

**DRAFT**  
**Cal Poly Strategic Plan**

*A Strategic Plan for California Polytechnic State University 2016-2023*

DRAFT

## Table of Contents

Cal Poly's Mission Statement	3
Introduction	3
Planning Processes at Cal Poly Since 2011	4
Vision 2022	5
Strategic Planning and Implementing Vision 2022	7
Common Goal I: Nurture the Campus Community	8
Objective 1: Clear and frequent communication	8
Objective 2: Increase collaboration	8
Objective 3: Increase a sense of shared mission, values and engagement	9
Objective 4: Continue in our commitment to sustainable development	9
Common Goal II: Foster Inclusion and Diversity	10
Objective 1: Foster an inclusive environment	10
Objective 2: Recruit and retain a diverse student body	10
Objective 3: Recruit and retain a diverse workforce	11
Common Goal III: Enhance Student Success	12
Objective 1: Improve campus community	12
Objective 2: Improve the academic experience	13
Objective 3: Improve the co-curricular experience	13
Objective 4: Identify and remove artificial barriers to graduation	14
Common Goal IV: Enhance Faculty and Staff Success	15
Objective 1: Improve campus community wellness	15
Objective 2: Foster, recognize and reward merit and excellence	15
Objective 3: Meet material needs of faculty and staff	16
Common Goal V: Develop Financial Sustainability	17
Objective 1: Adopt a comprehensive budget model	17
Objective 2: Grow Revenue Streams	17
Objective 3: Achieve comprehensive campaign goals	18
Common Goal VI: Address capital improvement and deferred maintenance	19
Objective 1: Enhance and improve campus spaces	19
Conclusion	20

## Cal Poly's Mission Statement

Cal Poly fosters teaching, scholarship, and service in a learn-by-doing environment in which students, staff, and faculty are partners in discovery. As a polytechnic university, Cal Poly promotes the application of theory to practice. As a comprehensive institution, Cal Poly provides a balanced education in the arts, sciences, and technology, while encouraging cross-disciplinary and co-curricular experiences. As an academic community, Cal Poly values free inquiry, cultural and intellectual diversity, mutual respect, civic engagement, and social and environmental responsibility.

*Approved by the Academic Senate on February 23, 2010*

## Introduction

*For as regards those things we must learn how to do, we learn by doing them—for example, by building houses, people become house builders, and by playing the cithara, they become cithara players.*

Aristotle

Conceived as a Learn by Doing institution in 1901, Tribune journalist Myron Angel described Cal Poly as a school that would “teach the hand as well as the head so that no young man or woman will be set off in the world to earn their living as poorly equipped as I was when I landed in San Francisco in 1849.” Today Cal Poly is a highly successful comprehensive polytechnic university at which Learn by Doing remains the teaching and learning philosophy.

Learn by Doing at Cal Poly is a unique combination of what some scholars call “experiential learning” and “discovery learning.” Through curricular and co-curricular experiences faculty and staff both work closely with students to meet learning objectives through experiential learning and provide opportunities for students to participate, often simultaneously, in discovery learning. For many students, the capstone senior project, which was introduced to the curriculum in 1942, exemplifies the intentional blend of experiential and discovery learning that is the signature of Cal Poly's Learn by Doing philosophy.

From the Learn by Doing philosophy and practice emanates all success for faculty, staff and students. Cal Poly students are motivated high-achievers who arrive with a commitment to a major, indicating that they have a clear vision of their academic and professional future, which they expect the university to support. The upside down Learn by Doing curriculum is designed to provide students with concrete experience in their majors and general education from day one. Cal Poly faculty and staff have built programs that have positioned the university as one of the most selective public universities in the United States. Faculty and staff hone their skills in the classroom, co-curricular activities, in their research and creative activities and through collaborations with each other. By applying our Learn by Doing philosophy faculty and staff help students achieve the university learning objectives approved by the Academic Senate in 2007:

- Think critically and creatively
- Communicate effectively
- Demonstrate expertise in a scholarly discipline and understand that discipline in relation to the larger world of arts, sciences, and technology
- Work productively as individuals and in groups
- Use their knowledge and skills to make a positive contribution to society
- Make reasoned decisions based on an understanding of ethics, a respect for diversity, and an awareness of issues relating to sustainability
- Engage in lifelong learning

Under President Baker's leadership Cal Poly grew from being a polytechnic university to being a comprehensive polytechnic university. Under President Armstrong's leadership since 2011 the campus has engaged in several planning processes that continue to envision Cal Poly as a diverse, residential comprehensive polytechnic university whose graduates are ready to contribute meaningfully to California and beyond in no small part because of their Learn by Doing experience. These planning processes, which involved hundreds of Cal Poly constituents, along with some of our most recent reflections on best practices for institutional planning, inform this plan.

### **Planning Processes at Cal Poly Since 2011**

Cal Poly has completed four major planning processes since 2011: WASC Accreditation Review; Semester Review Task Force; Vision 2022; and Academic Enrollment Plan and the Master Plan. From each of these planning processes we learned valuable best practices for planning at Cal Poly. For a detailed history of the planning processes involved with each effort, see <http://vision2022planning.calpoly.edu>.

By reflecting critically on what we achieved with each process we identified the following key general principles for strategic planning today:

- Maintain, at the forefront, the purpose of the planning
- Maintain continuity of the institutional mission during all planning processes
- Maintain aggressive transparency
- Establish clear values, principles and vision as early as possible while maintaining flexibility when plans are disrupted as circumstances change
- Include all campus stakeholders
- Encourage shared governance organizations to weigh in formally on all planning documents
- Learn what the institution can do better and make adjustments
- Gather information, both qualitative and quantitative, from expert sources
- Consider all input
- Allow input to influence decisions and be transparent in showing how input influenced decisions
- Create aspirational plans that can function as frameworks for decision-making
- Develop a strategic plan that has goals, metrics and strategies for achieving goals

To foster meaningful engagement with all campus constituents, President Armstrong's leadership team strives to follow these best practices in all aspects of the strategic planning process.

## **Vision 2022**

Vision 2022, which President Armstrong introduced to the campus in May of 2014, provided the basis for the Master Plan process and several divisional strategic plans. Vision 2022 emerged from the WASC review process, campus conversations about quarters and semesters, listening sessions President Armstrong held every spring with faculty, staff and students, consultation with the Academic Senate and Associated Students Inc. and collaborations with university leadership.

DRAFT

*Vision 2022 is comprised of the following three sections: Vision 2022 Foundation and Guiding Principles, Cal Poly in 2022 and Vision 2022 Strategic Objectives*

***Vision 2022: Foundation and Guiding Principles***

The following founding and guiding principles from Vision 2022 function as four dimensions along which strategic decisions are evaluated:

- Learn by Doing
- Student Success
- Excellence Through Continuous Improvement
- Comprehensive Polytechnic State University

***Vision 2022: Cal Poly in 2022***

The vision below represents what Cal Poly should look like in 2022. Our pursuit of this aspirational view of Cal Poly will be governed by our guiding principles and our ability to maintain excellence as our standard.

- Our campus will be a unique, vibrant residential community that links academic and social life, and we will be nationally and internationally recognized as the premier comprehensive polytechnic university that focuses on Learn by Doing and student success.
- Our curriculum and student/campus life will be innovative, constantly improving and will continue to attract the brightest faculty, staff and students
- Students will leave Cal Poly empowered with the holistic, interdisciplinary experience that prepares them for success in a global economy and instills them in a culture of philanthropy
- We will have an enriching, inclusive environment where every student, faculty and staff member is valued
- Recruitment and retention of faculty and staff will be driven by professional development opportunities and competitive salaries/benefits
- Faculty and students from across campus will collaborate and be engaged in innovative research and partnerships with industry
- A \$500 million campaign will be completed and significantly exceeded
- The Cal Poly brand will be enhanced through a deliberate campaign that is fueled by excellence in academics and athletics

***Vision 2022: Strategic Objectives***

- Create a vibrant residential campus that connects academic and social lives and serves as a core of the Cal Poly experience
- Enhance student success
- Increase support for the teacher-scholar model
- Create a rich culture of diversity and inclusivity that supports and celebrates the similarities and differences of every individual on campus
- Secure the financial future of the university
- Develop a greater culture of transparency, collaboration and accountability with students, faculty, staff, alumni, supporters and our community

## Strategic Planning and Implementing Vision 2022

Implementation of Vision 2022 has already begun with, for example, the development of the Academic Enrollment Plan and Master Plan processes, construction of the “Housing South” project, which in 2018 will house an additional 1400 students on campus, and the development of plans to build workforce housing. Following discussions with the Academic Senate, the Academic Senate Budget and Strategic Planning Committee and the Campus Advisory Council on Planning, Process and Budget, the president’s cabinet had a strategic planning retreat in winter 2016 at which it arrived at a consensus on common goals that support the vision and strategic objectives described in Vision 2022. The common goals are:

- I. Nurture the Campus Community
- II. Foster Inclusion and Diversity
- III. Enhance Student Success
- IV. Enhance Staff & Faculty Success
- V. Develop Financial Sustainability
- VI. Engage in Capital Improvement and Address Deferred Maintenance/Infrastructure

In spring 2016 the President’s Leadership Council, comprised of faculty, staff and students, worked on developing sub-groups of objectives for each of the common goals, strategies for achieving them and metrics and indicators for measuring success. That work, and all of the planning work described herein, form the basis of this draft strategic plan.

Achieving the above common goals will allow Learn by Doing to flourish inside and outside of the classroom. Learn by Doing is a costly form of education, but it is also the hallmark of our success and the primary reason Cal Poly alumni serve California and the world beyond it with such distinction. Cal Poly’s ability to continue excelling in the realm of higher education will be secured through:

- Regular scrutiny by faculty of the comprehensive and polytechnic curriculum
- Growth of co-curricular opportunities
- Investment in faculty scholarship and research
- Enhancement of campus support services for faculty, staff and students
- Attainment of financial stability and improvement of our facilities.

Student success is inextricably linked to faculty and staff success due to the close relationships students form with their faculty and staff mentors. Critical to everyone’s success is a culture of inclusive excellence in which everyone is respected, valued and supported. In addition, diversity at Cal Poly is among our highest goals not only because we have a mandate to serve the state of California, but importantly, because we value the worth of every human being.

## **Common Goal I: Nurture the Campus Community**

Cal Poly remains committed to an environment in which faculty, staff and students value and appreciate each other's differences and similarities as they strive to achieve excellence in their contributions to our success. Cal Poly's faculty and staff lead and mentor by example to ensure students graduate not only work-ready due to their hands-on curricular and co-curricular experiences, but also ready to contribute as educated global citizens. Cal Poly will continue to invest in strategies that allow all campus members to flourish and feel welcome.

### **Objective 1**

Clear and frequent communication at all levels about progress on achieving common goals.

#### **Strategies**

- Develop and implement a communication plan for producing and delivering regular presidential and vice presidential updates to campus constituents about the achievement of common goals
- Develop regularly scheduled opportunities for campus members to converse with the President and Vice Presidents about strategies for achieving common goals across all levels of the university
- Develop regularly scheduled opportunities within divisions and units for campus members to share updates and discuss concerns or ideas for achieving common goals

#### **Metrics and Indicators**

- The frequency of the communications compared to projected frequency of regular communications and opportunities for discussion
- The feedback campus constituents provide on the communications and opportunities for discussion

### **Objective 2**

Increase collaboration among all campus units.

#### **Strategies**

- Encourage and provide incentives to engage in interdisciplinary projects
- Establish a fiscal infrastructure to support and enhance interdisciplinary work
- Encourage social interaction between faculty, staff and students and reallocate and develop spaces for these interactions if necessary
- Encourage and foster cross-pollination of solutions to physical plant and information and technology problems across colleges and divisions

#### **Metrics and Indicators**

- Increase in the number and quality of interdisciplinary projects and grants
- Increase in the number and quality of spaces and resources for interdisciplinary Learn by Doing events and activities



- Results of workplace surveys regarding experiences of isolation and silos

### **Objective 3**

Increase a sense of shared mission, values and engagement.

#### **Strategies**

- Support diverse identities and foster a culture of inclusion
- Provide available and affordable housing near to campus for faculty and staff
- Increase organizational and employee development opportunities
- Develop robust orientation and on-boarding programs for faculty and staff
- Develop faculty, staff and student wellness programs
- Create a coordinated calendar of campus events
- Foster and provide shared faculty, staff and student experiences at athletic and arts events
- Establish an annual event to celebrate the work of all faculty and staff

#### **Metrics and Indicators**

- Exit interviews, climate surveys, job satisfaction surveys and sense of belonging surveys; reductions in reports of negative experiences
- Retention of faculty, staff and students who self-identify as part of a protected or marginalized group
- Increased housing opportunities near campus
- Increased professional development opportunities
- Investment in orientation and on-boarding programs
- Annual event to celebrate faculty and staff

### **Objective 4**

Be a leader in sustainability.

#### **Strategies**

- Increase awareness of sustainability, and further infuse into curriculum, research and student experience
- Foster a culture of sustainability university-wide
- Advance efforts to reduce water and energy use and to decrease landfill and greenhouse gas emission levels toward the goal of climate neutrality
- Expand efforts to engage in sustainable procurement of goods and services

#### **Metrics**

- Increased educational, co-curricular and residential life opportunities to learn about sustainability
- Increased participation in sustainability efforts and activities
- Reduction in water and energy use, landfill waste and greenhouse gas emissions
- Percentage of sustainable goods and food supplies procured (20% sustainable food purchase is mandated by CSU Sustainability Policy by 2020)

## **Common Goal II: Foster Inclusion and Diversity**

Cal Poly will serve as an exemplary model of inclusive excellence and will adopt best practices to continue to diversify its faculty, staff and students. Inclusion and diversity have been important to faculty, staff and students since the inception of the university. Cal Poly will continue to be fair, responsive and intentional in its inclusion practices and in its faculty, staff and student recruitment and retention strategies, the latter of which aim at reflecting the demographics of the state of California.

### **Objective 1**

Develop and implement a plan to foster an inclusive environment for faculty, staff, students and community.

#### **Strategies**

- Research best practices of similar institutions
- Continue to assess campus climate through surveys, focus groups and workshops
- Continue to refine, revise and implement the Diversity and Inclusion Action Plan to ensure it provides on-going guidance in decisions about programming and other activities
- Partner with local government and community agencies to make it more welcoming for domestic and international people from all demographics
- Create opportunities to learn about and celebrate different identities and experiences

#### **Metrics and Indicators**

- Implementation of inclusion practices at other institutions
- Results of surveys, focus groups and workshops and use of them to inform change
- Further development and implementation of the Diversity and Inclusion Action Plan and assessment
- Growth of relationships with broader community members
- Growth in celebratory cultural events and activities

### **Objective 2**

Recruit and retain a diverse student body.

#### **Strategies**

- Continue to develop targeted marketing and outreach
- Increase support for Cal Poly Scholars and similar programs through more comprehensive management and donor directed funds
- Employ creative strategies to provide funding for low income students
- Maintain the current percentage of non-resident students but establish greater parity across the colleges in non-resident enrollment over the next eight years

### **Metrics and Indicators**

- Increased applications from prospective students from under-represented groups
- Growth of Cal Poly Scholars and similar programs
- Growth in funding opportunities for low income students
- Parity of out of state and international students enrolled across the colleges

### **Objective 3**

Recruit and retain a diverse workforce.

### **Strategies**

- Provide opportunities for current faculty and staff to learn more about diversity
- Provide unconscious bias training to faculty and staff who serve on search committees
- Continue to develop targeted marketing and outreach
- Continually re-evaluate hiring, retention and promotion practices to ensure they are merit based and free of unconscious bias

### **Metrics and Indicators**

- Percentage of faculty and staff who participate in diversity education opportunities
- Percentage of training programs for faculty and staff and annual reporting of percentage of faculty and staff who participate
- Increase in applications from prospective faculty and staff from under-represented groups

## **Common Goal III: Enhance Student Success**

Cal Poly will graduate students who are gifted, dedicated and responsible adults whose personal, intellectual and professional development is evident in their ensuing professional and personal contributions to society. Cal Poly students have always displayed loyalty and gratitude to the faculty and staff mentors who provide them with the Learn by Doing and other opportunities that are invaluable to their growth. Cal Poly is committed to providing its students with curricular and co-curricular educational experiences that are equitable, fair and of the highest quality. Faculty and staff members will continue to work diligently to ensure that when students graduate, they are poised to be successful in their careers, personal lives and as citizens of the world.

In addition to the number of ways in which student success will be enhanced by Common Goals I, II, IV, V and VI, here are some targeted objectives, strategies, metrics and indicators.

### **Objective 1**

Improve campus community and student connectivity by increasing the number of significant impactful experiences from which students can learn and be supported.

### **Strategies**

- Build a cohort identity via a stronger first year experience program, bolstered by orientation programs, university housing, and the Mustang Success Center
- Increase internship opportunities (Earn by Doing), both on and off-campus
- Increase the number of students that participate in study abroad
- Increase opportunities for student involvement in Cal Poly centers and institutes
- Enhance the leadership programs area to increase the number of students who learn management and leadership skills
- Improve the care provided to students, via health and well-being efforts
- Strive to house 100% of second year students and 60% of all students on campus
- Require all freshman and sophomores to live on campus by 2023
- Increase on-campus student employment opportunities (Earn while you Learn)
- Develop new models for food services that are responsive to current trends and provide the nutrition needed to fuel student success
- Increase opportunities to participate in cultural activities and events that create learning environments where individuals from all identities can thrive

### **Metrics and Indicators**

- Results of surveys regarding cohort experiences, responses to cohort challenges and legacy project opportunities
- Percentage of students who graduate with completed internships
- Percentage of students who graduate with completed study abroad experiences
- Percentage of students involved in centers and institutes
- Survey responses regarding leadership program experiences and numbers of students involved in leadership programs
- Percentage of students living in campus housing

- Policy on students required to live in campus housing
- Percentage of students employed by the university
- Increased numbers of upper-class students purchasing meal plans
- Campus Climate survey results indicating a more welcoming campus climate
- Attainment of counselor/student ratio to 1:1000
- Attainment of doubling the number of physicians in the Health Center
- Attainment of faculty/student ratio of 1:17

## **Objective 2**

Continually improve the academic experience to ensure students' intellectual habits are both resilient and nimble enough to adapt to new educational challenges in their professional, academic or creative careers and as educated citizens.

### **Strategies**

- Increase access to courses
- Increase student research opportunities
- Continue to make improvements to the curriculum
- Increase student retention
- Improve classroom design
- Bolster IT and facility infrastructure to support curricular and co-curricular needs
- Develop technology strategy for student learning and engagement

### **Metrics and Indicators**

- Continued development and deployment of tools to optimize needs/offers ratio
- Percentage of student publications, research and creative activity involvement
- Presence of new and revised curriculum
- Investment in retention programs, tools and advisors
- Investment in classroom re-designs
- Investment in IT infrastructure and development of technology strategy

## **Objective 3**

Continually improve the co-curricular experience to ensure students have opportunities for agency in shaping the culture of the campus inside and outside of the classroom.

### **Strategies**

- Explore development of co-curricular learning outcomes and transcripts that document legitimate co-curricular learning and leadership positions
- Intentionally grow co-curricular opportunities in both Student Affairs and Academic Affairs
- Improve the quality and capacity of non-curricular student facilities and student engagement spaces
- Enhance the first year experience to ensure that every student is connected to Cal Poly in meaningful ways outside of the classroom

- Grow mentoring programs for populations that demonstrate capacity to improve retention and graduation rates
- Continue to improve opportunities in the multi-cultural centers to support student involvement in an inclusive campus climate

### **Metrics and Indicators**

- Development of out-of class learning outcomes and co-curricular transcript
- Increase in percentage of co-curricular opportunities
- Survey results regarding quality of co-curricular activities
- Investment in and growth of first year experience
- Survey results regarding quality of first year experience
- Percentage of students involved in mentoring relationships
- Financial and space investment in multi-cultural centers

### **Objective 4**

Continuously identify and remove artificial barriers to timely graduation in order to have a 92% five-year graduation rate and increase placement rates at time of graduation to 95%.

### **Strategies**

- Continue to support intrusive advising
- Invest in programs that can close achievement gaps
- Increase access to courses and continue to enhance efforts to mitigate bottlenecks
- Continue to review policies and procedures to eliminate unnecessary barriers to students making progress to degree
- Enhance collection of data related to student career outcomes
- Establish yearly graduation rate goals over a period of five years
- Growth of summer quarter offerings
- Development of alternative course delivery offerings

### **Metrics and Indicators**

- Student participation in advising and assessment of effectiveness of advising technology
- Continued development of programs designed to aid student progress to degree for students represented in achievement gap analyses
- Percentage of scholarships available for students from under-represented groups
- Continued development and deployment of tools to optimize needs/offerings ratio
- Annual reporting to appropriate audiences of changes to policies and procedures
- Investment in additional support for career services
- Achievement of yearly graduation rate goals
- Increase in students attending the summer term
- Increase in range of course delivery options

## **Common Goal IV: Enhance Faculty and Staff Success**

Cal Poly's faculty and staff are, and always have been, of the highest caliber. For a hundred and fifteen years they have collaborated to provide thousands of students with innovative Learn by Doing and other experiences. They have stood together through very difficult budget periods many times, never wavering in their commitment to their students.

In addition to the number of ways in which faculty and staff success will be enhanced by Common Goals I, II, IV, V and VI, here are some targeted objectives, strategies, metrics and indicators.

### **Objective 1**

Continuously improve campus community wellness for faculty and staff.

#### **Strategies**

- Create community wellness facilities for faculty and staff (exercise spaces, networking and collaboration spaces, social spaces, etc.)
- Create career ladders and opportunities for career advancement
- Implement climate surveys and respond in a timely way to recommendations issuing from survey results

#### **Metrics and Indicators**

- Percentage and use of community wellness space provided for faculty and staff
- Survey results regarding the quality of professional development opportunities
- Climate survey data and response rate to actionable recommendations

### **Objective 2**

Foster and recognize merit and excellence.

#### **Strategies**

- Establish, as relevant, external peer departments for each department for teaching, research and creative activities comparisons
- Increase tenure density to 75% with an aspirational goal of 80%
- Increase professional development support for faculty and staff (e.g., continued implementation of the teacher-scholar model)
- Increase opportunities for faculty involvement in centers and institutes
- Recognize and celebrate faculty and staff successes
- Increase funding for research and creative activities involving students

#### **Metrics and Indicators**

- Peer departments identified
- Investment in increasing tenure density to 75%
- Investment in release time, lab space and internal grant programs
- Percentage of faculty members involved in centers and institutes

- Number of awards, citations of success stories and grants
- Increase in student participation in research and creative activities

### **Objective 3**

Meet the material needs of faculty and staff to ensure their success.

#### **Strategies**

- Pay faculty and staff at the median of departmental/unit competitors
- Maintain comprehensive compensation program for faculty and pursue in range progressions for staff
- Improve classroom design and research facilities
- Bolster IT and facility infrastructure to support their needs
- Develop technology strategy for student learning and engagement
- Expand housing options for faculty and staff
- Expand childcare options for faculty and staff

#### **Metrics and Indicators**

- Further investment in faculty and staff salaries consistent with the quality of programs they support and develop
- Investment in classroom re-designs
- Investment in IT infrastructure and development of technology strategy
- Increased housing near campus
- Increased childcare facilities near or on campus



## **Common Goal V: Develop Financial Sustainability**

Cal Poly has an admirable history of innovation in its efforts to be financially stable that includes benefitting from philanthropy, student fees and the resourcefulness of its faculty and staff. Cal Poly needs not only to increase its financial support for its Learn by Doing pedagogy, it must also support the highest number of high cost majors in the CSU system.

### **Objective 1**

Adopt a comprehensive budget model that supports transparency, innovation, and predictability and that promotes efficiency and accountability. This model will also support a commitment to ensuring the institution's financial resilience.

### **Strategies**

- Develop and implement a comprehensive budget system, including all funding sources, for central, division and college budgets
- Enhance long-term financial planning and strategy through development of a multi-year modeling and forecasting system
- Improve tools for controlling and monitoring salary and benefit expenditures, which account for 80% of the university budget
- Enhance budget reporting and analysis providing comprehensive reporting across all sources of funds
- Provide improved tools for budget development and monitoring, at central, college and department levels
- Improve the budget planning and review calendar to provide budget allocations to units and divisions on a timely basis
- Review campus allocation strategies
- Enhance the link between strategic priorities and resource allocations
- Minimize duplication of services; continue to adopt best practices to establish consistency and predictability about resources at state, CSU and campus levels

### **Metrics and Indicators**

- Continuous review of campus financial reporting and allocations
- Information sessions about strategic priorities and role in decisions
- Increased faculty and staff collaborations about budgets
- Implementation of a revised budget calendar resulting in more timely fund allocations to colleges and units
- Implementation of improved systems for budget development, management and tracking
- Development of a five-year financial projection model
- Readiness to changes and agility in responding to uncertainties

### **Objective 2**

Grow revenue streams and enhance current ones.

### **Strategies**

- Explore the use of public private partnerships for provision of needed campus facilities and amenities as appropriate, thereby avoiding commitment of institutional funds and creating a revenue stream for the institution
- Explore fee and tuition possibilities
- Explore year-round operations
- Advocate for support for Cal Poly at the CSU and state level

### **Metrics and Indicators**

- Completion of campus facility improvements in line with goals outlined in the campus master plan
- Reasonable growth in fee and tuition revenues
- Growth of summer programming
- Intentional messaging to external agencies about the need for additional funding

### **Objective 3**

Achieve comprehensive campaign goals.

### **Strategies**

- Plan, launch and execute the public phase of the comprehensive campaign
- Create an information environment in which university staff have easy access to high-quality data and tools
- Develop and nurture Cal Poly's culture of philanthropy

### **Metrics and Indicators**

- Report of campaign priorities across all colleges and units to determine final campaign goals
- Creation of a self-service data access environment to high quality data
- Increase in donations across all campus stakeholder groups

## **Common Goal VI: Engage in Capital Improvement and Address Deferred Maintenance/Infrastructure**

Due to devastating budget cuts beginning in the 1990s, Cal Poly has incurred significant deferred maintenance projects. Faculty, staff and students continue to optimize the teaching, learning, research facilities and social spaces at Cal Poly. However, we know that capital improvements in many areas of campus are needed to ensure that they meet reasonable standards for successful Learn by Doing.

### **Objective 1**

Enhance and improve campus spaces in which Cal Poly faculty, staff and students work, live and learn.

#### **Strategies**

- Prioritize meaningful allocations of funds annually for deferred maintenance projects; develop a robust process for prioritization of deferred maintenance
- Bolster investment in the Facilities Management organization for development of an aggressive preventative maintenance program for campus building and grounds, thus minimizing growth of the deferred maintenance backlog
- Engage in a campus transformation process consistent with the Master Plan
- Prioritize teaching and work environment projects and allocate central funds to address them
- Ensure that all new construction projects address some aspect of deferred maintenance for utility infrastructure and landscape
- Develop ventilation and cooling strategies for facilities that need them
- Advocate for increased state funds to address deferred maintenance

#### **Metrics and Indicators**

- Percentage growth or decline of deferred maintenance backlog
- Percentage of increased and improved classroom, lab, office and social spaces
- Increase in revitalization of existing campus buildings and grounds
- Percentage of central funds allocated for deferred maintenance
- Development of a heating, ventilation and air conditioning facility plan
- Intentional messaging to external agencies about deferred maintenance and capital improvement needs

### **Objective 2**

Enhance and improve technology infrastructure and processes.

#### **Strategies**

- Transform Cal Poly's infrastructure and application services to better meet user needs and support University goals through identification, testing, and adoption of new information technology that will support the University's mission
- Provide enterprise resources and processes that foster continuous improvement and organizational effectiveness
- Provide technologies and processes that facilitate Cal Poly's position at the forefront

of teaching and enhance the learning experience of students

**Metrics and Indicators**

- User feedback from surveys, consultation and other feedback sources
- Effectiveness assessment of application services
- Current technologies and transparent processes

DRAFT

## Conclusion

Cal Poly has a proud history as the oldest Learn by Doing institution in the CSU. This strategic plan commits us to many more years as the best public Learn by Doing institution in higher education. As English professor and Cal Poly's second president (interim) Margaret Chase wrote in 1917 for a California Polytechnic School song, "There's no place like the Poly. ... [it] trains both the head & hand."

The thoughtful and insightful contributions of all Cal Poly members will continue to shape and sharpen this draft strategic plan. President Armstrong and his leadership team is grateful to all members of the Cal Poly community who have already invested valuable time and energy in all the activities and processes that inform this plan. Once revised and adopted, implementation will consist of its use in making decisions for action at Cal Poly. We will annually assess our progress using our metrics and indicators and we will modify the plan as conditions or evidence changes.

DRAFT