

**BUILDING ON EXCELLENCE:
A STRATEGIC PLAN FOR SAN DIEGO STATE UNIVERSITY 2013-2018: AUGUST 1, 2014 UPDATE**

This document uses San Diego State’s strategic plan “Building on Excellence” as a framework for describing the university’s two year performance goals and achievements. As requested by the Chancellor’s Office, the document provides descriptions of our planning and consultation processes, a listing of our long-range goals and provides an update on our progress toward our goals and initiatives. *Italicized font* is used to represent specific updates throughout the document. A final section describes how these goals and initiatives contribute directly to the CSU system’s initiatives.

INTRODUCTION

Founded in 1897, San Diego State University has a distinguished history and tradition. From a teacher’s school, the university has grown and developed into a large research university offering bachelors’, masters’ and doctoral degrees. Under the leadership of Presidents Thomas B. Day and Stephen L. Weber, the university developed a broad range of programs and facilities to support educational experiences and the scholarly aspiration of our students, faculty and staff. During this same period, there was significant growth in our scholarly achievements and external research funding.

On July 31, 2012, President Elliot Hirshman, Senate Chair Bill Eadie, and Associated Students President Rob O’Keefe announced a strategic planning process that would begin in the fall of 2012. The purpose of the strategic planning process was to consider how the university could build upon the above strengths, meet upcoming challenges, and seize emerging opportunities to continue its development as a leading public research university addressing issues of deep significance to California, the nation and the world. Dramatic reductions in financial support from the state had resulted in a compelling set of challenges, and created the imperative for a strategic utilization of resources. As described below, the planning process was designed to be broadly consultative, as well as adaptable to a range of future fiscal developments.

THE PLANNING PROCESS

As first outlined in the July 31 campus announcement, the strategic planning process focuses on five areas of importance to the university: Student Success and Academic Excellence, Research and Creative Endeavors, Diversity, Internationalization, and Community Engagement. A Task Force was established for each of these areas, with subsidiary Working Groups for Research and Creative Endeavors and Working Groups for Community Engagement. A Steering Committee was appointed with representatives from the university’s divisions, the University Senate, Associated Students, and the community, and co-chaired by the Provost and the Vice President for Business and Financial Affairs (Appendix A).

CONSULTATIVE PROCESS

Consistent with the intent to be broadly consultative, participation was solicited in a variety of ways. The July 31 announcement requested nominations, including self-nominations, and constituent groups were asked to select representatives. Task Forces and subsidiary Working Groups included representatives from Academic Affairs, Student Affairs, Business and Financial Affairs, University Relations and Development, the University Senate, Associated Students, and the Alumni Association. A website (go.sdsu.edu/strategicplan/) was established to communicate about and receive input during the entire planning process *and is used currently to provide regular updates to the campus community*. Task Forces and Working Groups with an external focus also included representation from the broader community and applicable industries. The Task Forces and Working Groups each held numerous open forums to inform their efforts. Working Groups provided their draft reports to the campus and broader community for feedback on December 6, 2012. The Working Groups considered this input, finalized their reports, and provided them to their Task Forces on December 21, 2012. On January 17, 2013, the Task Forces provided their draft reports to the campus and broader community for feedback. Task Forces considered this input, finalized their reports, and provided them to the Steering Committee on February 1, 2013 (Appendix B-F). All reports were posted on the website and comments were solicited and shared with the appropriate group. The University Senate also hosted an open forum for additional feedback on the final Task Force reports on February 5, 2013.

ESTABLISH GUIDANCE

The Strategic Planning process is intended to establish guidance for strategic investment of resources in existing and developing areas of excellence. This guidance will complement, not replace, the normal university budget advisory process that relies on the work of the President's Budget Advisory Committee (PBAC) and subsequently on the budget processes in each of the university's divisions. Recommendations from the Strategic Plan, including recommendations to increase the number of tenure-track faculty and staff in critical areas, will be considered by PBAC in its discussion of annual budgets. In this context, it is important to note that PBAC will follow its normal process to develop a recommended 2013/14 budget for the President's approval prior to the beginning of the fiscal 2013/14 year, *as well as in succeeding years*. In addition, to ensure that efforts on the Imperial Valley Campus are integrated within the broader planning framework, the Provost has instructed the Dean of the Imperial Valley Campus to review the plan and develop recommendations specific to SDSU IV within the Goals and Initiatives identified in the Strategic Plan. *The IVC planning effort has been completed.*

THE STRATEGIC PLAN

The planning process relied primarily on the work of the Steering Committee to bring the recommendations of the five Task Forces and their subsidiary Working Groups together into a final plan. Each Task Force and Working Group member, and the many members of the broader university community who participated in person or virtually (Appendix G), brought energy and commitment to the process. The Steering Committee reviewed, studied, and greatly valued the totality of the work

accomplished by the Task Forces. Of necessity, the Steering Committee synthesized and prioritized the Task Force reports and recommendations into a set of Goals and Initiatives.

This final strategic plan presents three broad institutional Goals with specific Initiatives for the next 36-48 months. *We have just completed the first 12 months of the plan's implementation.* Areas of investment of financial resources as well as mechanisms to assess success are presented as appropriate. A final section describes a suite of approaches for securing the necessary financial resources to support the initiatives, as well as a communication and assessment plan for the strategic plan.

Area: Student Success

Goal: San Diego State University will continue to focus on Student Success by emphasizing high-impact practices that produce transformational educational experiences and by fostering an institutional culture that recognizes and rewards student achievement.

Student Success is at the heart of San Diego State University's mission. Everything in which the university is engaged – research, teaching, internationalization, faculty and staff activities, diversity initiatives, campus life, facilities and outreach services – is intended to enable our diverse student population to achieve at the highest levels. Maintaining a university-wide commitment for our diverse community to ensure student academic achievement and personal well-being is highly valued and essential to student success.

Initiative 1. Promote Student Success Across the University

- Increase tenured/tenure-track faculty and staff levels to meet critical and strategic needs by investing significant resources over three years. *63 faculty members and 49 staff members were hired in the first year of plan implementation.*
- Create Writing and Math Centers by investing in faculty, graduate assistants and support staff resources, with each Center directed by a tenured/tenure-track faculty member. *The Writing Center was created and the tenure-track faculty member was hired.*
- Invest funds to increase the four-year graduation rates of all students and eliminate the achievement gaps of underrepresented students. *See information on faculty and staff hiring, Aztecs Scholars Program, Commuter Resource Center, and Learning Analytics Working Group herein.*
- Invest funds to increase the recruitment and retention of underrepresented students through targeted recruitment and outreach to inform students of exceptional programmatic and co-curricular opportunities. *\$250,000 in base funding was invested in the Aztec Scholars Program. The program is designed to support the recruitment and retention of students who are underrepresented, both historically and currently, at San Diego State. This year's recruiting initiative resulted in a 29% increase in freshman intents to enroll for African-American students (143 to 184) and a 156% increase in freshman intents to enroll for American-Indian students (9 to 23).*
- Invest in the recruitment and retention of underrepresented faculty and staff through targeted activities. *\$100,000 was invested in the efforts of a Strategic Plan Working Group. This group is*

spearheading an initiative to enhance the diversity of our tenure-track faculty through increased outreach and training opportunities for search committees.

- Promote commuter student success based on results of an in-progress needs-assessment by the Divisions of Student Affairs and Academic Affairs, with relevant support and resources, and in association with the established Commuter Student Lounge of the Aztec Student Union. *We opened the Commuter Resource Center this year. The Commuter Resource Center is a "home base" for students who commute to campus. In addition to being a welcoming place for students to take a break and/or study between classes, the Center offers a wide range of workshops and information sessions on study skills, time management, financial aid, and academic and professional opportunities (e.g., study abroad, internships) at the university. In addition, we have created learning communities for commuting students who are also classified as remedial students. These communities feature shared classes and opportunities for social interaction. We increased participation in such communities to 90 students this year.*
- Provide focused interventions for at-risk local first-time freshmen in order to increase continuation rates and 4- and 6-year graduation rates. *See Commuter Resource Center, Learning Analytics Working Group, Aztec Scholars Program*
- Provide diverse educational experiences for all students by leveraging our campus' rich diversity. Integrate diversity initiatives in support of these goals. *We created a campus Integrative Diversity Initiative this year to leverage our campus' rich diversity and provide our students with a distinctive learning experience. The core principle motivating this initiative is that activities and environments in which students encounter fresh perspectives, reflect on divergent views and experience their common humanity produce profound learning and personal development. This year, the Strategic Plan Working Group on Integrative Diversity created multiple mechanisms for students from varied ethnic, racial, religious and socio-economic backgrounds to join together for inter-group dialogue and reflections on common humanity. These included a training program for student leaders, created in collaboration with the National Conflict Resolution Center, to help students communicate and resolve conflict about diversity issues. Similarly, Aztec Unity Projects united students from campus groups that do not normally interact with each other to carry out community service projects. Over 450 student leaders attended these programs in the past year with significant expansions planned for the coming year.*
- Provide funding to continue the "Aztec Nights" program in support of student well-being. *\$211,500 in base funding was provided to continue this program. The program offers a series of alcohol and drug free programs and social activities to the campus community in the first five weeks of the semester. It has reduced alcohol abuse during the referenced period.*
- Convene a cross-divisional task force to review, assess, and implement additional support for programs addressing the negative academic and personal consequences of abuse of alcohol and other drugs. *A Strategic Plan Working Group on Abuse of Alcohol and Other Drugs was convened and has presented multiple recommendations. A number of its recommendation, including support programs for recovering addicts, will be implemented in the coming year.*
- Convene a broad-based task force of faculty and staff to evaluate approaches to integrating learning-analytics and the student information system to allow timely interventions that promote student success at course and curricular scales. *Our Strategic Plan Learning Analytics*

Working Group completed a significant experimental study of the effect of measuring triggers (defined as events that would be expected to predict poor performance such as missing classes) and intervening in response to those triggers (defined as contacting students to inform them of ways to improve performance) on academic performance in two high-failure courses— Introductory Psychology and Introductory Statistics. The study demonstrated a clear relation between the number of triggers and poor performance in both courses and a beneficial effect of intervening for Pell-eligible students in the Psychology course, but not the Statistics course. In the Psychology course, the intervention reduced failing grades from 23% to 9% of the enrolled Pell-eligible students.

- *Invest funds to staff an LGBT Center, develop programs and fund related academic initiatives. \$200,000 in base funding was invested, and we opened the Pride Center this year. The Pride Center supports an open campus environment for persons of all sexual and gender identities. The Center facilitates campus-wide education and dialogue and fosters the development of student leadership skills. The Center sponsored 27 programs, 13 of which were co-sponsored with community partners, in its initial year.*

Initiative 2. Enhance Transformational Educational Experiences

- *Establish a University Honors College with a goal of 1,200-1,400 students from diverse backgrounds through funding of an Associate Director and additional honors courses. We established our University Honors College this year. With the formal establishment of the Honors College, the stage is set to grow the College's enrollment to 1,200 students in the next 3 years.*
- *Support the Honors College fundraising goal of a ten-million dollar endowment for student scholarships and faculty stipends. The Honors College endowment is now \$5.3 million.*
- *Strengthen internship and mentoring programs to foster students' professional development by working collaboratively with our alumni to create an alumni network that supports life-long success for all alumni (see further information regarding Alumni Coordinator under [Engage our Alumni and Community Supporters](#) section). To support internships, the Strategic Plan Working Group on Campus Internship created campus internship infrastructure and launched the Aztec Mentor Program. Infrastructure created includes an Online Internship Site Questionnaire for the purpose of receiving annual feedback from internship sites, a service learning agreement flow chart to guide departments, and guidelines for managing international internships. The Aztec Mentor Program is a partnership between Career Services and our Alumni Association that pairs students with alumni mentors for internships, professional development and job placement opportunities. The Aztecs Hiring Aztecs media campaign supports this program by coordinating online portals (Career Services, SDSU Alumni) and advertising in university media. By the end of the spring semester there were 247 student-mentor pairs participating in the Aztec Mentor Program.*
- *Increase the rate of undergraduate student participation in approved international experiences to 30% within five years by providing funds for support services. Over 1,800 students had an international experience and 11 students were awarded Fulbright fellowships in the last year. On both measures, we rank among the top 25 public universities. To support these efforts, matching funds were provided to the academic colleges and the Office of International Programs to hire*

staff members to facilitate international experiences. The impact of these changes will be evaluated in the coming year.

- *Expand opportunities for undergraduate scholarship through innovative courses, experiences, and engagement (see further information regarding Student Research Symposium under Reinforce the Value of Research for Student Success section). A *Strategic Plan Undergraduate Research Working Group* was convened and has recommended the establishment of two mini-grant programs to support undergraduate research. These will be implemented in the coming year.*
- *Support the university's entrepreneurial centers to enhance students' entrepreneurial initiatives (see further information under Contribute to the Advancement of the San Diego Region section). Our cross-college business incubator, the Zahn Innovation Center, is fostering student-led social and commercial enterprises. \$250,000 was invested in the Center. The Zahn Center currently has 44 teams creating social and commercial enterprises.*

Initiative 3. Pursue Pedagogical Innovation through Faculty Support

- *Increase institutional commitment to design, development, assessment, and promotion of high-quality courses, programs and degrees through funding for Instructional Technology Services course designers and faculty-assigned time for participation in the Curriculum Design Institute. \$143, 410 in base funding was allocated to support course designers and faculty release time. Illustrations of the increasing scope of pedagogical innovation include the following: faculty members have created 85 on-line high enrollment general education classes; the university offered 208 hybrid courses this year; and 338 faculty members now use Camtasia Video Recording technology to present a variety of course material.*

Performance Analysis Measures for Student Success Goal:

Improved Four- and Six-Year Graduation Rates:

2013 Baseline 4-year graduation (class entering fall 2009)---30%

2013 Baseline 6-year graduation (class entering fall 2007)---67%

Improved Retention Rates:

2013 Baseline freshman-to-sophomore continuation (class entering fall 2012)---87%

Decreased Time to Degree:

2013 Baseline average Years to degree (for degrees award in 12-13)---4.9 years

Elimination of Achievement Gaps in Graduation Rates:

2013 Baseline 6-year graduation (class entering fall 2007) with achievement gap computed by comparison to overall graduation rate

American Indian 70%---no achievement gap

African American 64%---3% achievement gap

Latino 60%---7% achievement gap

Growth in Student Honors and Achievements----Metrics/data collection tbd

Increased Diversification of Faculty and Staff:

Baseline number and percentage of tenure-track faculty (of 21) recruited in 12-13

American Indian: number 0 percentage 0

African American: number 1 percentage 5%

Latino: number 2 percentage 10%

*Baseline number and percentage of total tenure-track faculty (of 772) for 13-14**

American Indian: number 5 percentage < 1%

African American: number 24 percentage 3%

Latino: number 63 percentage 8%

Baseline number and percentage of staff (of 2256) in 12-13

American Indian: number 14 percentage 1%

African American: number 116 percentage 5%

Latino: number 387 percentage 17%

Number and percentage of staff (of 2331) in 13-14

American Indian: number 10 percentage < 1%

African American: number 131 percentage 6%

Latino: number 410 percentage 18%

**for purposes of consistent comparison, calculation for a given year is based on the sum of faculty at start of the fiscal year and faculty recruited in prior year/hired in referenced fiscal year (includes FERP faculty)*

Area: Research and Creative Endeavors

Goal: San Diego State University will continue to enhance its research and creative endeavors profile, with particular emphasis on building areas of excellence and addressing national and international challenges.

The university fulfills its mission to generate new knowledge and attains distinction through excellence in the research, scholarship, and creative activity of its faculty. The pursuit of innovative and interdisciplinary exploration is vital to the university's long-term academic and economic prosperity.

Initiative 1: Foster the Development and Growth of Excellence in Research and Creative Endeavors

- Invest funds for tenured and tenure-track faculty to advance existing and future areas of scholarly excellence. *A campus-wide process was conducted to identify four multi-disciplinary areas of excellence that reflect significant societal challenges. The areas identified were: 1) Clinical and Cognitive Neurosciences, 2) Viromics, 3) Climate Change and Sustainability Studies and 4) Human Dynamics in a Mobile Age. Four faculty will be hired across multiple departments*

in each area of excellence. Eight faculty, two in each area of excellence, were hired this year and another eight faculty will be hired in the coming year.

- Build a research endowment through private sources (see *Resource and Revenue Plan* section). *The research endowment is now \$2 million.*
- Invest funds for improvements in facilities and equipment essential to sustaining scholarly activity and productivity. *Investments of \$1.75 million were made in research infrastructure that is shared by multiple faculty members. Funds were allocated to support library collections, core facilities (e.g., Confocal Microscope), and shared equipment for observational studies.*
- Foster interdisciplinary collaborative research and projects. *Investments of \$50,000 per approved area were made so as to help catalyze new areas with an emphasis on grant writing and development. Funding for assigned time has been provided to support cross-institutional grants or across units within SDSU.*
- Invest funds to strengthen and build infrastructure essential to sustaining scholarly activity and productivity including planned enhancements of research infrastructure envisioned in NCURA report. *New software solutions for electronic proposal routing and time sheets have been purchased, implemented or are undergoing implementation to increase the efficiency and ease of research administration on campus.*
- Invest funds for faculty career-long scholarly productivity including peer-to-peer mentoring for junior and mid-career faculty, grant editing, external review of grants, and summer support programs. *We have increased startup funding for our new hires and created a grant proposal pre-submission review by external experts.*
- Invest funds in support of the University Grants Program. *\$350,000 in base funding has been invested in the University Grants program.*
- Invest funds for competitive graduate stipends. *Institutional funding of \$300,000 has been committed to support training grants.*
- Build web-based resources to assist grant writers in incorporating SDSU diversity metrics into impact statements.

Initiative 2. Enhance Creative Arts on Campus

- Promote and leverage the visibility of the arts on campus and beyond the university by investing funds for “mini” arts events on campus, utilizing the Open Air Theatre, Aztec Student Union, Aztec Green, and Love Library as appropriate. *We started our Arts Alive SDSU initiative this year with a \$50,000 investment. This initiative is designed to increase access to, and visibility of, performing and visual arts on campus. In addition to the hiring of a faculty member to lead the initiative, a series of “pop-up” musical, theatrical and artistic performances were held on campus and visual art works were created in over 20 campus locations. Over 35,000 students, faculty and staff experienced Arts Alive events in the past year.*
- Support faculty efforts to build art events into the university curriculum framework (e.g. integrate plays, art, and/or music into course content across disciplines).
- Develop a self-support youth summer arts camp.

Initiative 3: Reinforce the Value of Research for Student Success

- Invest funds to expand and support the Student Research and Scholarship Symposium as a signature SDSU program. *An investment of \$150,000 was made to support the Student Research Symposium. A Mini-grants program is planned for the coming year.*
- Expand opportunities for undergraduate scholarship across our diverse student population through innovative courses, experiences, and engagement. *See information on proposed mini-grant program.*
- Measure undergraduate scholarship engagement of our diverse student population and establish a goal to increase participation.
- Integrate faculty scholarship with internship and practicum experiences for our diverse student population.
- Improve student preparation for an innovation-based economy by fostering entrepreneurial experiences. *See information on entrepreneurial centers herein.*
- Prioritize support for student research and scholarly activity, scholarships, and fellowships through philanthropy. *See information on Honors College endowment and Research Endowment herein.*
- Develop methods to match student and faculty scholarly activities using web or social media (e.g., a campus-wide internship model).
- Publicize SDSU's identity as a top research university that serves a diverse student body. *A Strategic Plan Working Group on Branding and Marketing has begun a major national campaign using low-cost social media to raise awareness of the university's academic excellence. Through the use of Facebook, Twitter, YouTube and Google AdWords, messages regarding our academic achievements have reached well over 100,000 students, alumni, faculty, staff and prospective students.*

Performance Analysis Measures for Research and Creative Endeavors Goal:

Research Expenditures:

2012-2013 Baseline---\$108,364,049

*2013-2014 Research expenditures---\$106,609,049**

Research Endowment:

2012-2013 Baseline---\$627,050

2013-2014 Research endowment at the end of the 13-14 year---\$2,027,050

Number of Undergraduate Students Involved in Research----*metrics/data collection TBD*

Number of Undergraduate Students Involved in Entrepreneurship

Time to Completion for Master and Doctoral Students:

2013 Baseline average years to Master's degree (for degrees awarded in 12-13)---3 years

2013 Baseline average years to Doctoral degree (for degrees awarded in 12-13)---6.3 years

Trends in Graduate Student Quantitative Metrics of Quality:

2013 Baseline average GPA for incoming Master's students---3.32

2013 Baseline average GPA for incoming Doctoral students---3.38

**research expenditures for 2013/2014 have not been audited, the amount may change slightly*

Area 3: Community and Communication

Goal: San Diego State University will become a center of community life and engagement for students, faculty, staff, alumni, and the public through events, activities, and communication designed to bring diverse participants together.

San Diego State University has a long tradition of community engagement. The university is a place of knowledge, experience and impact. The university will build on this foundation by enhancing our engagement with our alumni and our community supporters, continuing to support initiatives that advance the welfare of the broader San Diego region and creating a campus environment that supports our faculty and staff. Campus activities should be designed to increase Aztec pride.

Initiative 1: Engage our Alumni and Community Supporters

- Invest funds for an Alumni Coordinator to continue to build, maintain, and leverage connections between and among the alumni and university. (Alumni Association will assume funding in year four.) *Funds of \$180,000 were invested to support 3-years of salary for the Alumni Coordinator.*
- Strengthen the partnership between the Alumni Association and SDSU Career Services to expand mentorship and internship programs that benefit our diverse student population. *The Aztec Mentor Program was initiated; see description of internship and mentoring program herein.*
- Establish a working group to review and renew messages that foster Aztec Pride; a report should be presented no later than the end of the 2013/14 academic year. *The Strategic Plan Working Group on Branding and Marketing is pursuing these objectives.*

Initiative 2: Enhance the Campus Environment to Support Faculty and Staff

- Invest funds and work to ensure that faculty and staff compensation is competitive within the context of collective bargaining agreements and university policy. *\$400,000 in base funding was invested in a faculty equity program, and \$400,000 in base funding was invested in an In-range progression program for staff in the past year. These investments were in addition to the increases in salary and benefits mandates by collective bargaining agreements.*
- Invest funds in staff professional development. *\$250,000 was invested in staff professional development in the past year.*

- Invest funds to conduct a periodic employee satisfaction survey.
- Create a faculty/staff advisory group to identify and recommend celebratory experiences to recognize institutional and individual excellence. *A Strategic Plan Working Group was convened to celebrate faculty and staff. The group hosted two “get together, give back” celebratory events in the past year.*

Initiative 3: Contribute to the Advancement of the San Diego Region

- Create an Industry Affiliates Partnership to advance support for the commercialization of products and service. *A Strategic Plan Working Group was convened to explore this issue. There was not sufficient corporate interest or funding at this time to form a formal affiliates group. Corporate and Foundation Relations within University Relations and Development will continue efforts to support partnerships with individual corporations.*
- Invest funds to strengthen SDSU’s culture of entrepreneurship and innovation. *See investment in the Zahn Innovation Center.*
- Utilize the College of Extended Studies to facilitate rapid deployment of self-support novel and/or ongoing programs needed to match workforce development needs. *Our College of Extended Studies enrolled its first cohort in the online Master’s Program in Public Administration this year.*
- Establish a cross-divisional working group to reassess and recommend ways to renew and revitalize good neighbor relationships with the surrounding community. A set of recommendations should be completed by December 1, 2013. *We formed a Strategic Plan Working Group to enhance communication and relationships with our local neighbors. As a result of this effort and discussions with our neighbors, we implemented a plan to reduce the impact of noise from our athletics events and hosted a clean-up in the local neighborhood. In the coming year, we plan to hire an additional public safety officer to patrol local neighborhoods during evening hours and reduce noise and disturbances caused by students who are tenants or visitors in the local neighborhoods.*
- Build and support partnerships that will establish SDSU as a national leader in specific areas of expertise in K-12 issues. *An NSF-funded NOYCE Program grant is providing professional development opportunities for local K-12 teachers. This \$3-million effort is being leveraged by a \$500,000 matching gift from Qualcomm.*

Initiative 4: Enhance Communication to Raise Awareness of our Excellence

- Invest funds to sharpen SDSU’s distinctive profile as a research-intensive public university through coordinated branding, marketing, and targeted communication. *\$415,000 was invested to support branding and marketing as described herein.*
- Work collaboratively with KPBS to highlight excellence at SDSU. *KPBS has coordinated with our branding and marketing efforts and is presenting regular advertisements highlighting our academic excellence on television and radio.*
- Convene a working group chaired by the Director of Government and Community Relations to strengthen effective connection to and from the University and our neighbors, the city, and the region. *See description of neighborhood outreach group above.*

Performance Analysis Measures for Community and Communication Goal:

Significant Increases in Favorable Media Coverage of SDSU:

2012-2013 Baseline National stories (defined as an appearance in a top-25 metro daily or online site with more than 1 million visitors per day) that cite SDSU---- 706

2012-2013 Baseline Major stories (defined as an appearance in a top-25 metro daily or online site with more than 1 million visitors per day) that focus primarily on SDSU---- 129

2013-2014 National stories (defined as an appearance in a top-25 metro daily or online site with more than 1 million visitors per day) that cite SDSU---- 1913

2013-2014 Major stories (defined as an appearance in a top-25 metro daily or online sit with more than 1 million visitors per day) that focus primarily on SDSU---- 156

Surveys Showing SDSU is a Great Place to Work---*survey method tbd*

Increased Membership and Giving of Alumni

2013-2014 Baseline number of Alumni Donors----6,995

Number of Licenses

2012-2013 Baseline licenses executed---6

2013-2014 Licenses executed---10

Trends in Royalties

2012-2013 Baseline amount of royalty income---\$401,881

*2013-2014 Amount of royalty income ---\$612,965**

**13-14 royalty income excludes one-time royalty income of \$729,000 from litigation in 13-14. Total 13-14 royalty income was \$1,314,965*

RESOURCE AND REVENUE PLANS

Achieving the aspirational visions and initiatives described herein will require significant financial investments. While the funding environment has stabilized since the beginning of the planning process, it is crucial for the university to leverage its strengths to generate new and increased sources of revenue to support these Goals and Initiatives. The development of a continuing culture of philanthropy and a commitment to generating a significant percentage of our revenue is crucial to the university's future success. Even with increased resources, it is essential to be ever-vigilant to control costs and increase effective use of resources whenever possible through elimination of duplicative and legacy programs and activities.

Generate Revenue through Private Funds

- Complete The Campaign for SDSU. *Our \$500 million goal was reached this year. Our Campaign will be extended and our goal increased to \$750 million.*
 - Establish a \$15-million Research Endowment in five years. *Our Research Endowment is now \$2,027,050.*
 - Reinforce the \$10-million fundraising goal to establish an Honors College. *Our Honors College Endowment was \$3,222,600 at the end of 2012/2013. Our Honors College Endowment is now \$5,307,264.*
 - Establish a goal of \$10-million for support of student research, graduate fellowships, and internships. *\$5,642,944 has been raised for these purposes in 2013/2014.*

Generate Revenue through Services and Fees in Self-Support Programs

- Establish a goal of \$2.5 million in additional revenue by investing in needed facilities for College of Extended Studies programs and activities. *Plans for additional facilities have been formulated and construction is to begin shortly.*

Generate Revenue through Auxiliary Organizations

- Establish a goal of \$2 million over five years in unrestricted net revenue to the university through approved commercial and real estate activities administered through Aztec Shops. *The goal of \$400,000 in additional revenue from Aztec Shops was met this year.*

Generate Revenue through Investment of University Funds

- Increase the number of non-resident students, including international students, by investing in necessary infrastructure. *Investments will be made in support infrastructure (e.g., Director of Out-of-State recruitment, international recruiter) in coming year.*
- Work collaboratively with Associated Students to establish a university excellence fee in support of transformative educational experiences (see section on **Student Success**). *We conducted a consultative process to establish our Student Success fee. The fee will be implemented in the coming year. It will generate approximately \$3 million in the coming year and \$12 million annually to support faculty hiring and co-curricular programs when fully implemented.*
- Invest \$125,000 in grant writers to increase the success rate of significant funding opportunities and associated facilities and administrative cost recovery. *See Research investment herein.*

The goal and cumulative impact of the above revenue efforts is to provide significant resources to support the aspirational initiatives described in this report. Cost estimate ranges and revenue targets associated with the Strategic Plan can be found in Appendix H.

IMPLEMENTATION FRAMEWORK

In order for this Strategic Plan to be successful, the university's budget and planning process must be integrated. In doing so, the Strategic Plan will be reviewed each year in conjunction with the budget recommendation process. Recommended allocations should take into account the priorities of the

strategic plan and should support the advancement of plan initiatives as well as critical needs. Plan details and updates will be communicated to the campus quarterly in the University Update. The strategic planning website (go.sdsu.edu/strategicplan/) will be maintained and updated regularly.

ASSESSMENT AND FOLLOW UP

The Provost and Vice Presidents will establish mechanisms to evaluate the outcome of investments in Strategic Plan initiatives in conjunction with the university's budget recommendation process as referenced above. The evaluation may include consideration of the effectiveness of the investment, the need for reorganization of functions and activities, the appropriateness of redirecting investments, and/or a determination of future investments including whether one-time investments should become a base budget investment. *Our 13-14 investments were evaluated as part of the 14-15 budget allocation process and allocations were made for 14-15 initiatives in the budget process. A list of 14-15 goals and initiatives is being formulated and will be broadly shared to help focus our efforts in the coming year.*

CONCLUSION

This Strategic Plan presents a committed vision for the future of San Diego State University that builds upon our 115-year record of progressive growth in excellence. The Steering Committee expresses its deep gratitude to the members of each Task Force, each Working Group, and all members of the community who provided input in the public forums and other forms of public comment. This report is based on your collective input and has benefitted immeasurably from our community's diverse perspectives. Through this broadly consultative process, we recognized anew the profound commitment to excellence and entrepreneurial spirit that are the hallmarks of San Diego State University. As one individual stated in a public forum, we are at a moment in time where we can make a profound difference. In pursuit of this goal, our diverse community unites in its aspirations to excellence.

RELATION TO CSU SYSTEM GOALS

This update describes the results of the implementation of our strategic plan "Building on Excellence" in the central areas of student success, research and creative endeavors and community engagement as of August 1, 2014. It also describes how we are addressing our financial challenges so we can have resources to support these ambitious efforts. These efforts are essential parts of serving the diverse students of California and the needs of our state. In this context, we are dedicated to supporting the system's goals of increasing graduation rates, removing achievement gaps, expanding student outreach, enhancing opportunities for active learning and global awareness and meeting post-baccalaureate needs of our working professionals. Multiple initiatives described here support these goals. Collectively, these efforts increase access and success and meet the economic development needs of our state.

Our goal is to work collaboratively with the Chancellor's Office to reach these shared goals and support our university and the CSU system.