



CAL POLY

DRAFT

Strategic Plan 2018- 2023

Extended Version (9/10/18)



Introduction

Thank you for your interest in the Cal Poly Strategic Plan! The final version of the plan will benefit from your feedback.

As you review the draft, please keep in mind that it is most finished at the strategic priority and goal levels. These are what most deserve your attention as a campus stakeholder. The lower levels of the plan, the potential initiatives and tactics as well the potential measures of success, are less finished and are presented more as illustrations of how goals might be achieved than as specific commitments by the university. Working groups will be formed and continue to develop these aspects of the plan during the 2018-19 academic year, after the final version is complete and adopted by the university.

After you have concluded your review, there are several ways to provide feedback:

1. Visit the strategic planning website (strategicplanning.calpoly.edu) and submit your written feedback at the bottom of the page.
2. Attend an open forum and provide feedback in person. Two open forums will be held: on October 4 and 25, from 11:10 a.m. to 12 noon, in the Berg Gallery (05-105).

All feedback will be cataloged and provided to the appropriate working group. Feedback about the strategic priorities and goals will be shared with the Steering Committee (the President's Cabinet) for their review, consideration and potential adoption. Feedback about the potential initiatives, tactics and measures of success will be provided to the Executive Champions and Senior Sponsors for their review, consideration and potential adoption later this year as initiatives, tactics, and measures are finalized.

Thank you for your investment in Cal Poly's future!

Foundations

The Strategic Plan for Cal Poly is designed to provide direction for the future of the university through 2023. This plan is grounded in Vision 2022 as well as the Academic Plan for Enrollment and the Master Plan, as well as the university's mission, vision and values.

◆ Mission and Values

Cal Poly fosters teaching, scholarship, and service in a learn-by-doing environment where students 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.

◆ Vision

Cal Poly will be recognized as the premier comprehensive polytechnic university, with an unmatched reputation for promoting Learn by Doing and nurturing student success.

As the premier comprehensive polytechnic university, Cal Poly will play a critical role in shaping the future of California through the professional contributions of its graduates, faculty and staff. Through their innovations, leadership and commitment to social and political inclusion, Cal Poly graduates, faculty and staff will improve their local communities and the broader world that their actions touch.

To achieve our vision Cal Poly will focus on student success by continuing to create and nurture a diverse and inclusive learning community. Student success is achieved only with faculty and staff success. The culture of success requires infrastructural strength, sustainable practices, local and state economic development and financial health.

Vision 2022. Introduced to the campus by President Armstrong in May of 2014, Vision 2022 provided the groundwork for the master-plan process and several divisional strategic plans. The following founding and guiding principles from Vision 2022 function as four dimensions along which strategic decisions will continue to be evaluated:

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



These founding and guiding principles are the basis of the university's strategic plan, as are the vision's six strategic objective:

- Enhance student success
- Create a vibrant residential campus
- Increase support for the Teacher-Scholar Model
- Create a rich culture of diversity and inclusivity
- Secure the financial future of the university
- Develop a greater culture of transparency, collaboration, and accountability

◆ Learn by Doing

Conceived as a Learn by Doing institution in 1901, Cal Poly was described at the time by journalist Myron Angel as a school that would “teach the hand as well as the head.” Today Cal Poly remains committed to its Learn by Doing philosophy, which the Academic Senate has defined in this way: “Learn by Doing is a deliberate process whereby students, from day one, acquire knowledge and skills through active engagement and self-reflection inside the classroom and beyond it.”

Learn by Doing at Cal Poly takes many forms. Through curricular and co-curricular experiences faculty and staff work closely with students to meet learning objectives through experiential learning and provide opportunities for students to participate, often simultaneously, in discovery learning through problem solving. 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 practice of the Learn by Doing philosophy 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 side-by-side Learn by Doing curriculum is designed to provide students with concrete experience in their majors and in 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 hone their skills in the classroom, co-curricular activities, in their research and creative activities and through collaborations with each other.



◆ Teacher-Scholar Model

As practiced at Cal Poly, the Teacher-Scholar Model includes meaningful student engagement in faculty scholarly activity and inclusion of scholarship in teaching to create vibrant learning experiences for students. Scholarship is defined in general terms as the scholarships of discovery, application, integration, and teaching/learning (Boyer, 1990), implemented in a discipline-specific manner while mindful of Cal Poly's mission.

◆ Student Success

The outcome of Learn by Doing and the Teacher-Scholar Model is student success. Cal Poly is uniquely focused on the student experience, both inside and outside of the classroom. Most easily defined through the Graduation Initiative 2025, the system-wide effort to facilitate student retention and timely graduation, student success at Cal Poly comes to life at annual commencement ceremonies, but it is also vibrantly on display on the athletic fields, in community service activity throughout San Luis Obispo, in student leadership opportunities and in senior projects among many other examples.

Every person who works and supports Cal Poly is dedicated to student success. Our faculty and staff operate in a collective partnership designed to maximize each other's expertise in advancing the student experience. As we continue to remain focused on student success, we emphasize student needs and their success as a decision-making factor over all others.

Student success cannot happen without a commitment to creating the most inclusive campus climate possible. Every person, no matter the identities they have, must feel welcome and valued at Cal Poly. This element of student success is critical because, at our core, Cal Poly is a collection of focused human beings who thrive on the collective impact we have when we support each other and our larger goals.

◆ **Strategic Priority 1: Enhance the Success of All Cal Poly Students**

Goal 1A: Maintain and enhance Cal Poly’s signature pedagogy of Learn by Doing.

Goal 1B: Assure that all students attain the knowledge, skills, and understanding to thrive in a diverse, evolving, and competitive environment.

Goal 1C: Ensure access to an excellent education for all California students by providing financial aid support for those with the greatest economic need.

Goal 1D: Improve first year and transfer student graduation rates and eliminate achievement gaps for all students to meet the goals of the CSU’s Graduation Initiative 2025.

Goal 1E: Provide an additional high-impact experience for every undergraduate student¹.

◆ **Strategic Priority 2: Cultivate the Excellence of All Employees**

Goal 2A: Recruit and retain the best employees.

Goal 2B: Foster inclusive and excellent teaching practices through continued faculty development.

Goal 2C: Encourage innovative scholarship in all its forms — discovery, application, integration, and engagement, as well as teaching and learning.

Goal 2D: Promote professional development opportunities for all employees.

Goal 2E: Communicate and share more broadly the significant achievements of all employees.

◆ **Strategic Priority 3: Enrich the Campus Culture of Diversity, Equity, and Inclusion**

Goal 3A: Create an aligned and cohesive focus on diversity and inclusion across the university.

¹ The American Association of Colleges and Universities promotes a series of teaching and learning practices — first-year seminars and experiences; common intellectual experiences; learning communities; writing-intensive courses; collaborative assignments and projects; undergraduate research; diversity/global learning; ePortfolios; service learning and community-based learning; internships, capstone courses and projects — all of which have been shown to promote increased levels of student engagement and success.



Goal 3B: Create and sustain a more diverse, equitable, and inclusive university community that reflects the people of California.

Goal 3C: Prepare all students for their future through an education that includes diversity learning and reflects the principles of Inclusive Excellence².

Goal 3D: Further develop a campus climate that reflects the values of diversity, equity, and inclusion, as well as free inquiry and mutual respect.

◆ **Strategic Priority 4: Strengthen our Portfolio of Academic Programs**

Goal 4A: Make the General Education program a distinctive, mission-driven experience.

Goal 4B: Develop innovative and sustainable undergraduate degree programs that meet the present and future needs of society and industry.

Goal 4C: Pursue innovative and sustainable initiatives in graduate, post-baccalaureate, and alternative academic programs that build on the university's mission and expertise.

Goal 4D: Address real-world problems, both local and global, through interdisciplinary and international experiences, as well as, community and industry partnerships.

◆ **Strategic Priority 5: Create an Engaged, Vibrant, and Healthy Community for Students**

Goal 5A: Develop an ethos of individual social responsibility in every campus community member, with an emphasis on students.

Goal 5B: Ensure that all students are engaging in effective, new opportunities outside of the classroom, which serve as a foundation for a life-long relationship with Cal Poly.

Goal 5C: Create the extracurricular facilities and co-curricular programs anchored in Learn by Doing that create a vibrant residential campus community.

Goal 5D: Cultivate a campus environment that emphasizes all aspects of personal and community wellbeing for students, faculty and staff.

² The concept of Inclusive Excellence was adopted by Cal Poly in 2009. It is based on an initiative of the American Association of Colleges and Universities that was designed to help institutions integrate their dedication to educational quality with their commitments to diversity, equity, and inclusion.



◆ **Strategic Priority 6: Leverage Data and Technology to Support the Institution's Mission**

Goal 6A: Create a robust technological experience that enables engagement within and beyond the borders of campus, connects people with university data and resources, and provides a secure, stable and modern technological ecosystem.

Goal 6B: Build relationships locally, nationally and globally to showcase the power of collaboration, support and advance the university's mission, and create alignment in the vision, priority, and pace of campus initiatives regarding data and technology.

Goal 6C: Enable student success by creating a digital environment that empowers learning, teaching, and living at Cal Poly, while supporting engagement of future students and alumni to empower success at any stage of life.

◆ **Strategic Priority 7: Secure Our Future by Improving Finances, Facilities, and Systems**

Goal 7A: Ensure the economic viability of the institution through a resilient and sustainable business model, including public and private partnerships that enhance revenue.

Goal 7B: Foster a robust culture of philanthropy that allows the university to generate private gifts in support of institutional goals.

Goal 7C: Develop facilities that promote a sense of pride and confidence in the campus environment.

Goal 7D: Make the whole campus environment smart, resilient, and carbon neutral.

Goals 7E: Ensure transparency of operations through clear and frequent communications at all levels.



Potential Initiatives, Tactics, and Measures of Success

The section that follows provides additional detail for each Strategic Priority. This includes identification of Executive Champions and Senior Sponsors as well as potential initiatives, tactics, and measures for each Goal.

◆ **Strategic Priority 1: Enhance the Success of All Cal Poly Students**

Executive Champions: Kathleen Enz Finken, Executive Vice President for Academic Affairs and Provost and Keith Humphrey, Vice President for Student Affairs

Goal 1A: Maintain and enhance Cal Poly’s signature pedagogy of Learn by Doing.

Senior Sponsor: Christine Theodoropolous, Dean, College of Architecture and Environmental Design

Potential Initiatives and Tactics	Potential Measures
Develop and promote our LBD identity and brand	Consistent campus understanding of the value of LBD and how it can and should be utilized with external constituents
Make LBD a distinct focus of fundraising efforts at all levels	Knowledge and resources in place to capitalize on LBD in marketing efforts
Evaluate the educational effectiveness of LBD at Cal Poly	Rubric developed to measure the effectiveness of LBD. Faculty development offered to support LBD effectiveness.
Expand opportunities, especially industry partnerships, service learning, and international programs.	Every student will experience at least three high-impact practices, including the senior project

Goal 1B: Assure that all students attain the knowledge, skills, and understanding to thrive in a diverse, evolving, and competitive environment.

Senior Sponsors: Beth Merritt Miller, Assistant Vice Provost for University Advising and Eileen Buecher, Executive Director, Career Services

Potential Initiatives and Tactics	Potential Measures
Coordinate campus efforts to educate undergraduates about options and opportunities beyond graduation (e.g., grad school, professional school).	Increase in students seeking advice, and ultimately enrolling in graduate school within the first five years after graduation.
Translate and connect knowledge and skills learned within the undergraduate curriculum and co-curriculum to the workforce and/or post-graduate education.	Increase in positive feedback on the undergraduate experience from alumni in post-graduate surveys.
Provide intentional emphasis on leadership development within a student’s academic career.	Graduates report advancement within companies or organizations at greater rates
Engage industry partners in understanding emerging trends in the workforce.	Potential shifts in curricular and co-curricular experiences to ensure students have the most current experiences.



Develop pre-internship launch sessions (LBD)	Students will have clearer expectations about their internship experiences and report greater levels of learning and satisfaction upon completion.
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Goal 1C: Ensure access to an excellent education for all California students by providing financial aid support for those with the greatest economic need.

Senior Sponsor: James Maraviglia, Vice Provost for Enrollment Development and Chief Marketing Officer

Potential Initiatives and Tactics	Potential Measures
Establish financial aid packaging to attract and retain academically qualified students with the highest economic need.	Increased yield of low income admitted students; Increased retention of low-income students; Increased timely graduation of low-income students.
Ensure resources, including staffing, evolves to support a growing low income, first generation population	Adequate staffing to manage increased and more complicated institutional aid and resources.
Explore flexibility of funding sources both institutionally and from the Chancellor's Office	Develop funding sources with maximum flexibility to award high need students up-front to impact yield.
Enhance technical infrastructure at the campus level to meet the needs of a complex financial aid system	Timely awarding and reporting of financial aid.

Goal 1D: Improve first year and transfer student graduation rates and eliminate achievement gaps for all students to meet the goals of the CSU's Graduation Initiative 2025.

Senior Sponsors: Mary Pedersen, Senior Vice Provost for Academic Affairs and Debi Hill, Assistant Vice President for Student Affairs

Potential Initiatives and Tactics	Potential Measures
Develop integrative models for both student advising and academic support <ul style="list-style-type: none"> Expand free tutoring services to all Cal Poly students Expand Academic Skill Center to provide more Supplemental Instruction for all high fail rate courses Provide high level consistent comprehensive training for instructional student assistants, tutors, etc. 	Students can access all advising and academic support via a single virtual hub; Increased number of students accessing tutoring services
Remove or reduce barriers to graduation <ul style="list-style-type: none"> Identify the major impediments to student success (see Academic Policy Diagnostic) Develop specific measures and timeline to address removing these barriers 	Improved retention and graduation rates; Faculty and staff have a full understanding of their impact on student success
Build a more supportive campus community for students <ul style="list-style-type: none"> Develop a sense of belonging among all students Develop a two-year residential experience for nearly all students 	Improved retention and graduation rates; Improved campus climate survey results; Decrease in bias incidents; Improved retention and graduation rates for transfer students



<ul style="list-style-type: none"> Develop a Transfer Student Center to provide comprehensive support and services 	
<p>Develop specific measures to eliminate four- and six-year achievement gaps based on gender, ethnicity, and Pell Status.</p> <ul style="list-style-type: none"> Identify campus-specific causes of achievement gaps; in Academic Year 2018-19, focus on students who leave Cal Poly Develop targeted retention efforts that are available to all students Expand CP Scholars program to provide support for students with the greatest financial need 	<p>Improved retention and graduation rates</p> <p>Reduction and eventual elimination of achievement gaps in the various student groups</p> <p>Students with the greatest financial need are graduating in a timely manner with reduction in debt.</p>
<p>Cultivate data-driven decision making</p> <ul style="list-style-type: none"> Continue development of improved enrollment strategy, planning, and management Develop a shared data governance policy with processes to improve campus access to data including information about curricular and co-curricular experiences Create Power Users group to provide more immediate access to data to support the Graduation Initiative 	<p>Greater access to data to inform strategic decision making.</p> <p>Improved and more developed process for enrollment planning.</p> <p>Data governance policy developed and adopted by campus.</p> <p>Power Users group is trained and working to support Graduation Initiative efforts.</p>

Goal 1E: Provide an additional high-impact experience for every undergraduate student.

Senior Sponsor: Dean Wendt, Dean, College of Science and Mathematics

Potential Initiatives and Tactics	Potential Measures
Establish a strategic goal within each college for the percentage of students involved in high-impact practices	Colleges address high-impact practices in their strategic plans with specific targets.
Create a more integrated approach to managing internship and leadership opportunities	More of a one-stop shop that provides increased access to information and opportunities
Create more opportunities within the General Education (GE) and major curricula to encourage student participation in high-impact practices	Many off-campus programs are designed to provide the opportunity to complete upper-division GE
Establish scholarships to support study abroad and develop a varied collection of domestic off-campus programs and internships.	Students have the support they need to participate in high-impact practices.
Create an expanded Learn by Doing Fund in every college to support faculty and students involved in undergraduate research or other high-impact experiences	Faculty have the support they need to mentor students in high-impact practices.



◆ **Strategic Priority 2: Cultivate the Excellence of All Employees**

Executive Champions: Kathleen Enz Finken, Executive Vice President for Academic Affairs and Provost and Cindy Villa, Senior Vice President for Administration and Finance

Goal 2A: Recruit and retain the best employees.

Senior Sponsors: Al Liddicoat, Vice Provost for Academic Affairs and Personnel and Beth Gallagher, Associate Vice President for Human Resources

Potential Initiatives and Tactics	Potential Measures
Increase the number of tenure-track faculty across all colleges	Progress toward a university average of 75% tenure-density.
Work toward more competitive salaries for all employees	Additional funds, beyond negotiated general salary increases, are allocated towards local compensation efforts
Develop, implement and evaluate the Faculty Diversity Cluster Hire	Successful recruitment of 8-10 tenure-track faculty; New faculty engagement with cohort and programming; Develop curricular support diversity and inclusion broadly across the university.
Strengthen recruitment processes for faculty and staff <ul style="list-style-type: none"> Improve outreach to diverse prospects. Improve use of Diversity Statement and rubric for faculty searches. Ensure the review of candidate pools by the Office of University Diversity & Inclusion (OUDI)	Use analytics to review and track the diversity of applicant pools through the recruitment stages and to determine effectiveness of advertising and outreach to attracting diverse and qualified applicants.
Revise training for search committees, Employment Equity Facilitators, and hiring managers to include best practices in unconscious bias and Equal Opportunity requirements, policies and practice.	Identify learning objectives for all training modules; Assess achievement of learning outcomes; Track completion of trainings.
Conduct stay and exit interviews to assess job satisfaction and identify obstacles that might affect employee retention. Use results to improve retention.	Track top issues affecting job satisfaction and retention for faculty, staff, and management, and analyze responses by demographic categories; Develop best practices to better support all employees.
Develop comprehensive mentoring programs within each college to support the development of new faculty	Increased retention and job satisfaction as measured by stay and exit interviews.



Goal 2B: Foster inclusive and excellent teaching practices through continued faculty development.

Senior Sponsors: Kathryn Rummell, Interim Dean, College of Liberal Arts and Scott Dawson, Dean, Orfalea College of Business

Potential Initiatives and Tactics	Potential Measures
Develop a culture where innovative and inclusive teaching practices are embraced by the entire campus community rather than a select few	Increased utilization of innovative and inclusive teaching practices across campus
Partner with CTLT and other experts to offer workshops on inclusive and innovative instruction with a particular emphasis on new faculty.	New workshops developed targeting new faculty
Market and incentivize existing resources such as diversity & inclusion modules in the digital commons and CTLT universal design workshops	Increased utilization of existing resources

Goal 2C: Encourage innovative scholarship in all its forms — discovery, application, integration, and engagement, as well as teaching and learning.

Senior Sponsor: Chris Kitts, Interim Dean of Research

Potential Initiatives and Tactics	Potential Measures
Upgrade infrastructure to identify and implement the most current technical approaches and resources to support scholarship.	Appropriate tools selected and utilized to connect and share faculty scholarship; Achieve 50% engagement 2-3 years beyond initial implementation.
Provide expanded training and support for grant development.	Increased number of faculty engaged in grant-related training programs.
In partnership with university marketing, communicate & recognize scholarly activity more broadly.	Communication strategy developed to share research accomplishments more broadly both on and off campus.

Goal 2D: Promote professional development opportunities for all employees.

Senior Sponsors: Elena Morelos, Director of Academic Employment and Beth Gallagher, Associate Vice President for Human Resources

Potential Initiatives and Tactics	Potential Measures
Develop a workshop for managers to learn how to establish individual learning plans to support professional development for staff.	An effective professional development program that includes resources for managers.
Incorporate individual learning plans into employee's annual goal setting	Results include clear expectations for the next evaluation period, specifically in terms of development; better communication; demonstrated progress; focused and engaged employees.
Compile a campus wide inventory of all training opportunities for staff.	A comprehensive list of all campus-wide training with topics, delivery method, target audience and other parameters.



Goal 2E: Communicate and share more broadly the significant achievements of all employees.

Senior Sponsor: James Maraviglia, Vice Provost for Enrollment Development and Chief Marketing Officer

Potential Initiatives and Tactics	Potential Measures
Partner with University Communications to develop a proactive Public Relations program.	Year-over-year increase in media placements and increased domain authority for web.
Develop and curate a dedicated News website for Cal Poly that can highlight faculty and staff achievements.	Year-over-year increase in website traffic and sharing of stories across digital media.
Encourage the promotion of faculty and staff achievements across University and college print, digital publications, and social media.	Increased awareness of faculty and staff achievements across college and divisions.

◆ **Strategic Priority 3: Enrich the Campus Culture of Diversity, Equity, and Inclusion**

Executive Champion: Jozi De Leon, Vice President for Diversity and Inclusion

Goal 3A: Create an aligned and cohesive focus on diversity and inclusion across the university.

Senior Sponsor: Julie Garcia, Interim Associate Vice President for Diversity and Inclusion

Potential Initiatives and Tactics	Potential Measures
Use a Collective Impact Framework to bring synergy to diversity and inclusion work across campus	Identification of gaps, assets and potential linkages, Increased involvement and representation across campus, Increased buy-in and enthusiasm about D&I, longevity and sustainability of D&I at Cal Poly
Develop a diversity plan that will enable integration of diversity and inclusion across divisions, colleges, departments and other units (Diversity becomes everyone’s business)	Aligned D&I goals across the university and visible in every area of the university, greater impact by moving forward key goals in a shorter amount of time, progress reported on our Inclusive Excellence Progress Report
Develop an Inclusive Excellence Progress Report	Annual progress monitoring and reporting, ability to highlight the positive and target efforts in areas that need improvement



Goal 3B: Create and sustain a more diverse, equitable, and inclusive university community that reflects the people of California.

Senior Sponsors: Jamie Patton, Assistant Vice President for Student Affairs; Elena Morelos, Director of Academic Employment; and Beth Gallagher, Associate Vice President of Human Resources

Potential Initiatives and Tactics	Potential Measures
Conduct faculty and staff focus groups to identify areas of support, challenges, and barriers, and use this information to strengthen our retention strategies to be consistent with the knowledge gained.	Understanding of faculty and staff retention factors to improve culture through sense of belonging, engagement and retention (above group mean)
Emphasize diverse applicant pools by having candidate lists reviewed by OUDI.	Emphasize diverse applicant pools; New hires committed to diversity & inclusion; Positive experience from applicants demonstrated through feedback; More compelling diversity statements for recruitment will be evident during OUDI review; Better assessment of diversity & inclusion statements enhanced by training
Develop strategies to engage and retain staff which may include providing mentors, networking and professional development opportunities.	Improved culture that fosters better sense of belonging, engagement and lower turnover rates
Develop strategies to strengthen our pipeline of faculty, staff and leadership with a demonstrated commitment to diversity and inclusion.	Become members of Southern and Northern California Higher Education Recruitment Consortium (HERC); Better strategies for active recruitment using networking and other means; Connecting with Ford Foundation and other Postdoctoral Fellows Program to identify potential faculty; Summer institute for potential faculty hires; Active recruitment at conferences; More associate/assistant deans for diversity across university
Maintain close partnership with the Graduation Initiative 2025 team.	Alignment and collaboration to achieve the Graduation Initiative 2025 goals



Goal 3C: Prepare all students for their future through an education that includes diversity learning and reflects the principles of Inclusive Excellence.

Senior Sponsor: Bruno Giberti, Associate Vice Provost for Academic Programs and Planning

Potential Initiatives and Tactics	Potential Measures
Create multiple touchpoints in the co-curriculum, including housing and orientation programs, which foster an awareness of relevant issues, skills to navigate differences (i.e., cultural competency), and a sense of community	Every student acquires the knowledge, skills, and values to flourish in a diverse world and a global economy, as described by the University Learning Outcomes and Diversity Learning Outcomes, as well as by diversity-and-inclusion-specific PLOs and CLOs; Lessons relating to diversity and inclusion are well scaffolded across the undergraduate curriculum and co-curriculum, including General Education.
Infuse outcomes related to diversity and inclusion throughout the GE curriculum	
Create Program Learning Outcomes (PLOs)/Course Learning Outcomes (CLOs) in every degree program to assure that students learn about diversity & inclusion in the disciplines and professions	
Expand the Intergroup Dialogues (IGD) to reach a wider range of students	80% of students have an IGD experience and IGD occurs in curricular and co-curricular areas; Students who have had an IGD experience outperform students who have not in demonstrated empathy, communication skills, friendship network, etc.

Goal 3D: Further develop a campus climate that reflects the values of diversity, equity, and inclusion, as well as free inquiry and mutual respect.

Senior Sponsor: Julie Garcia, Interim Associate Vice President for Diversity and Inclusion

Potential Initiatives and Tactics	Potential Measures
Communicate clear expectation that everyone is responsible for diversity work, campus-wide, and should be recognized for such work at the individual and unit level.	Opportunities to report in RPT for faculty; Merit evaluations forms have diversity and inclusion components; Proposals to create courses related to diversity, inclusion, and curriculum; A “diversity and inclusion” scorecard that is evaluated by Chief Diversity Officer annually.
Develop strategies to assess more immediate campus climate needs.	Feedback via portal; Focus groups with students, faculty, staff; Questionnaires; Exit Surveys; Relationship building between students and administrators that do not see students as often as faculty; New climate survey that will lead to an action plan and scorecard in Fall 2019.
Create policies, programs and initiatives to enable a university environment that facilitates respect, belonging, and civility	Solidify time, place, manner policies; Create faculty committee on diversity and inclusion through faculty senate; Create staff and faculty Ombuds to mediate and mitigate instances of bias; Create an environment where everyone feels safe; Greater retention of students, staff, and faculty; Greater productivity of staff and faculty; More content and happy student, staff, and faculty; Bias Incident Response Team would see



	less incidents of hate and bias; Fewer campus crisis; Recruitment of diverse students, staff, and faculty
Develop diversity and inclusion branding for university, and integrate it into CP brand	Greater retention of students, staff, and faculty; Recruitment of diverse students, staff, and faculty; Bias Incident Response Team would see less incidents of hate and bias; More content and happy student, staff, and faculty

◆ **Strategic Priority 4: Strengthen our Portfolio of Academic Programs**

Executive Champion: Kathleen Enz Finken, Executive Vice President for Academic Affairs and Provost

Goal 4A: Make the General Education program a distinctive, mission-driven experience.

Senior Sponsor: Bruno Giberti, Associate Vice Provost for Academic Programs and Planning and Gary Laver, Chair of the General Education Governance Board

Potential Initiatives and Tactics	Potential Measures
Infuse diversity and inclusion (D&I) throughout the GE curriculum <ul style="list-style-type: none"> • Hardwire D&I outcomes into the GE curriculum • Revise, refocus, and rebrand United States Cultural Pluralism (UCSP) requirement 	Students have the knowledge, skills, and values to thrive in a diverse world.
Help students to create more meaningful connections in the GE curriculum <ul style="list-style-type: none"> • Develop thematic pathways and linked courses Establish a GE e-portfolio along with a conscious strategy of integrative learning	Students approach the GE curriculum with intention and reflect on their varied experiences to create greater meaning and deeper learning.
Ensure that GE prepares students for success in their academic and professional lives <ul style="list-style-type: none"> • Develop a “Writing Across Cal Poly” program • Update GE templates to reflect Executive Order (EO) 1100 • Update GE area outcomes to reflect EO 1100 and a current understanding of what students should know and be able to do • Improve GE enrollment management practices • Create a more robust partnership between the GE Governance Board, Academic Programs & Planning, and the academic departments to assure the educational effectiveness of GE areas and courses 	Students choose to attend Cal Poly because of the strength and distinctiveness of the GE program. Students achieve the GE Program Learning Objectives at expected levels. Students are able to enroll in the GE courses that they want and need.
Champion Learn by Doing (LBD) in GE Conscientiously infuse LBD in all GE areas	Students perceive GE as a robust locus for LBD that is equivalent to their majors



Goal 4B: Develop innovative and sustainable undergraduate degree programs that meet the present and future needs of society and industry.

Senior Sponsors: Andy Thulin, Dean, College of Agriculture, Food and Environmental Sciences and Brian Tietje, Vice Provost for International, Graduate and Extended Education

Potential Initiatives and Tactics	Potential Measures
Research new undergraduate interdisciplinary program opportunities	White paper that identifies and evaluates several new interdisciplinary undergraduate program opportunities
Develop funding model to incentivize programmatic innovation.	Budget model that encourages programmatic innovation, including both pruning and expansion.
Establish working group to review Cal Poly’s current portfolio of programs and recommendations for new programs, and to make recommendations to the Dean’s Council.	Findings will be brought to Dean’s Council for recommendations about future direction

Goal 4C: Pursue innovative and sustainable initiatives in graduate, post-baccalaureate, and alternative academic programs that build on the university’s mission and expertise.

Senior Sponsor: Rich Savage, Dean of Graduate Education

Potential Initiatives and Tactics	Potential Measures
Establish business model that clearly supports and incentivizes excellence and growth in graduate programs including support for student recruitment, Teaching Assistants and Graduate Assistants.	Growth in enrollments with all programs achieving at least 30 new admits and 30 degrees awarded each academic year.
Develop a fitness report that identifies and tracks key performance metrics for each graduate program and get buy-in from graduate coordinators.	<ul style="list-style-type: none"> 90% of graduates either secure employment or are accepted in additional graduate education at the time of graduation. 2-year graduation rates of >90%. Graduate programs that achieve high performance metrics during each program review. No blended students that leave Cal Poly without a bachelor’s degree and 90% that complete both their bachelor and master degrees.
Utilize integrated data-base that tracks students from admission to graduation; including tracking progress to degree completion with interactive dashboard.	Improved tracking and longitudinal data on progress to degree.
Create faculty workload model that supports graduate students and the Teacher Scholar Model-	<ul style="list-style-type: none"> Increase in publications in peer review journals and professional conference proceedings. Faculty who can support thesis research and integrate the outcomes into their undergraduate curriculums. (<i>Immersive Learning</i>)



Goal 4D: Address real-world problems, both local and global, through interdisciplinary and international experiences, as well as, community and industry partnerships.

Senior Sponsor: Brian Tietje, Vice Provost for International, Graduate and Extended Education

Potential Initiatives and Tactics	Potential Measures
Identify/compile existing classes, programs, projects, centers, offices, and other activities and entities that already operate on campus and are designed to address real-world problems.	A verifiable system is in place to confirm that every Cal Poly undergraduate and graduate student engages in at least one real world application project during their Cal Poly career
Identify and evaluate potential methods we could use to compile, report, and publicize these activities more broadly.	Information and news about student activities that are addressing real-world problems would be systematically and broadly collected and shared in a manner that does not require additional effort or formal coordination (e.g., #CPreal-world)
Introduce the concept of sponsored interdisciplinary projects to the campus community for consideration (drawing on exemplars such as College of Engineering’s industry-sponsored interdisciplinary projects)	Policies, forms, processes, and funding mechanisms in place that make it relatively easy for faculty and students to help address real-world problems through existing curricular and co-curricular models
Facilitate more interdisciplinary curricular and co-curricular experiences.	A higher number of available courses beginning in the first year and continuing through the final year of study that facilitate and encourage students and faculty to work in interdisciplinary teams to tackle real-world problems

◆ **Strategic Priority 5: Create an Engaged, Vibrant, and Healthy Community for Students**

Executive Champion: Keith Humphrey, Vice President for Student Affairs

Goal 5A: Develop an ethos of individual social responsibility in every campus community member, with an emphasis on students.

Senior Sponsor: Jamie Patton, Assistant Vice President for Student Affairs

Potential Initiatives and Tactics	Potential Measures
Implement online and in-person diversity and inclusion track for new Cal Poly students (First-year and transfer) throughout orientation programming.	<ul style="list-style-type: none"> Students will understand university expectations of our core values of cultural and intellectual diversity, mutual respect, civic engagement, and social and environmental responsibility. Students will have greater awareness, understanding, and appreciation of cultural and human differences to personal situations. Students will develop an awareness of social problems and actively engage in civic, political, and community activities.



<p>Establish the Cultural Humility Workshop with specific tracks for students, faculty, Student Affairs staff, and other university employees.</p>	<ul style="list-style-type: none"> • Participants will deeply explore race and race dynamics, social class, and systemic oppression. Further, they will discuss how they each impact the university experience and create recommendations to improve our practice. • Participants will have the ability to demonstrate, model, and champion our university core values. • Participants will identify strategies that will enable them to serve as change agents to advance and sustain a healthy campus climate.
<p>Implement diversity and inclusion online and in-person follow-up sessions for athletes, student leaders and members of the Greek Life community.</p>	<ul style="list-style-type: none"> • Students will understand university expectations of our core values of cultural and intellectual diversity, mutual respect, civic engagement, and social and environmental responsibility. • Students will have greater awareness, understanding, and appreciation of cultural and human differences to personal situations. They will be aware of social problems and actively engage in civic, political, and community activities.
<p>Create a Foundational Equity and Inclusion Seminar for Student Affairs Staff that can be shared with other divisions and colleges.</p>	<ul style="list-style-type: none"> • Staff will develop and promote a respectful, well-informed campus climate by creating or deepening knowledge about various diversity-related themes. • Staff will increase their ability to effectively connect with diverse student populations in new ways. • Staff will be able to take information presented and use it to develop their own programming, for use in residence halls, departmental meetings, and other student service-oriented settings.

Goal 5B: Ensure that all students are engaging in effective, new opportunities outside of the classroom, which serve as a foundation for a life-long relationship with Cal Poly.

Senior Sponsor: Kathleen McMahan, Associate Vice President for Student Affairs and Dean of Students

Potential Initiatives and Tactics	Potential Measures
<p>Expand programmatic offerings that engage under-represented students, particularly in the first and second years</p>	<p>Increased sense of belonging among under-represented students, resulting in increased retention and graduation rates</p>
<p>Develop efforts that enhance school-spirit for undergraduates and increase connections of alumni in the first five years after graduation</p>	<p>Increased alumni participation in programs and activities (ex. Homecoming) and increased alumni giving</p>
<p>Expand support tools for university staff and club officers that include club management dashboards, communication tools, training, and skill development.</p>	<p>Stronger club leadership and management, including communications to members and alumni.</p>
<p>Utilize technology to monitor student involvement to ensure that a picture of an engaged student is developed.</p>	<p>Ensuring that every student is engaged in a meaningful way outside of class.</p>



Goal 5C: Create the extracurricular facilities and co-curricular programs anchored in Learn by Doing that create a vibrant residential campus community.

Senior Sponsor: Jo Campbell, Assistant Vice President for Student Affairs and Executive Director of University Housing

Potential Initiatives and Tactics	Potential Measures
Expand the out-of-class facility footprint to include enhanced student housing, cross-cultural, health and wellbeing, and career and professional development space	Additional student housing and appropriate support spaces to sustain a residential campus
Improve the quality and variety of dining options	Student opinion of food quality changes and results in more voluntary meal plan purchases
Increase the number of and satisfaction with events that make on-campus experiences the focus for student activity	Increased attendance at on-campus events, reduction in high-risk activity off campus
Create a Greek Village for all social fraternities and sororities	Safer, healthier, and more leadership focused Greek organizations

Goal 5D: Cultivate a campus environment that emphasizes all aspects of personal and community wellbeing for students, faculty and staff.

Senior Sponsor: Tina Hadaway-Mellis, Assistant Vice President for Student Affairs, Health and Wellbeing

Potential Initiatives and Tactics	Potential Measures
Expand the offerings of the health center to include satellite locations, wellbeing focused living-learning communities, and mobile vaccination clinics. Create a basic needs hub to address student needs around food, housing, health and wellbeing	Increased usage of health center and reduction in wait times for service
Explore the feasibility of providing specialty care clinics to students, faculty and staff	Increased quality of life for students, faculty, staff
Reduce harmful events related to substance abuse through expanded bystander intervention programming, outreach, and research	Reduction in hospitalizations for alcohol poisonings, sexual assaults, and violence on campus
Expand the wellness ambassador concept to more students, as well as faculty and staff	Improved public health education efforts
Continue to improve student engagement with the greater San Luis Obispo and Central Coast community through collaborating with community partners	Continued reduction in off-campus violations, noise violations



◆ **Strategic Priority 6: Leverage Data and Technology to Support the Institution’s Mission**

Executive Champion: Bill Britton, Vice President and Chief Information Officer

Goal 6A: Create a robust technological experience that enables engagement within and beyond the borders of campus, connects people with university data and resources, and provides a secure, stable and modern technological ecosystem.

Senior Sponsor: Alison Robinson, Associate Vice President for Information Technology Services

Potential Initiatives and Tactics	Potential Measures
Focus on customer success through implementation of Information Technology Service Management (ITSM) Principles.	<ul style="list-style-type: none"> • Service Catalog – % of services listed • Improved service assistance process – service survey • Transparent prioritization of project requests and reporting project completion
Enhance the cybersecurity profile of the campus by using analytics, threat intelligence, and proactive measures.	<ul style="list-style-type: none"> • National Institute of Standards and Technology (NIST) Standards-based measures • International Traffic in Arms Regulations (ITAR)/Export Control environment established
Ensure robust wired and wireless networks to enable teaching, learning, living, research, and administration.	<ul style="list-style-type: none"> • Connectivity granted successfully, network uptime, bandwidth consumption stats • Wi-Fi Saturation % • Firewall rearchitected and implemented • Network rearchitected and implemented • Rewire campus network
Modernize Identity and Access Management (IAM) Program to enable efficient access to resources and services.	<ul style="list-style-type: none"> • Successful automation of on-boarding and off-boarding student and employees • Effective integrations of campus Identity and Access Management and cloud services • Improve campus security profile
Modernize administrative systems to foster student success and enable collaboration across the campus.	<ul style="list-style-type: none"> • Develop with all affected administrative offices a strategic plan for modernization efforts • Strategic Plan must be supported by Vision, Priority, Pace decisions made by the cabinet and enabled with funding • Fund Information Technology Strategically
Implement a cohesive campus website strategy that provides a consistent look, feel, navigation and builds the Cal Poly brand.	<ul style="list-style-type: none"> • Official campus websites exist within new template design • Unofficial sites relocated • Decommissioning of the Drupal7 web environment • Decommission of the Unix web environment



Goal 6B: Build relationships locally, nationally and globally to showcase the power of collaboration, support and advance the university's mission, and create alignment in the vision, priority, and pace of campus initiatives regarding data and technology.

Senior Sponsor: Alison Robinson, Associate Vice President for Information Technology Services

Potential Initiatives and Tactics	Potential Measures
Create a connected campus vision through the implementation of a Customer Relationship Management service that allows Cal Poly to better serve the needs of their students, staff, alumni, and donors.	Stronger relationships with all members of the Cal Poly community are developed.
Because of scalability, lower capital expenditure, flexibility, ability to streamline processes, and increase IT productivity, adopt “Cloud First” strategy for technical infrastructure.	<ul style="list-style-type: none"> • Number of home-grown systems replaced by cloud-based service providers • 80% of campus data center services relocated to Amazon Web Services • Redundancy in network connectivity and providers • Robust bandwidth availability
Establish an Information Technology Governance structure that enables the vision, priority and pace of campus Information technology efforts.	Successful prioritization of projects.
Through the California Cybersecurity Institute, educate the next generation cyber workforce and provide faculty and students with a new, hands-on research and learning environment.	<ul style="list-style-type: none"> • Certification Courses Completed • # of courses taught • Number of Partnerships with Public & Private entities
Connect public sector organizations with engaged students and world-class technology expertise through Digital Transformation Hub services.	<ul style="list-style-type: none"> • Number of completed challenges • Number of Institutions assisted in their AWS efforts

Goal 6C: Enable student success by creating a digital environment that empowers learning, teaching, and living at Cal Poly, while supporting engagement of future students and alumni.

Senior Sponsors: Alison Robinson, Associate Vice President for Information Technology Services; Dave Dobis, Chief Data Officer; and Patrick O'Sullivan, Director, Center for Teaching, Learning, and Technology

Potential Initiatives and Tactics	Potential Measures
Provide “Learn by Doing” Information Technology experiences for students by developing a comprehensive ITS Student Employee Program.	<ul style="list-style-type: none"> • Number of students that participate in employment • Number of students that receive Information Technology badges and/or certifications.



Modernize academic systems to foster student success and enable collaboration across the campus.	<ul style="list-style-type: none"> • Learning Management System that is cloud-based and enables efficient and effective integration of additional services. • # of services integrated in to the Learning Management System
Enable Cal Poly's decision-making ability through a university-wide approach to analytics, reporting, and business intelligence.	<ul style="list-style-type: none"> • Establishment of Data governance • Establishment of Data Dictionary • Modernization of data warehouse • Enterprise tools to facilitate analytics and reporting
Provide anywhere/anytime/any device access to tools and resources needed to be successful in teaching and learning.	<ul style="list-style-type: none"> • Virtualization of computer labs • Availability of software download tool • Develop a mobile strategy

◆ **Strategic Priority 7: Secure Our Future by Improving Finances, Facilities, and Systems**

Executive Champions: Cindy Villa, Senior Vice President for Administration and Finance and Matthew Ewing, Vice President for Development

Goal 7A: Ensure the economic viability of the institution through a resilient and sustainable business model, including public and private partnerships that enhance revenue.

Senior Sponsors: Victor Brancart, Associate Vice President for Administration and Finance and Dru Zachmeyer, Assistant Vice President for Administration and Finance

Potential Initiatives and Tactics	Potential Measures
Continue development of robust campus budget communication, management, monitoring and reporting tools and processes. Create a multi-year financial planning and forecasting process.	<ul style="list-style-type: none"> • Documented, uniform campus budget processes that are followed by campus community. • Implementation of budget training program for all campus budget managers. • Publish comprehensive “budget book” on an annual basis. • Implementation of electronic budget management solutions to improve budget management, monitoring and reporting for campus budget managers and leadership. • Develop a multi-year budget forecasting and planning process.
Drive cost savings and efficiency measures across the organization.	<ul style="list-style-type: none"> • Partner with campus units to achieve annual procurement cost savings objectives (\$3.5m for FY 18/19) • Expand Administration and Finance (AFD) “efficiency taskforce” concept into a campus-wide program designed to involve employees across campus in business innovation and continuous improvement.



	<ul style="list-style-type: none"> • Augment AFD operations with technology solutions that will facilitate more efficient and cost-effective execution of functions including but not limited to budget administration, facilities management, procurement, contract management and travel management.
Develop a robust public-private partnership program that facilitates strategic partnerships with private and public entities.	<ul style="list-style-type: none"> • Execution of one or more public-private partnership projects including workforce housing (underway) and potentially student housing. • Revenue generated from public-private partnership projects.
Support institutional development efforts by providing creative business solutions for donor-involved projects, including donor funded and donor directed development.	<ul style="list-style-type: none"> • Execution of one or more donor directed or funded developments. • Development of formalized approach, roles and responsibilities among involved campus units/personnel. • Donor satisfaction and increase in number and magnitude of donor- involved projects.

Goal 7B: Foster a robust culture of philanthropy that allows the university to generate private gifts in support of institutional goals.

Senior Sponsor: Adam Jarman, Associate Vice President for Development

Potential Initiatives and Tactics	Potential Measures
Complete the university's second comprehensive campaign	Surpass stated goals; Completed projects across campus; Major gift pipeline to support a future campaign
Create lifelong engagement of various constituencies	Robust "alumni and welcome center"; Implementation of new campus-wide Customer Relationship Management (CRM) system; Increased engagement programs that feed the philanthropic pipeline
Enhance communications efforts related to philanthropy to better tell the story of its impact	Enhanced giving web site; Greater partnership with Cal Poly Magazine to highlight stories of philanthropic impact; Increased media coverage of stories of impact; Increased messaging related to philanthropy targeted at Cal Poly Alumni Association chapters
Enhance the capacity of our deans, unit leaders, and lead gift officers to ensure we are maximizing fundraising potential	Increased philanthropic support of the university.



Goal 7C: Develop facilities that promote a sense of pride and confidence in the campus environment.

Senior Sponsor: Juanita Holler, Associate Vice President for Administration and Finance

Potential Initiatives and Tactics	Potential Measures
Create a comfortable, safe, and inviting campus environment. Develop and Implement campus standards that establish aesthetic and functional parameters for future development of the campus.	Improved campus signage, aesthetically pleasing and innovative new buildings, enhanced pedestrian circulation utilizing a comprehensive system of outdoor connections. An improved living, learning and working environment for faculty, staff and students.
Create and sustain a robust Preventive Maintenance (PM) Program to enhance existing facilities. Expand and mature current PM Program. Utilize Planon (integrated workplace management system software) capabilities to set up and publish useful metrics to monitor performance and assess for future changes.	Reduction in service calls from failed equipment. Improved environmental conditions in classrooms, offices, etc. Reduced maintenance costs and service outages from critical equipment break-down repairs. Reduction in backlog of deferred maintenance.
Complete the Campus Master Plan and Environmental Impact Report which will serve as the framework for campus growth in a thoughtful and coordinated manner.	New governance structure to review and prioritize campus projects. Improved 5-year Capital Planning Process to incorporate master planning initiatives. Orderly growth of student population in conjunction with student related support facilities.
Complete the Campus Utility Master Plan so that the campus can support future growth of students and buildings by having adequate capacity for water, wastewater, sewer, electrical, etc.	Utility resources will be available when expansion of campus facilities is required. Secondary source of water will be procured in advance of new construction activities.

Goal 7D: Make the whole campus environment smart, resilient, and carbon neutral.

Senior Sponsor: Dennis Elliot, Director, Energy, Utilities and Sustainability

Potential Initiatives and Tactics	Potential Measures
Continue implementation of the campus Climate Action Plan	<ul style="list-style-type: none"> • Reduced greenhouse gas emissions • Number of LEED Certified buildings • Improved transportation survey results
Grow Cal Poly participation and leadership in the Central Coast Climate Collaborative	<ul style="list-style-type: none"> • Increased Central Coast Climate Collaborative membership • Increased UC and CSU participation in Central Coast Climate Collaborative • Number of Central Coast Climate Collaborative projects, studies, reports completed
Incorporate climate projects and initiatives in curriculum, applied research, student orientation, and Residential Life	<ul style="list-style-type: none"> • Number of tours and guest lectures • Sustainability Tracking, Assessment & Rating System (STARS) Gold Rating • Courses in the Sustainability Course Catalog (SUSCAT) • Sustainability research and grant awards



Goals 7E: Ensure transparency of operations through clear and frequent communications at all levels.

Senior Sponsor: Jessica Darin, Associate Vice President and Chief of Staff to the President

Potential Initiatives and Tactics	Potential Measures
Form a working group of campus representatives to meet to create a process- to approve, prioritize and triage information to be shared with campus community and public via C/P website/Twitter/Cal Poly Report.	An easily accessible forum and means to find out specific information – as well as a place for campus community and the public to provide suggestions, input and questions; as well as finding out about future projects and plans. Stronger trust and support of long-range plans as well as greater understanding of decisions will be established.
Add new specific areas to main Cal Poly web page (individual tabs) where current and real-time information will be posted and can be found: i.e. Current building projects on campus Administrative Initiatives ASI Initiatives Faculty Senate Initiatives Union updates CSU (budget information) Emergency Services	The campus community will all be on the same page regarding the goals and initiatives of the Administration and the CSU via a user-friendly resource.
Update and maintain all campus Organizational Charts for divisions across campus with cross references and clear lines of positional authority.	A user-friendly site where campus and public can access information regarding what division to contact regarding a specific need.



2018-2023 Strategic Plan Implementation

The President's Cabinet will serve as the Steering Committee for the Strategic Plan and will oversee all aspects of the development and implementation of the plan. This includes prioritizing the implementation of goals, obtaining resources to achieve success, and making modifications to the plan as unforeseen conditions arise. Many goals will have natural overlap in tactics, and this consistency and focus is positive. The Steering Committee will ensure that where overlap exists, collaboration is occurring.

Each aspect of the plan will have an Executive Champion and a Senior Sponsor(s). Executive Champions are members of the President's Cabinet who will assume responsibility for selecting senior sponsors for the goals, establishing timelines for implementing the goals, and determining the metrics of success for each goal.

Executive Champions, with the support of the Senior Sponsor(s) will also be required to report on an annual basis the status of implementation and progress towards success metrics for each goal under their responsibility, and the university will provide a comprehensive and transparent update on the progress made under this plan.

Senior Sponsors are members of university leadership with expertise relevant to the goal and are charged with creating cross-divisional/college implementation teams that do the work of operationalizing the goal towards success, convening their teams, and making recommendations to President's Cabinet or other appropriate group when obstacles prevent achieving success or the context has shifted requiring a change in the goal.

Senior Sponsors report to the Executive Champion(s) for their goal and provide regular reporting on the progress of the implementation team.