WE RISE WE DEFY

TRANSCENDING BORDERS, TRANSFORMING LIVES

SAN DIEGO STATE UNIVERSITY STRATEGIC PLAN, 2020-2025

SDSU

San Diego State University

Strategic Plan Successes

We Rise We Defy: Transcending Borders, Transforming Lives, the university's five-year strategic plan, launched in fall 2020 with ambitious goals related to student success, research, infrastructure, sustainability and community impact. With integrated diversity, equity and inclusion goals, the strategic plan has already drastically changed the San Diego State University environment since its inception.

R1-HSI
Becoming a Premier Public Research University: A New Kind of Hispanic Serving Institution (HSI)
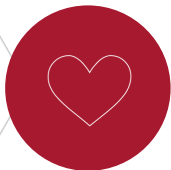
Thrive
Resilience. Designed to Thrive

One SDSU
We are SDSU

DEI
Equity and Inclusion in Everything We Do

Students
Students at Our Core.

By the Numbers (2023)

57.9% 4-year graduation rate

78.3% 6-year rate

40% + increase in student participation in the SDSU Student Symposium from 2017 to 2023.

$192M in grants and contracts (40% growth over 5 years)

$137M in gifts ($650 million raised over 5 years)

29% of enrolled doctoral students were underrepresented minorities in fall 2023, a 4% increase from fall 2020

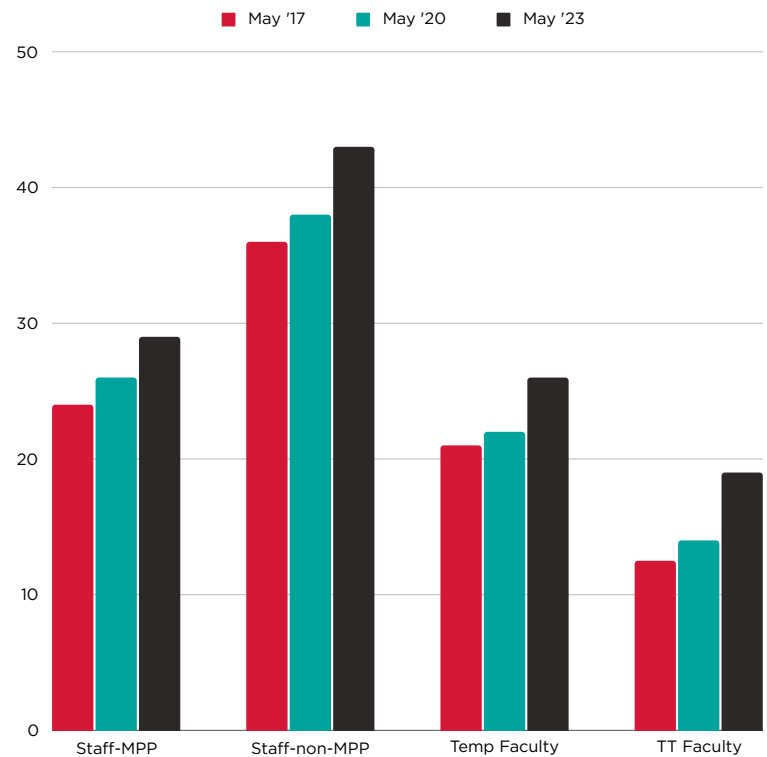|	2017	2020	2023
Total Graduate Degrees Conferred	140	147	159
Total Extramural Funding Dollars	$134,264,146	$144,427,675	$192,210,398
Total Research Expenditures	$89,187,000	$97,710,000	$158,013,000

9 Community Resource Centers

3 Task forces to address antisemitism, Islamophobia and Black Excellence

34 Diversity Liaisons

18 College / Division / Auxiliary Diversity Plans

54 Department / School Diversity Plans

540 Faculty and Staff completed implicit bias training since 2022

- SDSU has formed five new partnerships with institutions in Latin America, including the Center for Mesoamerican Studies in Oaxaca and MOUs with Biblioteca de Investigacion Juan de Cordova in Oaxaca, the Archivo General del Estado de Oaxaca, and Municipio de Tijuana

- Nearly 20% of tenure-track faculty identify as Black, Latinx or Native American

- 18 Employee Resource Groups with 584 members

Percentage of Employees from Historically Under-represented Identities, 2017 to 2023.

Research Grants

ACADEMIC YEAR	TOTAL IN RESEARCH GRANTS
2023-22	**$192.2 Million**
2022-21	**$164.5 Million**
2021-20	**$140.6 Million**
2020-19	**$144.4 Million**
2019-18	**$148.5 Million**
2018-17	**$135 Million**
2017-16	**$134.3 Million**
2016-15	**$130 Million**
2015-14	**$120.6 Million**
2014-13	**$107.8 Million**

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With the involvement of hundreds of students, faculty, staff, administrators and supporters, SDSU's community has completed dozens of activities connected with the strategic plan, and have also launched other projects and initiatives influenced by the strategic plan.

Academic Access and Student Success

- New guaranteed transfer admission pathways, including STEM Pathways with San Diego City College or Southwestern College).

- Launched the Re-enrollment Initiative to actively bring back more than 200 juniors and seniors impacted by the COVID-19 pandemic and economic uncertainty.

72%
of the 2023 graduating class was able to complete their degrees without taking out any student loans

64%
of SDSU students received some form of financial aid in fall 2023

40%
increase in SDSU Student Symposia student participation since 2017; more than 700 students will present in 2024

- Launched a Campus wide Coordinated Approach to Student Success, a first-ever evidence-based, data-informed campus wide collaboration, which provides a small first-year seminar and proactive, individualized advising for every student, expanded transfer supports, as well as targeted interventions in high challenge classes.

- Revolutionized the university's advising system, called EAB Navigate, so that every student is assigned to an advisor. In 2022/23, advisers supported students through 65,000 1:1 appointments and answered more than 10,000 queries through the New Student Success Help Desk.

- SDSU Imperial Valley launched four new academic programs, to include an accelerated pre-licensure Bachelor of Science in Nursing and a Bachelor of Science in Public Health.

Regional, Global Community Impact

- Opened Snapdragon Stadium.

- Introduced the publicly accessible River Park at SDSU Mission Valley.

- Extended MOU with SDSU Georgia.

- Both developed and launched SDSU's Global Strategy Action Plan to drive international access, global and transborder engagement, innovation and also environment, social and fiscal sustainability.

- Launch of Techstarts San Diego, an accelerator for startups in all industries that are interested in tapping into one of the fastest growing and collaborative startup ecosystems in the world.

Awards and Recognition

⭐ Asian American and Native American Pacific Islander (AANAPISI) designation

⭐ Seal of Excelencia designation

⭐ Diversity Champion in Higher Education HEED (Higher Education Excellence in Diversity) Award

#16 Public university in the U.S by Forbes

#51 In the nation by U.S. News & World Report

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Strategic Plan
2020-2025

Faculty Investments and Growing Research Enterprise

- Increased investment in faculty Research, Scholarship, and Creative Activity (RSCA), intramural funding and research advancement through the Division for Research and Innovation at more than $7 million in support since fiscal year 2021.

- 19 NSF Career Awards granted to faculty since the start of the strategic plan (33 overall in the history of SDSU).

- Expanded the scope of the Faculty Instructional Technology (FIT) Center to provide general IT support to faculty and staff across the multi-campus community of SDSU.

- In a major shift through the strategic plan, the university has aligned development initiatives with efforts to drive faculty support, to include endowments – 647% overall increase for philanthropic support for faculty and research over the past five years:

FY19	FY23
$805,444	$5,210,765

- All faculty and staff involved in hiring must complete professional learning in implicit bias and microaggressions.

- Expanded diversity, equity and inclusion infrastructure and support services: In 2017, SDSU had three community resources centers and the University Senate DEI Committee. Today, SDSU has diversity councils and unit-specific diversity plans in every college and division, 9 fully-staffed community resource centers and 18 Employee Resource Groups.

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New, Improved Infrastructure and Resources

- STEM Forward launched to connect research initiatives and existing and new financial investments for STEM.

- Aligned all Information Technology units under the Chief Information Officer.

- OneIT will launch to align help desks in Fall of 2024

- my.SDSU launched to align student information systems

- Brand launch centralized new communications and marketing tools and resources.

- Created SDSU Budget Hub as a central location to host budget information including budget committee updates, budget processes, budget dashboards, budget reports, and budget training resources.

New Buildings, Offices, Centers, Programs*

The Office of HSI Affairs

The HSI Advisory Council

Native Resource Center

Undocumented Resource Center

Asian Pacific Islander Desi American (APIDA) Center

SDSU Imperial Valley RISE Center
Office of Energy and Sustainability

Center for Tobacco and the Environment

James Silberrad Brown Center for Artificial Intelligence.

Pierce Greek Life Center

The Center for Graduate Life and Diversity

The Performing Arts District

Snapdragon Stadium

*Not an exhaustive list

Community Centers, Then and Now

2017	*2023*
4 Centers	9 Centers
8 Staff	31 Staff
$890,000	$3,300,846
Annual Budget	Annual Budget

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Student Wellness and Safety

At both SDSU and SDSU Imperial Valley, the university has hired new faculty and staff, including those responsible for student health and wellbeing.

- To support students' basic needs, SDSU created the Basic Needs Center and the Basic Needs and Wellness Toolkit, which complements existing offices and resources.

- At SDSU Imperial Valley, students can now access Counseling & Psychological Services, Career & Veteran Services, Case Management, the Cross-Cultural Center, the Food Pantry and Intramural and Recreational Sports.

- SDSU Imperial Valley and Imperial Valley College jointly announced plans to build an affordable housing project in Imperial Valley to serve up to 80 students from both campuses.

- Launched the SDSU Safe app, allowing community members to directly report incidents and concerns via the mobile app

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Diversity, Equity and Inclusion

DEI initiatives are integrated into the overall strategic plan. Many new initiatives are their dedicated activities under strategic plan goals, or have been informed by the strategic plan.

- Every division and college has a standing unit-level diversity council, and every division, college and academic department has a unit-level diversity plan, reviewed and approved by the University. Senate Diversity, Equity and Inclusion committee.

- Expanded staff in the Office of Faculty and Staff Diversity, including Learning and Development Specialists and an Equity Analyst.

- Kumeyaay Land Acknowledgement formalized, recognizing SDSU's location on Kumeyaay land

- Established the Center for Inclusive Excellence, dedicated to providing professional learning around equity and inclusion to all members of the SDSU community

- Launched the Inclusive SDSU reporting system

- Established the Principles of Community statement

- Five Social Justice Murals created, four at SDSU and 1 at SDSU Imperial Valley

- Native and Indigenous Healing Garden introduced

- The West Commons was renamed to the Ellen Ochoa Pavilion, and the East Commons building was renamed to the Charles B. Bell Jr. Pavilion

Sustainability

SDSU is committed to introducing new sustainable practices that promote environmental, human and economic health and vitality. A number of buildings have been recognized for having practical and measurable strategies and solutions in areas including sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

- Launched the Office of Energy & Sustainability
- Now at 15 LEED-certified buildings, with Snapdragon Stadium and the Aztec Recreation Center added
- Established the President's Sustainability Advisory Committee
- Developed contractual relationship with third-party partner to install and manage electric vehicle (EV) charges at SDSU locations
- Established an annual campus-wide sustainability summit
- Free trolley passes between the San Diego campus and Snapdragon for SDSU football games
- Finalized Carbon Neutrality Feasibility Study

Communications

Given enrollment, engagement, giving and partnership priorities, a cohesive and collaborative communications ecosystem is essential, as are dedicated tools and resources to help the campus community tell the SDSU story locally, nationally and internationally.

- Brand launch introduced new images, video content, design templates, logos, software and other tools and resources for divisions, colleges and units to promote their programs and services, and centralized resources online via Brand Portal.

- Centralized communications tools generate cost savings for the university, including Salesforce, which is saving each unit an average of $12,000 annually.

- Established a coordinated process and structure for recognizing holidays and also heritage and recognition months throughout the year.

- Launched the centralized SDSU Events Calendar

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