

Community and Communication

Updated April 25, 2018

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 in 13-14 to support three years of salary for the alumni coordinator. This position transitioned into the career opportunities manager and moved over to the Student Affairs division.

- 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 13-14 academic year.

The Strategic Plan Working Group on Branding and Marketing is pursuing these objectives and provides regular reports.

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.

Since 13-14, the campus has provided \$14,460,720 in increases in compensation funds, with an additional \$17,583,400 for compensation increase provided through state appropriation during the same period. A breakdown of these funds:

- *In 13-14, \$261,400 in base funding was invested in a faculty equity program, and \$578,751 in base funding was invested in an In-Range Progression program for staff.*
- *In 14-15, \$1,210,168* million in base funding was allocated for a faculty equity program, and \$479,708 was allocated for a staff IRP program. In addition, approximately \$1,669,200 in campus base funds were allocated to fund 1 percent of the general salary*

- increase that was allocated through collective bargaining agreements for 14-15.
 - In 15-16, an additional \$261,493 in base funding was allocated for a supplemental (to 14-15) equity program.
 - In 16-17, approximately \$2,500,000 in campus base funds were committed to fund 1 percent of the general salary increase that was allocated through collective bargaining agreements for 16-17. In addition, approximately \$7.5 million in campus base funds were committed to fund the general salary, pending final collective bargaining agreements for 17-18 and any additional allocations from the Chancellor's Office.
 - These investments were in addition to the increases in base salary and benefits of \$2,796,000 (1.34 percent) in 13-14, \$4,927,400 (3 percent) in 14-15, \$4,730,000 (2 percent) in 15-16 and \$5,130,000 (2 percent) in 16-17, mandated by collective bargaining agreements, that were funded by state appropriation in 13-14, 14-15, 15-16, and 16-17.
- Invest funds in staff professional development.

From 13-14 through 17-18, \$1.25 million in one-time funds have been invested in staff professional development. Many types of professional development programs are offered throughout the year. The SDSU Learning, Education and Development Series (SDSU LEADS) offer sessions on emotional intelligence, public speaking, civility and meeting management. The Management Information Exchange Learning Series offers sessions on topics including managing employee work, staff recruitment, Title IX and harassment, discrimination and bullying. The Lunch and Learn program offers opportunities to get together over lunch and talk about topics like adopting a healthy lifestyle, planning for retirement, stress management and effective communication. The inaugural Staff Professional Development Conference was held on March 27, 2018. Finally, Academy Programs are offered for managers, supervisors and assistants nominated by staff and management.

- Invest funds to conduct a periodic employee satisfaction survey.

\$10,000 and \$5,000 in one-time funding was invested in 13-14 and 17-18 respectively. An employee satisfaction survey was completed in spring 2013, and an SDSU Climate Survey was completed in spring 2015. Representatives from CAFS, the Center for Human Resources, the Office of Employee Relations and Compliance and Faculty Advancement analyzed data from the Employee Climate Survey and, through discussions with campus leaders and union representatives, three focus areas for further engagement were identified – communication, workplace environment, and learning and development. A faculty survey was completed in spring 2017, focusing on the changes in the dynamics of academic faculty work-life. The data from this survey is currently being analyzed by a team of university researchers who will be seeking federal funding for initiatives that will benefit faculty at SDSU.

- Create a faculty/staff advisory group to identify and recommend celebratory experiences to recognize institutional and individual excellence.

In 13-14, with an investment of \$40,000 in one-time funds, a strategic plan working group was convened to celebrate faculty and staff by hosting events focused on increasing employee morale and engagement. Because of the high level of positive feedback for these events, \$40,000 in base funding was allocated in 15-16 to continue to build on this success. Events included fall and spring semester socials, a fall and spring “get together, give back” event and the SDSU Field Day in June. The committee also provides recognition to volunteers for certain university events, including Fall Move-in, Explore SDSU and other similar programs as a way to

thank faculty and staff volunteers for their hard work at these events and connect with faculty and staff who do not normally attend other events.

In addition to the initiatives describe above, we have undertaken the following projects to enhance the campus environment to support our students, faculty and staff:

- We have allocated \$4.6 million in one-time funds towards ADA improvements on campus since 13-14. Completed projects include accessibility improvements to our Education and Business Administration Building; expansion of our evening cart service to increase the accessibility for campus community members; barrier removals in the Engineering Building, Hepner Hall, Physics Astronomy, and North Education; access improvements to various parking areas on campus; an interactive campus map; construction of accessible gender-neutral restrooms in Love Library and Peterson Gym; and a barrier removal in the Music Recital Hall.*
- South Campus Plaza, a dynamic residential and retail development, opened in spring 2017. Through an investment of \$142.7 million in systemwide revenue bonds, this project includes student housing, a Trader Joe's market, Eureka!, Broken Yolk, Epic Wings, restaurants and other retail, to serve the campus and local community.*
- The Zura Residence Hall was completely renovated with \$53 million in systemwide revenue bonds. In addition to a complete renovation of the occupants' rooms and restroom facilities, the project created a wealth of student study, lounge and gathering spaces, including a roof-top garden/patio space with expansive views of the campus and surrounding community.*
- The Tenochca Residence Hall Tower was renovated with a complete replacement of the shared restroom, retrofit of the mechanical systems, and a refresh of all interior finishes with \$16 million in systemwide revenue bonds.*
- The complete replacement of the Tenochca Hall Program space and Tula Conference Center is now under construction with \$25 million in systemwide revenue bonds. The project will create expanded study, lounge and gathering spaces, including a renovation of the pool and patio area to serve multiple residence halls. The project also relocates and recreates the Tula Conference Center to serve all SDSU residents with expanded and enhanced meeting space.*
- A new student residence hall is being constructed with \$130 million in system-wide revenue bonds. The project will open in fall 2019 and provide 826 beds of freshmen-style housing, freeing up existing apartments and suites on campus to serve SDSU's sophomore housing needs. The project provides food service, study, lounge and interior and exterior gathering spaces to serve the new hall as well as provides expanded amenities for the adjacent Chapultepec Residence Hall to create a dynamic west campus residential housing community.*
- In addition to the projects mentioned above, we have completed the following campus enhancements since 13-14: the Conrad Prebys Aztec Student Union, with an investment of \$101 million in dedicated student fee revenue; Storm-Nasatir-Hostler Halls, with an investment of \$54 million in state capital funding through lease revenue bonds; the Jeff Jacobs JAM Center, through \$15.5 million in private philanthropy; and Page Pavilion, with \$3.5 million in private philanthropy.*

- Since 13-14, \$4,250,000 in one-time funds has been invested in technology upgrades and laboratory renovations as part of our multiyear effort to eliminate bottlenecks arising from limitations in the number of classrooms and laboratories. Technology upgrades include the installation of smart technology interactive displays, airtouch tables, document cameras, collaborative tables with display and media-site lecture capture. In addition, 48 classrooms and 17 labs have been upgraded with improvements, such as ceiling and flooring replacements, painting, LED lighting, new seating and wide-aspect projection screens.
- Since 13-14, over \$42 million has been invested in campus deferred maintenance, funded through the State Infrastructure Improvements Program and PBAC allocations, as well as financing. Projects include the replacement of the underground high-pressure steam line, renovation of the Chill Plant, replacement of the roof of the Engineering Building, replacement of the Love Library elevator and roof, upgrade of campus HVAC controls, replacement of the Student Services East Roof and phase 1 of the replacement of the Music Building HVAC.

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. Based on the group's research and discussion, a pilot program was launched in January 2015 in the College of Engineering. Current industry partners include Northrop Grumman, Lockheed Martin, United Technologies, Solar Turbines, and SDG&E. Future plans include expansion of the program to the College of Sciences, within the Department of Computer Science.

SDSU's traditional emphasis on the preparation of students for industrial practice is a perfect match to the significant local industry. Hence, the Center for Industrial Training and Engineering Research was founded to structure and enhance collaboration between industrial partners and SDSU. The primary objectives of CITER: training of students for employment in industry, recruitment by creating excitement for industry-inspired projects, and sharing facilities and know-how between SDSU and industrial partners. To this end, CITER has focused on a mentoring pipeline that aims to vertically integrate students into industry or academia. Supervision is performed jointly by industry and faculty. Internships combined with project work and curriculum development provide the teaching element. During its five years of existence, approximately 30 students have been involved one way or another in projects related to CITER, including one Ph.D. and five master's theses (one Ph.D. and three master's in progress). Three journal papers, two conference papers and a U.S. patent have resulted, and all students have found employment upon graduation with CITER partners and elsewhere.

- Invest funds to strengthen SDSU's culture of entrepreneurship and innovation.

Through an investment of \$125,000 in one-time funds in 14-15, a professor of practice was created to provide a post-doctoral research fellowship for a highly productive SDSU researcher to continue his entrepreneurial research work. In addition, through private philanthropic support, a Zahn Chair of Creativity and Innovation and Zahn Professor of Creativity and Innovation have been created to advance initiatives supporting innovation, creativity and entrepreneurship across the university. (See also investment in the Zahn Innovation Platform and the Lavin

Entrepreneurship Center.)

Entrepreneurial Working Group: Strengthening SDSU's culture of entrepreneurship and innovation is an integral part of SDSU's strategic plan. An Entrepreneurial Experience Working Group has been created to bring together senior leaders from across the university to better integrate and align activities. To gain a better understanding of campus strengths, gap, or resources, the group commissioned a study by graduate students in the Fowler College of Business. They were tasked to understand the branding and visibility of entrepreneurship through surveys of on-campus constituents, universities with entrepreneurial reputations and the San Diego community's business organizations.

One major finding is that SDSU's entrepreneurial and innovation activities are not well-recognized either on campus by the students nor in the community. To address this need, a communication specialist will be hired on a two-year pilot basis to develop a campus and regionwide marketing and information campaign to highlight SDSU innovation and entrepreneurial activities. Through the Entrepreneurial Experience Working Group, various campus constituents will help develop a shared vision for the entrepreneurial ecosystem that exists on campus.

New Engineering and Interdisciplinary Sciences Building: The new Engineering and Interdisciplinary Sciences Complex, which opened in January 2018, will create collaborative collisions across all disciplines to produce real-world solutions in commercial or social spaces. This complex houses state-of-the-art scientific and industrial machines, cutting-edge labs, working spaces and classrooms. To help bring products created to market, the EIS complex houses the William E. Leonhard Entrepreneurship Center, an umbrella for both the ZIP Launchpad and Lavin Entrepreneurship Center. Students from across campus will be encouraged to develop new ideas and creative approaches or to develop startup companies, independent of their college or discipline.

Zahn Innovation Center: In 16-17, the Zahn Center evolved into the Zahn Innovation Platform, which included the ZIP Launchpad that focuses on development of student entrepreneurs and startups, the ZIP Idea Lab that incorporates design thinking into helping students, faculty, and staff develop creative solutions to commercial or social issues, as well as the ZIP Professorship of Creativity, and the ZIP Spirit of Innovation prize that is awarded to a graduating senior.

Since its inception, the ZIP Launchpad has supported 501 students (comprising over 206 teams) to develop their entrepreneurial ideas. Of these teams, 23 have successfully launched into startup companies, which have raised nearly \$9 million in early-stage funding, won several business competitions, created 65 jobs, and generated more than \$1.6 million in revenue.

The ZIP Idea Lab was successfully staffed, built out and integrated into the larger Zahn Innovation Platform. Workshops and classroom outreach by the ZIP Idea Lab Director have already resulted in multiple teams working independently or with the ZIP or Lavin Center to enhance their ideas and directions. Similarly, the ZIP Idea Lab has successfully engaged with outside partners in both the commercial and educational sections relative to using design thinking in different settings.

Technology transfer: SDSURF's technology transfer office co-founded the San Diego Innovation Council in 2016 with five other research institutions from the San Diego region. The council mission is to convene the region's premier research institutions to promote a shared vision for growth through innovation, entrepreneurial activities and education. Members are

committed to supporting commercialization, investment and new company formation. Through biannual meetings, the council aims to reinforce and enhance the economic impact of our region. In October 2017, the council co-hosted the first San Diego Regional Innovation Showcase, which featured 39 companies (six spinouts from SDSU) to an audience of over 300, which included representatives from 12 venture groups. Additionally, the council hosted a networking mixer during the Biotechnology Innovation Organization's annual meeting in June 2017, with over 400 individuals from both the private and public sector in attendance.

Performance Analysis Measures for Number of Licenses and Trends in Royalties:

Royalties increased 29 percent from 401,881 in 12-13 to 519,725 in 16-17.

Reimbursements decreased 26 percent from 92,190 in 12-13 to 67,803 in 16-17.

Other income remained the same at 0 in 12-13 and in 16-17.

Total income increased 19 percent from 494,071 in 12-13 to 587,529 in 16-17.

New licenses and options remained the same at 6 in 12-13 and 6 in 16-17.

Disclosures remained the same at 34 in 12-13 and 34 in 16-17.

Patent applications increased 19 percent from 27 in 12-13 to 32 in 16-17.

Patents issued declined by 50 percent from 4 in 12-13 to 2 in 16-17.

- Utilize the College of Extended Studies to facilitate rapid deployment of self-support novel and/or ongoing programs needed to match workforce development needs.

In 13-14, the College of Extended Studies enrolled its first cohort in the online Master's Program in Public Administration. In 14-15, the Open University certificate in Entertainment Management and the Life Sciences Entrepreneurship Certificate were launched. In 15-16, an online certificate in Construction Project Management and an online certificate in Lean Six Sigma were launched.

Over the past two years, the College of Extended Studies has developed a variety of programs to respond to workforce development needs. In collaboration with the College of Health and Human Services, CES established an online Master's in Public Health. The program began accepting applications in spring 2017, and the first courses were offered in fall 2017. Similarly, an online Speech Language Pathology program was launched in fall 2016, offering courses that are prerequisites for SDSU's Speech Language Pathology Graduate Program. In collaboration with the Fowler College of Business, an online bachelor's degree program began receiving applications in fall 2016, and the first courses launched in fall 2017. In addition, CES has increased certificate programs for Latin American audiences. In summer/fall 2018, CES will introduce a certificate program in geographic information systems to meet growing demand in the geospatial technology industry as well as growth in GIS-related employment sectors and fields.

(See also Generate Revenue through Services and Fees in Self-Support Programs)

- Establish a cross-divisional working group to reassess and recommend ways to renew and revitalize good neighbor relationships with the surrounding community.

A Strategic Plan Working Group was formed to enhance communication and relationships with our local neighbors. Since 13-14, we have undertaken numerous initiatives to encourage positive relationships with the surrounding community. Facility improvements were made to reduce the impact of noise from our athletics events. In 14-15, \$300,000 in one-time funds were allocated to hire a Community Resource Officer to serve as a community liaison with our neighbors, local community groups and the San Diego Police Department for a three-year period.

In September 2015, a community ice cream social was held on campus to kick off the new school year. Through partnership with Associated Students, the Good Neighbor program was revitalized under the Campus Community Commission. New activities included dissemination of a new community brochure, a new community webpage, participation in frequent community clean-ups and the hosting of a College Area Community Council meeting in the Conrad Prebys Aztec Student Union. A faculty incentive program was initiated to encourage faculty homeownership in the College Area, and the President's Leadership Fund invested \$10,000 to support the College Area Community Garden, a campus-based community organic garden/urban farm partnership between the College Area and SDSU. In 16-17, 612 community members visited campus as part of our community relations program.

In 17-18, an emphasis was placed on forging new community connections and restoring and strengthening relationships with neighbors and community leaders. Our community relations program started attending community events and community groups not only in the surrounding college area but in Mission Valley as well. Presentations were given to various communities on the Mission Valley site plan. Additionally, we worked with Associated Students to create a presentation for the Greek community and residence hall students that educates students ready to move into the community at large on how to be a good neighbor. In celebration of SDSU's 120th anniversary, the 360 Tour was brought back for community members to visit and to learn more about the university. A lecture by Dr. Seth Mallios, the university's history curator, on "Hidden Treasures of SDSU" brought out many members of the community. In 17-18, 123 community members visited campus as part of our community relations program, and 791 significant connections were made with members of the community off campus.

In fall 2015, work began on the Destination SDSU Program. This program is designed to enhance the experience of visitors to our campus with a special focus on navigation and way-finding. In January 2016, the Interstate 8 marquee renovation project was completed. The Campanile Gateway project was completed in fall 2016 to help visitors identify the campus entrance and boundaries and prompting a half-million-dollar gift recognized by naming the project the "Clay Gateway." Additional campus-entry markers for East Campus Drive are currently planned for construction in 2018. A parking wayfinding project was completed in summer 2016.

With an investment of \$50,000 in base funding, the Sage Project has featured collaborations between SDSU faculty, students and staff and local communities to enhance the quality of life in our surrounding communities. Through participating in existing courses, students conduct research and propose recommendations, solutions, and new designs to help the community partner accelerate their long-term goals related to pressing environmental, economic, and social issues. Since its launch in fall 2013, Sage has partnered with the Cities of National City, Santee, Tijuana, San Diego and Lemon Grove. Those efforts included 37 projects through 104 courses taught by 48 faculty from 28 different disciplines. Taken together, over 3,200 students have dedicated hundreds of thousands of hours of effort toward high-priority projects in the greater San Diego area. Sage is currently in negotiations with a new community partner (the neighborhood of Miramar) for 18-19.

The Sage Project is housed within the Center for Regional Sustainability at SDSU and has contributed to the growth of the center. In 17-18, BrightSide Produce San Diego began distributing fresh fruits and vegetables to small food and liquor stores in underserved communities as a direct result of a Sage Project experience with the City of National City. The center also is launching the Social and Economic Vulnerability Initiative to take an

interdisciplinary approach to homelessness, following several projects related to homelessness that Sage focused on in partnership with the Cities of National City, San Diego, and Lemon Grove. The Sage Club allows students not enrolled in Sage Project courses to participate with community partnership activities like surveys, volunteerism, and community cleanups.

- 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.

SDSU faculty have joined with researchers from the University of North Carolina-Chapel Hill and the University of Wisconsin-Madison to conduct a controlled-trial study, funded by the U.S. Department of Education's Institute of Educational Sciences, focused on preparing students with autism spectrum disorder for better post-school outcomes.

In November 2014, SDSU hosted a White House convening dedicated to the maximization of school counselors' influence on student access to post-secondary education. In June 2015, two SDSU professors were named to the eight-person National Consortium for School Counseling and Postsecondary Success to focus on identifying and removing historical and pervasive barriers that students face as they seek post-secondary enrollment.

In November 2016, the Wallace Foundation selected SDSU as one of seven universities in the nation to receive a University Principal Preparation Initiative Grant. The grant will provide \$6.2 million over four years to SDSU and three district partners: the San Diego Unified School District, the Sweetwater Union High School District and the Chula Vista Elementary School District. This initiative will inform state and national efforts to improve the preparation of school administrators. The Stuart Foundation is providing an additional \$600,000 to support the SDSU Educational Leadership Department in helping other CSU campuses learn from the findings of this grant.

Additionally, the College of Education has received grants from the National Science Foundation, the U.S. Department of Education's Institute of Educational Sciences and the California Collaborative on Educational Excellence to engage in partnerships with local districts focused on issues including the improvement of high school mathematics education and the academic advancement of English learners.

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.

Since 13-14, \$951,000 in one-time funding, with an additional \$200,000 in base funding in 15-16 and \$100,000 in base funding for 16-17, has been allocated to support branding and marketing initiatives 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:

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 – 2,556 in 16-17, a 262 percent increase over the baseline year of 12-13.

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 – 355 in 16-17, a 175 percent increase over the baseline year of 12-13.

In 16-17, there were 24,573 alumni donors – an increase of 251 percent over 6,995 in the baseline year of 13-14.