↳ emails.

Draft Plan will be sent out in May!

Your role as a University leader is to:

\* **Participate! and Engage!**  
Encourage your colleagues  
Send your feedback.

... A deep and Profound Thankyou!

● Today is not a **DECISION MAKING DAY.**

It's about...

**Aspirations!**  
...it's a **SPA day for Strategic Planning!**

● **CHERYL FIELDS TYLER.**  
● **BLUE BEYOND CONSULTING.**

● Today is about:

● **Who we are?**

● **What we prize??**

● **Architects + Ambassadors of Our Future!**

● **We want engaged and meaningful conversations.**

● **Your VOICE and PERSPECTIVE is important.**



IMAGINE Cal State 5-7 years from now...



Requisite Variety

Group Genius!

● **SHARED VISION!**

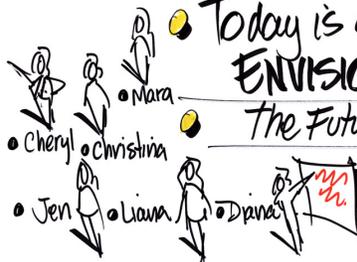
● Today is about **ENVISIONING OUR FUTURE!**

● **The Future we want to create together!**

● **Envision our Future-Student POV**

15 min Table discussion  
15 min Whole Group Sharing

● **Blue Beyond Consulting Team.**



Darsanian.

**3. Imagining the Future:** We begin the day by imagining the future of Cal State LA from a future student's perspective. In small groups, we discuss what would distinguish Cal State LA if we were students applying five to seven years in the future.

... IMAGINING the FUTURE ...

● **Planting the SEED for TRANSFORMATION**

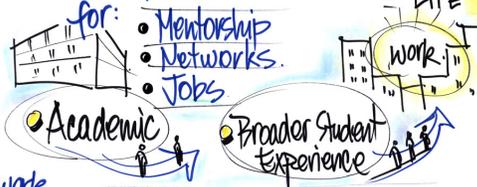


- **The Geographic Location!**  
"City Center" status
- Economic Connection
- Faculty Relationships with Our Students.
- We are a CAMPUS that takes good care of Our Students!  
Processes, Procedures.
- Preparation of Students.  
Practicality • Work Experience • Teamwork • Technology
- Extra-Curricular life
- Academic Excellence!  
Great Programs
- Seek out good teaching
- Reputation for Work Experience

● **CREATIVITY**

- Technology
- No Waste
- Free to Create
- "Mixing" of People
- Inter-Disciplinary
- **REPUTATION**

● **Students want to come here**



- **Belong to the Golden Eagle Family**
- **COMMUNITY BASE**  
Sense of Ownership & Belonging.



- **DATA**
- STUDENTS
  - ALUMNI
  - FACULTY
  - BUDGET

■ **WHAT ARE THE INSIGHTS of all this Data?**



CAL STATE  
This is where we want to BE!

**4. Grounding Ourselves in Data:** We took some time to understand our current state and shared insights gained from reviewing a series of data infographics, which focused on students, alumni, faculty and finances.

... CURRENT STATE ... DATA ANALYSIS

**TABLE insights...**



"Picture of TODAY"

DATA INFOGRAPHICS

- What stands out for you?
- What SURPRISES you?
- What are the most **IMPORTANT** INSIGHTS?  
↳ For Strategic Planning.

**OBSERVATIONS:**

- There's a slow and steady increase in our Freshmans.
- We are the highest in Diversity → Faculty.
- Graduation Rate increased.
- Full/Part time Faculty  
↳ looking at onstand Faculty
- We don't have a diverse student faculty.
- We need an **ASSESSMENT** of how we recruit Students/Faculty
- **Missing DATA** on Staff.
- lots of co-curricular activity
- Move Alumni relations
- **Market our teaching strengths.**  
↳ Assistant + ...

D Arsenian

- **Budget - Salaries**  
- not enough money for Strategic Planning  
↳ Where can we generate more money?

- **Budget - in 2014** ...  
Increasing fees?  
larger loans...  
Salaries not high.

- Unreliable Data:**
- **Alumni** - 15,000 Alumni responded. 25% responded.  
- 81% satisfied.  
- Response rate falls out as time goes by.
  - Important to reach out to the older alumni - funding + Mentor

- **Establish a culture on Campus** → traditions  
↳ jobs → Oasis + Lounges.

- More Faculty
- **Alumni** → 56% working out on the Field.
- **Unifying + Modernizing our terms.** (use of: Hispanic, African American, etc.)

- Metrics Measures Data Visuals
- **Transparency**

- **Financial Aid For Student**  
- we need to leverage all our connections

**RESOURCES**

- Only 24% degrees awarded to Women.

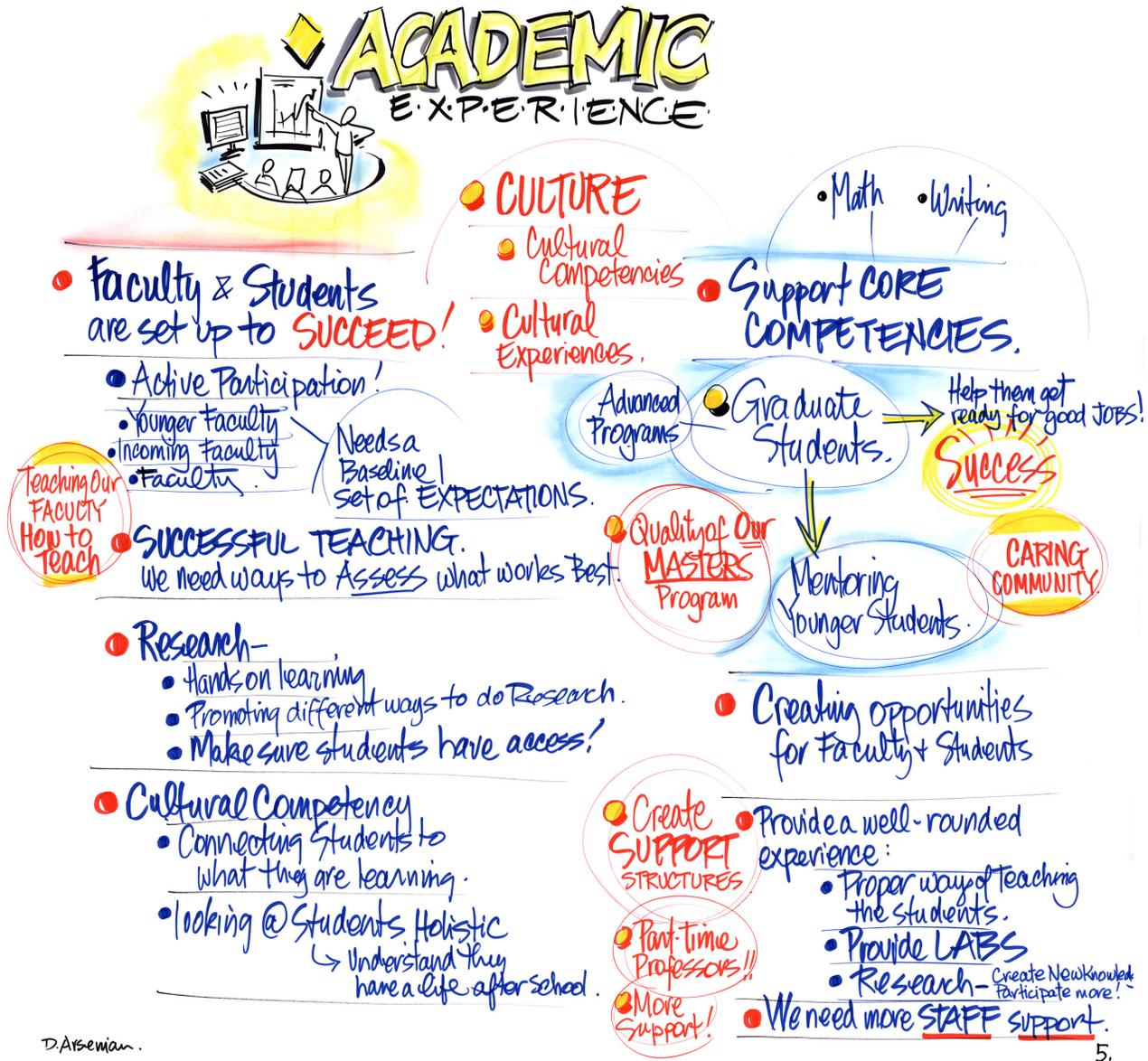
- We have a **UNIQUE** place in this Geography.
- In what ways do we want **CAL STATE** to be distinguished??

**Establish a CULTURE**



- **Get into Break-Out Groups**
- Academic
- **STUDENTS**
- Great Place to work
- Fiscal Stability
- Leadership in Community

**5. Academic Experience Breakout:** The Academic Experience breakout group began answering the question, "If Cal State LA is truly to fulfill its potential, how would we distinguish ourselves in our **Academic Experience?**" They discussed things like: pedagogy, research, academic standards, cross-disciplinary programs, faculty make up, and staff support for programs.



6. **Student Experience and Success Breakout:** The Student Experience breakout group began answering the question, "If Cal State LA is truly to fulfill its potential, how would we distinguish ourselves in our **Student Experience?**" They discussed things like: retention and graduation rates, student body make up, application and registration process, financial aid, class availability, student services, campus life, and student wellness.



**7. A Great Place to Work Breakout:** The Great Place to Work breakout group began answering the question, "If Cal State LA is truly to fulfill its potential, how would we distinguish ourselves in being a **Great Place to Work?**" They discussed things like: culture and environment, collaboration and governance, communication, career development and advancement, recruitment and hiring, and support for staff and faculty.

# ◆ A GREAT PLACE TO WORK

\*Cross Learning!



● Meaningful Relationships and meaningful Communities... it has to be **INTENTIONAL**.

● TRUST  
● Collaboration

● Shared Governance starts w/ TRUST.

● We need to make it easier on Ourselves to work here!



No Silos.

We should get going now!!



Reward Based Systems



You can Be the one to Drive the Change!

● Career Development

● A philosophy · ● A culture.

→ What do we need? · A generative activity  
· Resources & Tools

Dev. TALENT!  
More Intentional EFFORTS!  
Faculty + Staff

● We need to leverage the **TALENT** we have. Provide opportunities.

● Career Development  
What types of support can be offered @ each stage?

Step Outside Ourselves



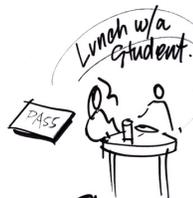
Not be afraid to Fail

● We need to **CLARIFY** whose **JOB** it is to make these changes happen?

- Accountability for Ourselves!
- Surveys
- Metrics
- Clear Roles & Responsibilities.

● Make the Campus a vibrant place for employees, students, faculty and community!

● The Institution needs to get behind creating community on campus.



Places for Collaboration + Interaction

● Technology!

● Put in place an "ease of use" system for scholarship selection process.

8. **Fiscal Stability Breakout:** The Fiscal Stability breakout group began answering the question, "If Cal State LA is truly to fulfill its potential, how would we distinguish ourselves in our **Fiscal Stability?**" They discussed things like: enrollment growth, fundraising, self-support programs, developing alternative revenue sources, Downtown LA campus, and weathering future downturns.

# ◆ FISCAL STABILITY

- Our Main theme is around Culture!
  - thinking about it with the end in mind.
  - Prepare our Students for Excellence.

- Get our students out into Community
  - ↳ Internships
  - ↳ Research

- Belonging to the Golden Eagle family.

- We need to Invest in our Students.
  - Grow Trees from the seeds!
  - Fruit is the Work and then the seeds come back to the school.
  - Sense of Belonging

- Enrollment is growing... what does it mean?

\* Faculty: also needs to raise the bar!  
 \* ENRICHMENT  
 ● People ● Programs

- We need to Become a Global Golden Eagle family.
- Investing in the student is also about "Raising the BAR"
  - Become strong Alumni's w/ great Jobs - strong placements in the Workforce ...
  - ... then come back as Alumni's and help the school/Students!

Fundraising  
 Advancement Staff.



- COLLABORATION  
 "Team Sport" - a new Kind of Development.

Grants  
 External Funds.  
 Fullbright Scholar  
 - the Institution needs to reduce our access to grants.

Let's bring Innovative things to Planning!  
 Enrichment Programs  
 Performing Arts Program  
 Revenue - let's stop thinking of the "OTHER" funding.

**9. Leadership in the Community Breakout:** The Leadership in the Community breakout group began answering the question, "If Cal State LA is truly to fulfill its potential, how would we distinguish ourselves in our **Leadership in the Community**?" They discussed things like: the surrounding communities of Alhambra and East LA, the City of Los Angeles, LA Basin, public sector partnerships, industry partnerships, alumni community, and high school and community college relationships.

# LEADERSHIP IN THE COMMUNITY

Think Broadly + Deeply!  
 • 3 levels of Community

## Cal State

- How can we partner w/community?
- there are individual efforts... they should come together.

## Local Educational Community

- Cal State needs to be building relationships w/ other members of the community

## Broader L.A. Community

- How can we put ourselves out there and be more of a presence!! It should be a "destination campus"

\* We need to Be in the Community - Make the Connection!

Cal State should be a consistent + comprehensive Resource.

Being One w/community



We need How are Community has changed and see what their needs

Help the local area reinvent the economy - so we can create jobs!

Equip everyone to go out into community.



**PARTNERSHIPS w/ Our Communities**

↳ the spirit of this message is: "What are we BRINGING to the Community"

**10. Closing Reflections:** We ended the Strategic Planning Kick-off by thinking about and sharing what most excites us as we begin the strategic planning process, and what we would be proud to accomplish moving forward.

**CLOSING REFLECTION**

● We took a step!!  
Great Ideas all over the Room!

● Lets re-define Student Success! Help them beyond graduation.

● Changing of the Culture  
- let's improve our Business Processes.  
- Multiple processes can be improved.

● Change of Culture -  
- Working w/people who choose to be here.  
- A great place to work.

● Deep Relationships w/people who come back to the school again and again.

● Slow starts to get all these ideas accomplished.

● CAL STATE L.A. "Speakers Series."  
- student reps can talk about what they need.

What excites you most?

What would you be most proud to help accomplish?

Let's try to TRANSFORM this place!

Technology

● Strategic Planning - More students need to be involved!

● Group 15 was a great table - Fun and easy.

Change the Image and make this College the College of CHOICE!

● We know who we are... and where we want to be... but, how do we build the Bridges?

You need people to build the Bridges - hire the right people to do that. This is the hard work.

● We didn't complain about our problems...

Service Oriented. Hope: all our ideas go out to our offices + classes!

● Let's make a great CAL State!

● Student component - Engaging the Students w/ Community. Change in Culture (not be afraid to make a mistake).

● Opportunity! Destination Campus

● Relationship Building  
● Cleaning up our Processes.

the Heart of the Institution is strong!

Be part of the Process for Others!!

● Excitement for me... was everyone interacting with each other.



● New Curriculum

● New Budget Model

● New Strategic Plan

● New Relationships + Partnerships

this is a happening Place!

● communication  
● willingness to SHARE



● Selling the Plan in Place!

● All of you have been wonderful! Thank you!