ONE LA

ONE PATH FORWARD

CAREER | COMMUNITY | CONNECTION

STRATEGIC PLAN
2026-2030



CAL STATE LA



Message from the President

At California State University, Los Angeles, we are guided by a clear purpose: expanding opportunity through an education shaped with and for the communities we serve.

As a public university rooted in Los Angeles, where neighborhoods, industries, and generations continuously intersect and evolve, we understand education as inseparable from the pathways through which students and families build stability, advance careers, and shape meaningful change. Education is a force that moves with life across the region and beyond.

This understanding reflects our responsibility as part of the California State University system—advancing access, strengthening student success, and expanding upward mobility for the diverse communities we serve. Grounded in the lived experiences of our university community, the strategic plan establishes a clear roadmap for the years ahead. Developed through a broadly representative Strategic Planning Council of faculty, staff, administrators, and community partners, it reflects deep engagement and insight across campus. It provides an integrated approach to coordinate collective effort and advance outcomes that strengthen student success and the impact of our university in Los Angeles and beyond.

Building on this foundation, the strategic plan establishes four pillars that create one path forward for Cal State LA, guiding our direction through 2030. This plan provides a clear framework for action and strengthens campuswide alignment.

We affirm our enduring commitment to expanding access, advancing upward mobility, and deepening the impact of education for the communities we serve. We move with clarity of purpose, grounded in transformative service and distinction.

We are One LA!

Berenecea Johnson Eanes, Ph.D.
President

Our Mission

Cal State LA transforms lives and fosters thriving communities across greater Los Angeles. We cultivate and amplify our students' unique talents, diverse life experiences, and intellect through engaged teaching, learning, scholarship, research, and public service that support their overall success, well-being, and the greater good.

Our Vision

Cal State LA will be internationally recognized as the premier comprehensive public university in greater Los Angeles. We are dedicated to delivering cutting-edge academic programs that prepare students to be innovative leaders in both their professional and civic lives and to serving the public good through initiatives that engage local, regional, and global communities in mutually beneficial partnerships.

Our Commitment

Cal State LA is committed to expanding opportunity and strengthening communities across Los Angeles through access, academic excellence, and meaningful engagement. One LA focuses our efforts on advancing student success, building on our national leadership in upward mobility, and expanding pathways to career and opportunity across our region and beyond.

One LA defines a shared path forward that brings together career, community, and connection. It reflects our commitment to the full student journey; to access, persistence, and achievement; to the growth and success of our faculty and staff; and to the resources, partnerships, and institutional capacity needed to advance our work.

This plan marks both a culmination and a beginning, distilling collective insight into pillars that will guide institutional progress. As we move from planning to action, our work will be grounded in shared responsibility and a commitment to the success of our students, our people, our university, and the communities we serve.

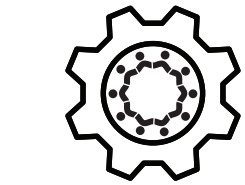


STRATEGIC FRAMEWORK

Building on Cal State LA's strengths, these four interconnected pillars set a shared direction, advancing purpose, belonging, and impact across our university community.



STRATEGIC PRIORITIES
2026 - 2030



PRIORITY 1

AN INTEGRATED STUDENT EXPERIENCE

Empowering students to connect curricular and co-curricular learning to purpose, while honoring and elevating their identities, lived experiences, and perspectives within a university-wide student experience of belonging, engagement, and career readiness.



PRIORITY 2

BRIDGING ACCESS TO ACHIEVEMENT

Unifying a campus-wide approach to enrollment, persistence, and completion that expands access and strengthens pathways for student success from entry through graduation.



PRIORITY 3

A CULTURE OF EMPOWERED GROWTH

Advancing a culture that empowers faculty and staff to thrive and excel by fostering engagement, supporting professional growth, and strengthening systems that sustain and elevate teaching, research, and staff contributions.



PRIORITY 4

RESOURCES ALIGNED TO MISSION

Aligning resources with mission through stewardship that strengthens financial sustainability, fuels innovation, and ensures long-term capacity to serve students and advance institutional impact.

Together, these **four priorities move us forward** as one university, strengthening opportunity, connection, and impact for students, faculty, staff, and the broader communities we serve. This is **a shared commitment** to building a future shaped by collaboration, possibility, and meaningful progress. **We are LA!**

PILLAR 1 | AN INTEGRATED STUDENT EXPERIENCE

Our Vision

Cal State LA will deliver an integrated student experience that connects learning, belonging, leadership, and purpose across every stage of the student journey. Through intentional and inclusive experiences, Pillar 1 empowers students to thrive, achieve upward mobility, and make lasting contributions to their communities and the world.

Success Outcomes

By 2030

- At least 25% of first-year, second-year, and new transfer students enroll annually in general education and/or major courses that integrate academic exploration, career readiness, and culturally sustaining practices.
- At least 75% of undergraduate and graduate students complete at least one faculty-mentored, hands-on, career-relevant learning experience by graduation.
- 100% of colleges sustain at least three active partnerships with Los Angeles-based employers and community organizations that provide career-connected opportunities for students.
- A student experience inventory is implemented, with baseline participation and satisfaction established by 2028 and participation and satisfaction increased by at least 10% by 2030.
- Student success, participation, and opportunity outcomes are disaggregated across key populations, with identified equity gaps reduced by at least 10% and upward mobility improved by 2030
- 100% of Cal State LA graduates will have access to career-connected opportunities aligned with their field of study and/or preparation for graduate and professional education.

Objectives

1.1 Strengthen Integrated Learning Pathways Across Learning and Work:
Connect curriculum, career readiness, and community-engaged learning to deepen student engagement, strengthen belonging, and expand pathways to economic mobility through sustained partnerships with Los Angeles employers.

1.2 Expand Student Engagement, Leadership, and Co-Curricular Development:
Create meaningful opportunities for students to lead, co-create, and engage in experiences that extend learning beyond the classroom and strengthen connection to campus and community.

1.3 Advance Holistic Student Well-Being and Success Systems:
Strengthen coordinated academic, personal, and basic needs supports that leverage student strengths and advance well-being, mental health, persistence, and completion.

1.4 Co-Create University Traditions and Significant Meaning-Making Experiences:
Engage students, faculty, staff, and alumni in shared rituals and milestones that reflect institutional values and deepen lifelong connection to the university.

1.5 Enhance Student Success Spaces:
Establish welcoming, accessible campus infrastructure and spaces that support learning, collaboration, well-being, recreation, and community-building.

1.6 Prepare Students for Careers and Continued Education: Provide students with the academic preparation, career development, and practical experiences needed to pursue meaningful careers in their fields of study or continued education after graduation.

PILLAR 2 | BRIDGING ACCESS TO ACHIEVEMENT

Our Vision

A unified, university-wide system will align enrollment, academic progress, and student support to create coherent and flexible pathways from entry to completion. In Pillar 2, this approach enhances student access, persistence, and long-term career mobility.

Success Outcomes

By 2030

- Enrollment grows from 21,000 students in Fall 2026 to a steady state population of 23,000 students.
- First-time freshman retention increases to 85%, and first-year transfer student retention increases to 90% with measurable reductions in equity gaps across student groups.
- Cal State LA maintains a top-five national ranking in social mobility through 2030.
- Increase transfer enrollment by 15% and achieve 90% applicability of transfer credits toward degree requirements at the time of transfer.

Objectives

2.1 Build a Cohesive Enrollment Ecosystem Across University Functions:
Integrate recruitment, admissions, onboarding, and student services into a data-informed enrollment system that strengthens access, retention, and student progression through coordinated cross-unit collaboration.

2.2 Enhance Student Retention and Persistence Systems:
Strengthen academic, financial, and student support structures to improve persistence, progression, timely degree completion, and career outcomes after graduation, while advancing campus-wide strategies that increase retention, support student agency, and connect learning to career-relevant, hands-on experiences.

2.3 Expand Flexible Academic and Co-Curricular Pathways:
Design adaptable academic and co-curricular pathways that respond to evolving student and workforce needs, supporting transfer, adult, veteran, and justice-impacted learners as well as mid-career professionals, while reimagining administrative processes that create barriers to access and progression.

2.4 Strengthen Enrollment Pipelines Across Multiple Entry Points:
Expand partnerships with community colleges and K-12 districts to create seamless, purpose-driven pathways into Cal State LA, strengthen curricular alignment, and support concurrent enrollment that enhances transfer access and student success.

2.5 Align Community Engagement with Student Success and Enrollment Strategies:
Cultivate authentic relationships with local partners, employers, organizations, and regional stakeholders to strengthen enrollment pathways and student success while reinforcing the identity, pride, and connection of Cal State LA.

PILLAR 3 | A CULTURE OF EMPOWERED GROWTH

Our Vision

Institutional excellence at Cal State LA is driven by its people. Pillar 3 advances a culture that supports faculty and staff success in teaching, research, service, and operations through professional growth, recognition, and supportive systems. By strengthening talent and organizational capacity, the university advances academic excellence, operational effectiveness, and long-term institutional success.

Success Outcomes

By 2030

- An employee experience assessment is implemented, with baseline satisfaction, engagement, recognition, and sense of connection established by 2028 and increased by at least 10% by 2030.
- Institutional support for faculty, staff, and student worker development increases, expanding access to professional growth opportunities across all employee groups, with participation increasing by at least 25%.
- Workplace processes improve by at least 20% in efficiency, responsiveness, and service delivery.

Objectives

3.1 Elevate Faculty Success in Teaching, Research, and Scholarly Development:

Promote faculty capability through sustained investment in teaching, innovation, research, and scholarly and creative growth, while advancing inclusive teaching, interdisciplinary collaboration, and readiness for a rapidly evolving world shaped by emerging technologies, including generative AI and robotics.

3.2 Establish Staff Development, Career Growth, and Organizational Capacity:

Establish equitable access to continuous learning, clear growth pathways, and skill-building opportunities for staff and student workers, while strengthening managerial capacity to support team development, guide career advancement conversations, and align performance expectations with institutional goals.

3.3 Modernize Workplace Systems, Processes, and Service Delivery:

Align institutional systems, processes, and data-informed service delivery to embed a people-centered culture and enhance cross-university collaboration, ensuring faculty, staff, and students are supported to thrive and succeed.

3.4 Deepen Engagement, Recognition, and Institutional Community:

Elevate the employee experience through consistent recognition, meaningful engagement, and opportunities for voice, ensuring faculty and staff feel valued, heard, and supported, while fostering pride, connection, and workplace satisfaction.

PILLAR 4 | RESOURCES ALIGNED TO MISSION

Our Vision

As a leading public university in one of the nation's most diverse urban regions, Cal State LA, through Pillar 4, advances disciplined financial stewardship to expand capacity for student success, social mobility, and innovation. Through strategic planning, diversified revenue, and philanthropic partnerships, the university sustains long-term capacity and resources needed to serve as a catalyst for opportunity, access, and economic mobility.

Success Outcomes

By 2030

- The structural budget deficit is eliminated by FY 2029-30, and a balanced operating budget is sustained annually.
- Philanthropic support grows to $15 million annually by FY 2029-30 through expanded fundraising capacity and alumni engagement.
- Non-tuition, non-state revenue demonstrates sustained 10% year-over-year growth through mission-aligned partnerships and asset utilization.
- Alumni engagement and donor participation in institutional initiatives increase by at least 10% year-over-year, expanding opportunities for students and recent graduates to build industry relationships and professional networks.

Objectives

4.1 Ensure Long-Term Financial Sustainability:
Realign the university's financial model with its mission, enrollment realities, and long-term strategy through integrated resource allocation, multi-year planning, and disciplined stewardship that strengthens student success, workforce capacity, and institutional sustainability.

4.2 Expand and Diversify Institutional Revenue Streams:
Diversify mission-aligned revenue sources by leveraging institutional expertise, physical assets, Los Angeles location, and external partnerships to generate sustainable funding that supports student success and reduces reliance on tuition and state funding.

4.3 Grow Philanthropic Investment and External Partnerships:
Build the infrastructure, relationships, and alumni engagement needed to sustain philanthropic growth and expand institutional impact through disciplined fundraising aligned with student success, faculty support, research, and program priorities.



Cal State LA advances graduate pathways to careers and opportunity across the world's third-largest metropolitan economy.

ONE PATH *together* FORWARD

One LA reflects a shared commitment across the institution to a focused direction for the university's future. The development of this plan was made possible through the voices, insights, and commitment of the Cal State LA community. It reflects the contributions of students, faculty, staff, alumni, and community members who helped shape a new path forward and this shared vision for the future.

A Special Thanks to the Strategic Planning Council:

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