WE RISE
WE DEFY

TRANSCENDING BORDERS, TRANSFORMING LIVES

SAN DIEGO STATE UNIVERSITY
STRATEGIC PLAN,
2020-2025

SAN DIEGO STATE UNIVERSITY

TABLE OF CONTENTS

3 / MESSAGE FROM THE PRESIDENT

4 / MESSAGE FROM THE STRATEGIC PLANNING COMMITTEE CO-CHAIRS

5 / HISTORY OF SAN DIEGO STATE UNIVERSITY

7 / WHO WE ARE, WHERE WE STAND

8 / IDENTITY STATEMENT

9 / STATEMENT ON DIVERSITY, EQUITY AND INCLUSION

10 / STATEMENT ON FEDERAL HISPANIC-SERVING INSTITUTION DESIGNATION

11 / STATEMENT ON KUMEYAAY LAND

12 / WE RISE WE DEFY IMPLEMENTATION

13 / FIVE STRATEGIC PRIORITIES

14 / BECOMING A PREMIER PUBLIC RESEARCH UNIVERSITY: A NEW KIND OF HSI

16 / RESILIENCE: DESIGNED TO THRIVE

20 / WE ARE SDSU

23 / EQUITY AND INCLUSION IN EVERYTHING WE DO

27 / STUDENTS AT OUR CORE

30 / THE STRATEGIC PLAN IMPLEMENTATION PLAN AND TEAMS

31 / ACKNOWLEDGMENTS

MESSAGE FROM THE PRESIDENT

DEAR SDSU FAMILY,

When I arrived at San Diego State University during the summer of 2018, I began an extensive listening tour and promised that we — students, faculty, staff, and alumni — would together develop a strategic plan that would be reflective of SDSU's legacy, and which would help us reimagine the next chapter of our future.

At last, I have the great pleasure of presenting you with our Strategic Plan, "We Rise We Defy: Transcending Borders, Transforming Lives."

Over many months, thousands of our community members — which included representation from colleges, academic units, auxiliaries, athletics, and every office and division across our various campuses — candidly shared ideas and their vision for SDSU's future. Every voice was critical in illuminating the five priorities outlined in this plan, which will help move SDSU to the next level of impact and distinction.

Synthesizing thousands of data points from those conversations has been a tremendous feat, for which I thank co-chairs SDSU Provost and Senior Vice President for Academic Affairs Salvador Hector Ochoa and Vice President for Student Affairs and Campus Diversity J. Luke Wood, and the Strategic Planning Committee Members.

When we began this journey, we did not expect that our plan's launch would come in the midst of a global pandemic and the resulting devastating economic downturn. What we have always known, however, is that institutions of higher education must aim to become more innovative, and fiscally astute, and nimble than ever.

For 123 years SDSU has overcome hurdles and defied expectations, forging ahead to deliver academic excellence, student success, and groundbreaking research. We will continue to do so as we build SDSU's new chapter of inclusive opportunity for more students, reimagining a university designed to thrive for many years to come, and impacting San Diego, our border region, and the world as never before. This includes boldly moving forward with SDSU Mission Valley, which is projected to increase enrollment by up to 15,000 students, generate $3.1 billion annually for the regional economy, and generate up to 17,000 jobs.

I proudly join the members of the Strategic Planning Executive Steering Committee to rally behind the collective aspirations expressed in this plan, and I look forward to working alongside our campus community.

WITH ENTHUSIASM FOR THE FUTURE,

ADELA DE LA TORRE, Ph.D.
San Diego State University President

MESSAGE FROM THE CO-CHAIRS

WE WOULD LIKE TO THANK EACH OF YOU FOR YOUR INTEREST IN LEARNING MORE ABOUT SAN DIEGO STATE UNIVERSITY'S PLAN FOR THE FUTURE.

Over a nearly eight-month period, we joined thousands of students, faculty, staff, alumni and friends in a deliberate planning process. The plan we have devised is designed to create a highly productive and innovative path forward for SDSU, SDSU Imperial Valley, SDSU Georgia and our forthcoming SDSU Mission Valley.

The five strategic priorities and the goals and activities associated with each represent a focused and achievable plan. Through the plan, we will expand educational access and enhance the ability of our undergraduate and graduate students to reach their personal and academic aspirations. We will accelerate our research powerhouse and reach records beyond our already high level of secured grant funding, which reached $148.5 million during the 2018-19 academic year. We will also create new and needed jobs and expand the amount of funding the university generates for the San Diego regional economy, which is $5.67 billion based on most recent figures.

Throughout the plan's development, we kept our current and future generations of students at the core of our conversations. We are already incredibly proud of our students and alumni and, through the new strategic plan, are clarifying even further our campus community will evolve with the diverse needs of our students — and the many communities we serve — not only in mind, but in focus.

SALVADOR HECTOR OCHOA, Ph.D.
Provost and Senior Vice President

J. LUKE WOOD, Ph.D.
Vice President for Student Affairs and Campus Diversity

A BRIEF HISTORY OF SAN DIEGO STATE UNIVERSITY

SAN DIEGO STATE UNIVERSITY IS THE OLDEST INSTITUTION OF HIGHER EDUCATION IN THE SAN DIEGO REGION,

with microsites in San Diego and other campus locations in Southern California's Imperial Valley, and Tbilisi in the Republic of Georgia.

San Diego State University was founded on Kumeyaay land March 13, 1897 as the San Diego Normal School, training elementary school teachers. Seven faculty and 91 students met in temporary quarters over a downtown drugstore before moving to a newly constructed 17-acre campus on Park Boulevard.

The years from 1910 to 1935 were a period of notable and vigorous growth. In 1921, the Normal School became San Diego State Teachers College, a four-year public institution controlled by the state Board of Education. That same year, the two-year San Diego Junior College, forerunner of today's local community colleges, became a branch of San Diego State Teachers College.

But by the 1920s, the college was already beginning to outgrow its Park Boulevard location, and San Diegans launched a campaign to build a new campus on the city's eastern border. In February 1931, students, faculty and staff moved into buildings surrounding a common area. Four years later, the state legislature authorized expansion of degree programs beyond teacher education, and San Diego State Teachers College became San Diego State College.

On July 1, 1961, the college became part of the newly created California State College system, now known as the California State University system, which currently has 23 campuses. During the early 1970s, with legislative approval, San

THE HISTORY OF SDSU

MARCH 13, 1897
Founded as San Diego Normal School

JULY 28, 1921
Became San Diego State Teachers College

SEPT. 15, 1935
Became San Diego State College

A BRIEF HISTORY OF SAN DIEGO STATE UNIVERSITY

Diego State College became San Diego State University.

Serving the San Diego region has always and continues to be a core part of the mission of SDSU, which has since grown to become a leading public research university nationally known for its scholarship, campus diversity, and value added to the lives of its graduating students. Each year, SDSU provides more than 34,000 students with the opportunity to participate in an academic curriculum distinguished by direct interaction with faculty, and an international emphasis that prepares them to become global citizens, compassionate leaders, and ethical innovators who will transform the world.

Today, under the leadership of SDSU President Adela de la Torre, the university is known for providing transformative experiences for its undergraduate and graduate students. SDSU offers bachelor's degrees in 97 areas, master's degrees in 84 areas and doctorates in 21 areas, as well as programs at regional microsites and around the globe. SDSU ranks as the No. 1 California State University in federal research support, as one of the top public research universities in California.

In addition to academic offerings at SDSU, SDSU Imperial Valley, SDSU Georgia, and SDSU microsites, SDSU Global Campus offers online training, certificates and degrees in areas of study designed to meet the needs of students everywhere. Students participate in transformational research, international experiences, sustainability and entrepreneurship initiatives, internships and mentoring, and a broad range of student life and leadership opportunities.

SDSU is committed to inclusive excellence and known for its efforts advancing diversity and inclusion. SDSU is nationally recognized for its study abroad initiatives, veterans' programs and support of LGBTQIA+ students, as well as its powerhouse Division I athletics program. About 54% of SDSU's undergraduate and graduate students are students of color. SDSU is also a long-standing Hispanic-Serving Institution (HSI) and resides on Kumeyaay land.

The university's rich campus life and location offers opportunities for students to lead and engage with the creative and performing arts, career and internship opportunities with SDSU's more than 400,000 living alumni, and the vibrant cultural life of the greater San Diego and U.S. Mexico border regions.

JULY 1, 1961

Became part of the California State College (now California State University) system

JAN. 1, 1974

Became San Diego State University

AUG. 19, 2020

123 years; more than 400,000 living alumni

WHO WE ARE, WHERE WE STAND

Through this dynamic strategic planning process, it became apparent that in order to frame the mission statement, diversity statement and identity statement, San Diego State University also needed to develop principles of community.

In addition to implementing the strategic plan, SDSU has committed to establishing a Presidential Task Force to develop "Principles of Community" that articulate our community's commitment to access, equity, inclusion, and diversity.

This task force will begin in September 2020 with a recommendation for principles submitted to the University Senate's Diversity, Equity and Inclusion committee for review in January 2021.

IDENTITY
STATEMENT

SAN DIEGO STATE UNIVERSITY IS A TRANSNATIONAL, PUBLIC RESEARCH UNIVERSITY

uniquely situated with main and SDSU Imperial Valley campuses less than 30 minutes north of the U.S.-Mexico border. SDSU's location is within a key junction point to cities around the world, and both SDSU Imperial Valley and SDSU Georgia are positioned to directly serve the local communities in which they sit.

SDSU's community is devoted to exceptional research, excellence in teaching and student success, and both creative and scientific innovation. Diversity runs deep and passion drives discovery at SDSU, which is a university committed to driving local and global progress. We are committed to developing a diverse community of innovators, leaders, artists, explorers and thought seekers who will stay curious, challenge the status quo and passionately move the world forward to help solve society's biggest challenges.

SDSU's institutional identity is defined by the campus's physical location, in the U.S.-Mexico border region and on Kumeyaay land, and by the university community's collective values.

STATEMENT ON DIVERSITY, EQUITY AND INCLUSION

AT SDSU, OUR DIVERSITY GIVES US POWER AND BENEFITS EVERY SINGLE MEMBER OF OUR COMMUNITY.

Through our commitment to equity and inclusion, we encourage all members of our community to purposefully learn from one another through open and respectful dialogue and responsible engagement. We strongly preserve the right to free expression, and encourage difficult conversations that help lead to improved individual and community learning and cohesion.

We commit to:

- THE EQUITABLE DIVERSIFICATION OF BOTH STUDENTS AND EMPLOYEES, INCLUDING TENURE-TRACK FACULTY.
- PROVIDING AND ENHANCING STUDENTS' ABILITY TO CONTRIBUTE TO COMMUNITY-MINDED DIVERSITY INITIATIVES.
- EXPANDING THE TYPE OF REGIONAL, NATIONAL AND INTERNATIONAL HIGH IMPACT PRACTICES THAT PROVIDE EXPERIENCES FOR STUDENTS TO RESEARCH AND WORK WITH DIVERSE COMMUNITY ORGANIZATIONS.

STATEMENT ON FEDERAL HISPANIC-SERVING INSTITUTION DESIGNATION

SINCE 2012, SAN DIEGO STATE UNIVERSITY HAS BEEN A FEDERALLY DESIGNATED HISPANIC-SERVING INSTITUTION.

To qualify as an HSI, a non-profit educational institution must enroll at least 25% of students who identify as Hispanic or Latinx. The institution must also enroll a high percentage of students who receive need-based assistance. According to SDSU Analytic Studies (2019), 29.9% and 27.5% of undergraduate and graduate students are Hispanic/Latinx, respectively. However, SDSU Imperial Valley has long served a high population of Hispanic/Latinx students. In fact, 91.3% of current SDSU Imperial Valley undergraduate students are Hispanic/Latinx.

President de la Torre established a Hispanic-Serving Institution (HSI) taskforce in Spring of 2019. The purpose of the taskforce was to better inform SDSU's campus community and the strategic planning process about the current state of affairs of our "Hispanic" community and opportunities for improvement. The overall intention was to create a plan of action to assist and inform SDSU in fully embracing its role as a transborder, Hispanic-Serving Institution. The recommendations from the task force include the following and served to inform action strategies within the strategic plan:

- Expanding support for employee resources groups (e.g., Latina Network, Latinx, Chicanx & Hispanic Faculty/ Staff Association).
- Communicating SDSU's identity as an HSI by establishing a Chair of HSI Affairs.
- Providing professional learning to faculty, staff and students on Latinx and Chicanx issues.
- Enhancing efforts to recruit and retain Latinx faculty and staff.
- Leveraging accessible funds for HSI-related research.
- Enhancing infrastructures to support Meso-American and transborder studies.

SDSU Native and Indigenous Healing Garden

STATEMENT ON KUMEYAAY LAND

WE STAND UPON A LAND THAT CARRIES THE FOOTSTEPS OF MILLENNIA OF KUMEYAAY PEOPLE.

They are a people whose traditional lifeways intertwine with a worldview of earth and sky in a community of living beings. This land is part of a relationship that has nourished, healed, protected and embraced the Kumeyaay people to the present day. It is part of a world view founded in the harmony of the cycles of the sky and balance in the forces of life. For the Kumeyaay, red and black represent the balance of those forces that provide for harmony within our bodies as well as the world around us.

As students, faculty, staff and alumni of San Diego State University we acknowledge this legacy from the Kumeyaay. We promote this balance in life as we pursue our goals of knowledge and understanding. We find inspiration in the Kumeyaay spirit to open our minds and hearts. It is the legacy of the red and black. It is the land of the Kumeyaay.

ʻEYAY EʼHAAN

(My heart is good.)

WE RISE WE DEFY

TRANSCENDING BORDERS, TRANSFORMING LIVES

The San Diego State University Strategic Plan and its five strategic priorities define the vision, mission and key initiatives of the university during a five year period that spans 2020-2025.

The SDSU Strategic Plan is not a permanent document; it exists as a living document whose contents will be regularly reviewed, evaluated and updated as needed over the five-year period.

FIVE STRATEGIC PRIORITIES emerged through a months-long process of institutional research, benchmarking and community engagement and input.

BECOMING A PREMIER PUBLIC RESEARCH UNIVERSITY: A NEW KIND OF HSI

RESILIENCE. DESIGNED TO THRIVE

WE ARE SDSU

EQUITY AND INCLUSION IN EVERYTHING WE DO

STUDENTS AT OUR CORE

BECOMING A PREMIER PUBLIC RESEARCH UNIVERSITY: A NEW KIND OF HSI

SDSU will forge a path to become an R1 Doctoral University where excellence and access converge. To achieve this long-term institutional goal, SDSU will leverage its unique stature as a community-engaged, border-connected, Hispanic-Serving Institution located on Kumeyaay land. We are committed to developing infrastructure and resources that enable our research activity to grow while continuing to support excellence in teaching.

GOAL 1: POSITION SDSU TO ULTIMATELY ACHIEVE R1 STATUS.

Key Activities

- **By June 2021:** Conduct an assessment with recommendations for needed resources for the university's research infrastructure (such as library acquisitions, equipment needs, research support).
- **By June 2022:** Develop proposals for at least three new collaborative research centers with more than $1.5 million each in external funding per year in response to external requests for proposals (RFPs).
- **By June 2025:** Formally propose eight to 10 new strategically placed Ph.D. programs while advocating for the authority to offer independent doctorate degrees.
- **By June 2025:** Secure authorization and funding for at least one new LEED (gold or platinum) certified major research facility.

GOAL 2: LEVERAGE SDSU'S UNIQUE IDENTITY TO ENHANCE THE QUANTITY AND QUALITY OF SCHOLARSHIP.

Key Activities

- **By June 2025:** Submit proposals for 80% of federally designated HSI competitions for which SDSU is eligible each fiscal year.
- **By June 2025:** Establish new research partnerships with three universities in Latin America.
- **By June 2025:** Conduct hires of faculty members (five to 10 lines) clustered around public-facing, border or Indigenous scholarship.

"Over 60 years ago community leaders invited SDSU to take the first step to help bring a university to Imperial County. Through the Strategic Plan, SDSU is now inviting community leaders to take the next step to help transform SDSU Imperial Valley into a four-year university. The two visions are coming together at a critical juncture today to change the face of higher education in our community."

— Gregorio A. Ponce, Ed.D.,
Dean of SDSU Imperial Valley

RESILIENCE. DESIGNED TO THRIVE

SDSU is committed to building a resilient and sustainable university through innovative practices. We must develop new revenue streams to meet our scholarly and teaching aspirations, our dedication to community and diversity, and the athletic endeavors of the university. We commit to using our resources with transparency, equity, efficiency and accountability in alignment with the university's goals. As citizens of a larger global community, SDSU proudly embraces the principles of responsible environmental stewardship.

GOAL 1: DIVERSIFY AND EXPAND REVENUE STREAMS THAT SUPPORT OUR MISSION AND OUR SCHOLARLY AND CREATIVE ACTIVITIES, TEACHING AND ATHLETIC ASPIRATIONS.

Key Activities

By December 2020: Develop a structure that promotes entrepreneurial aspirations, which includes a competitive revenue generating proposal process for each college.

BRANDING AND COMMUNICATIONS

By December 2020: Develop and launch a comprehensive brand strategy for SDSU, which will directly benefit our ability to create and generate new financial support for the university. This strategy should build on the strengths of SDSU Athletics, enhance public-private partnerships (P3s) and philanthropy, and would contribute to student recruitment.

By December 2020: Realign the marketing initiatives led and/or managed by Strategic Communications and Public Affairs (StratComm) with the outcomes of the strategic plan, to include the creation of a centralized brand management portal and a revision of the university's logo.

By December 2021: Develop a one-year revenue plan for the following entities with immediate areas of opportunity and planning (follow up with an additional four-year plan by Fall 2022):

- SDSU GLOBAL CAMPUS
- HIGHER EDUCATION FCC HIGH FREQUENCY LICENSE
- RESEARCH
- ALL SDSU AUXILIARIES

(Research Foundation, Residential Life, Aztec Shops, The Campanile Foundation, Associated Students)

- ATHLETICS
- PHILANTHROPIC DEVELOPMENT
- TECH TRANSFER

GOAL 2: ALLOCATE RESOURCES WITH TRANSPARENCY, EQUITY, EFFICIENCY AND ACCOUNTABILITY.

Key Activities

- **By December 2020:** Identify areas to advance synergies for shared services across divisions and other units, and develop an organizational plan.
- **By June 2021:** Support and enhance the viability and excellence of SDSU's auxiliaries through a plan that continues to enable each unit to provide opportunities for students, faculty, staff, and community partners while invigorating the economic success of the university.
- **By June 2021**: Develop and align a process for Multi-Year Objective Setting and Budget Planning for the university.

"In the climate change literature, resilience refers to a community's ability to prepare for and respond to stress from a volatile natural environment. The economic and political environments SDSU inhabits are also volatile, with corresponding needs to absorb stress, making resilience an excellent organizing principle."

—Ed Balsdon, Ph.D.,
Interim Dean of Graduate Affairs

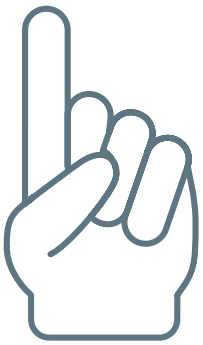
GOAL 3: INVEST IN ORGANIZATIONAL PRACTICES THAT PRIORITIZE THE RESPONSIBLE MANAGEMENT OF RESOURCES WITH A FOCUS ON GLOBAL AND ENVIRONMENTAL SUSTAINABILITY.

Key Activities

- **By December 2021:** Designate executive-level leadership to develop and provide oversight of SDSU's Sustainability Efforts.
- **By June 2022:** Update the University Climate Action Plan, inclusive of all campus locations, with defined benchmarks until June of 2025.
- **By June 2022:** Develop Guiding Principles for Sustainability that include local and international standards (as referenced in the Associated Students Carbon Neutrality by 2030 Recommendations) to be reviewed on an annual basis.

"Since my time as a student, SDSU's trailblazing spirit has helped us to find new ways to achieve our goals or overcome challenges placed in front of us. It's that spirit that continues to guide us as we look toward the future."

—Gina Jacobs, Associate Vice President of SDSU Mission Valley Development



WE ARE SDSU

SDSU will expand our global impact, unifying the university through a common mission and identity. Under a single name, the multi-campus university includes the San Diego campus, SDSU Imperial Valley, SDSU Georgia, SDSU Global Campus, a future SDSU Mission Valley location, regional microsites, and other programs around the globe and online. No matter SDSU's campus or program location, the collective mission is to support the educational and economic development of communities while creating a sense of unified belonging for students, faculty, staff and alumni. We span the California-Mexico border, and serve the world.

GOAL 1: FOSTER AN INTERCONNECTED AND EQUITABLE SDSU EXPERIENCE THROUGH IMPLEMENTING RESOURCE GENERATION AND ALLOCATION, COMMUNICATION AND INFORMATION-SHARING, AND SYSTEM OF TRANSPORTATION.

Key Activities

RESOURCE GENERATION AND ALLOCATION

By December 2020: Establish a campuswide working group to explore university-industry partnerships that build alliances that benefit all university campuses.

By June 2021: Ensure that SDSU Imperial Valley and SDSU Mission Valley have representation on university resource planning and recommending bodies.

COMMUNICATION AND INFORMATION SHARING

By June 2021: Develop and implement a Culture of Communication Plan for the university that improves synergy and collaboration between all campuswide communication personnel.

By December 2021: Establish a campuswide working group to assess instructional and information technology to establish an action plan to interconnect campuses, international partners, and the campus community.

"We are all connected by our shared vision for a healthy world in which everyone can thrive. Through our strategic plan, we will educate and empower communities across the world through efforts that are globally relevant and locally impactful."

—Radhika Seshan, Ph.D.,
Dean of SDSU Global Campus

TRANSPORTATION

By June 2022: Pilot a shuttle service between SDSU microsites in San Diego County for SDSU major sporting and campuswide events.

By June 2023: Pilot a daily shuttle service between the SDSU and SDSU Imperial Valley campus locations.

By June 2024: Develop a subsidy program to lower public transportation fare costs between SDSU and SDSU Mission Valley.

By June 2024: Develop a green transportation plan between the SDSU and SDSU Mission Valley campus locations.

GOAL 2: EXPAND SDSU'S ACADEMIC INFRASTRUCTURE AND PARTNERSHIPS TO MEET THE NEEDS OF BROADLY DIVERSE LEARNERS IN OUR REGION, ACROSS THE NATION, AND THE WORLD.

Key Activities

By December 2021: Establish an SDSU microsite at every community college in the SDSU service area.

By June 2021: Establish a plan for continued collaborations for SDSU Georgia.

By June 2022: Finalize a formal partnership agreement for admissions and recruitment with Kumeyaay Community College.

By June 2021: Create a Global Strategy Action Plan to address global program infrastructure, international student recruitment, yield and retention with implementation benchmarks, along with a schedule to continually improve the plan. The initial plan to be developed will identify future delivery dates for key implementation benchmarks.

By June 2025: Establish four new bachelor's programs and two new master's programs at SDSU Imperial Valley.

EQUITY AND INCLUSION IN EVERYTHING WE DO

SDSU will be a global leader in advancing diversity, equity and inclusion in research, teaching and in community engagement. At SDSU, the mark of our global leadership will be an innovative institutional infrastructure that promotes and supports diversity, equity and inclusion in everything we do: research, teaching, professional development, student experiences in and outside the classroom, and community relationships. Our values compel us to foster such an environment, where community members of all identities can thrive. We embrace SDSU's identity as a Hispanic-Serving Institution on the border and recognize our residence on Kumeyaay land.

GOAL 1: ENSURE THAT DIVERSITY, EQUITY AND INCLUSION (DEI) INITIATIVES ACROSS CAMPUS ARE ALIGNED AND IMPLEMENTED CONSISTENTLY, EFFECTIVELY, AND EFFICIENTLY.

Key Activities

ACCESSIBILITY

By June 2021: Establish a sustainable centrally funded information technology unit responsible for managing campuswide accessibility to implement and drive institutional governance and policy.

DIVERSITY, EQUITY AND INCLUSION INFRASTRUCTURE

By December 2020: Ensure that every major campus unit (college, division, auxiliary), in coordination with the existing Diversity and Inclusion Planning committees, has a standing diversity council to better coordinate and promote unit-specific DEI activities.

By June 2021: Develop a structured, universitywide calendar to promote and highlight diversity-related programs and university-sponsored events (to include student, faculty, staff and administration-led events).

By December 2022: Expand the role of the Diversity Liaisons to better coordinate DEI activities across colleges and units.

By December 2022: Develop a task force and apply for Asian American and Native American Pacific Islander-Serving Institutions (AANAPISI) status.

GOAL 2: FOSTER AND SUSTAIN AN ENVIRONMENT WHERE ALL STUDENTS, FACULTY, STAFF AND ALUMNI FEEL WELCOMED, SUPPORTED, AND VALUED BY THE UNIVERSITY.

Key Activities

CELEBRATING SDSU'S DIVERSITY

- **By December 2020:** Establish a process and organized structure to coordinate, expand, and increase visibility of heritage month programs and events.
- **By August 2021:** Develop a protocol for continuous review and development of campus materials, events and programs to ensure diverse backgrounds, identities, and experiences are reflected with respect and authenticity.
- **By June 2025:** Engage Arts Alive SDSU to display 10 permanent outdoor representations of diverse communities (such as statues, murals, sculptures) across the university campuses.

PROMOTING DIALOGUE

- **By December 2020:** Establish a DEI Initiative (analogous to the Shared Governance initiative) to define and promote diversity, equity, and inclusion, and promote ongoing conversations about DEI and how it can drive action.
- **By December 2022:** Establish and launch intergroup dialogue programs (such as Human Library, racial equity learning groups, peacemaking circles).

"As a woman professor of color who has been at SDSU for more than 20 years, it is hard to overstate how much it means to have equity and inclusion be such a clear priority. The progress we have made in only two years is stunning, and our new strategic plan reassures me that these changes will continue."

—Jennifer Imazeki, Ph.D.,
Associate Chief Diversity Officer for Faculty and Staff and Professor of Economics

ON-BOARDING

By December 2021: Implement an on-boarding program that emphasizes SDSU's values and educates all newly hired staff, regardless of classification (by December 2021), graduate students (by June 2022), undergraduate students (by June 2022), newly hired lecturers (by June 2022), and tenure-track faculty (by December 2022) about implicit bias, inclusive communication, SDSU's designation and identity as an Hispanic-Serving Institution, and the university's connection with the Kumeyaay people.

GOAL 3: RECRUIT, RETAIN AND ADVANCE GRADUATE STUDENTS, FACULTY AND STAFF WHO CAN AND WILL EFFECTIVELY SUPPORT THE DIVERSE STUDENT BODY AND COMMUNITIES SERVED BY SDSU.

Key Activities

EQUITY-MINDED EVALUATION

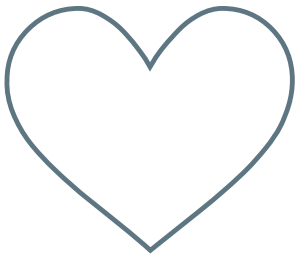
By December 2021: Ensure participation in professional learning on inclusive practices for all search committees (by December 2021), retention, tenure, and promotion committees (by June 2022), staff supervisors and managers (by June 2022), and admissions committees (by December 2022).

MENTORING

By December 2022: Establish and provide institutional support for structured mentoring programs for all faculty and staff (regardless of classification).

LEADERSHIP DEVELOPMENT

By December 2023: Establish and provide institutional support for structured leadership development opportunities for all faculty and staff (regardless of classification) aligned with unit Diversity and Inclusion Plans.



STUDENTS AT OUR CORE

SDSU commits to a future where all students are able to achieve their greatest potential. Our collective efforts will elevate SDSU as a national exemplar, providing education and training for the innovators and leaders our region and global society demand. SDSU will provide access to success through transformational experiences in and outside of the classroom for undergraduate, graduate, and lifelong learners. With an enduring commitment to innovation, resilience and to our students, we will cultivate a university culture and infrastructure that facilitates an affordable, student-centered, wellness-focused, life-long educational journey, supported by every member of the SDSU community.

GOAL 1: ENSURE THAT ALL MEMBERS OF THE CAMPUS COMMUNITY ARE PREPARED TO ADVANCE STUDENT SUCCESS BY DEEPENING THE QUALITY OF LEARNING AND CLOSING EQUITY GAPS.

Key Activities

- **By December 2021:** Provide all faculty and advisors with information on student success and equity gaps in their classrooms and their respective colleges. In addition, provide research-informed recommendations and professional development for ways to support student success in their teaching.
- **By December 2021:** Invest in campuswide technological and professional development support as the foundation for a coordinated campus approach to advising, teaching, and co-curricular support services.
- **By December 2021:** Ensure that all academic programs are actively and continuously engaged in equity-driven, evidence-based improvement efforts that reflect best practices of assessment.
- **By December 2023:** Achieve a 75% placement rate for undergraduate students in internships, research opportunities, and fellowships to enhance employability and access to graduate studies.
- **By December 2023:** Ensure that all graduate programs will develop a professional development plan for graduate students.

"Students at Our Core highlights two important principles: affordability and access to higher education. These factors will allow SDSU to continue to serve a diverse population and will set SDSU apart from other institutions."

—Christian Holt,
Associated Students President

GOAL 2: EXPAND ACCESS TO AFFORDABLE, HIGH-QUALITY UNIVERSITY UNDERGRADUATE AND GRADUATE EDUCATION FOR THE PEOPLE OF OUR REGION AND BEYOND.

Key Activities

- **By Fall 2023:** Develop a university infrastructure that fosters and sustains regional partnerships with K-12 schools, community colleges, educational organizations, an industry that promotes college readiness and a college-going culture.

- **By June 2025:** Increase the number of SDSU Global Campus adult learners by 25%.

GOAL 3: TO SUPPORT STUDENT SUCCESS AND WELL-BEING BOTH INSIDE AND OUTSIDE THE CLASSROOM, SDSU WILL STRATEGICALLY INCREASE ITS PROGRAMMING, RESOURCES AND CAPACITY TO PROVIDE MENTAL HEALTH, WELLNESS AND BASIC NEEDS SUPPORT FOR ALL UNDERGRADUATE AND GRADUATE STUDENTS.

Key Activities

- **By June 2021:** Implement a wellness toolkit for faculty and staff to further promote and educate the campus community about the resources available for students through Counseling & Psychological Services and the Economic Crisis Response Team (ECRT) to support student mental health and basic needs.

- **By June 2021**: Develop a service delivery model that expands placement of therapists in university programs, departments and centers in order to increase capacity to meet the unique needs of all students, including students from diverse backgrounds, graduate students and students enrolled in SDSU Global Campus programs.

- **By December 2024:** Open a new multidisciplinary space to house and support campus basic needs initiatives. The space will serve as a wellness hub for presentations and workshops and where students can meet with ECRT case managers and community partners to receive one-on-one personalized support.

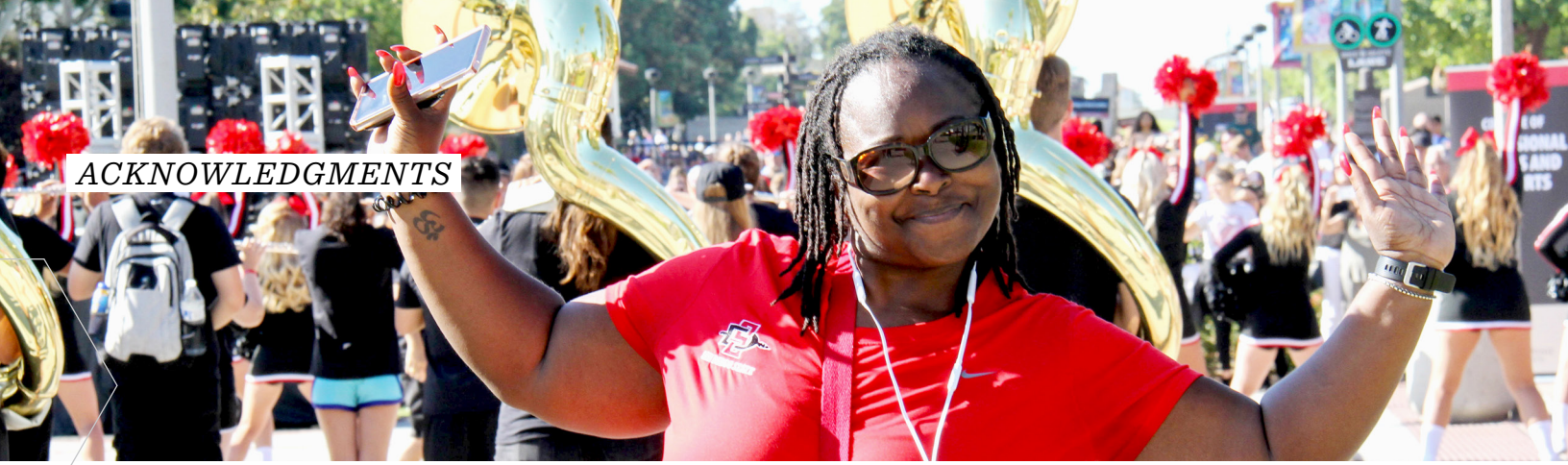
THE STRATEGIC PLAN IMPLEMENTATION PLAN AND TEAMS

THE IMPLEMENTATION PLAN FOR SDSU'S STRATEGIC PLAN details the process by which the university will document, assess, report and communicate all progress associated with the overall Strategic Plan. The plan commits specific individuals, teams and organizational units within SDSU to appropriately steward the goals and activities of the plan. The team also holds the responsibility to communicate decision-making and plan progress.

The Strategic Planning Executive Committee, the Strategic Planning Committee and the five sub-committees introduced during the strategic planning process sunset with the launch of the Strategic Plan. The Implementation Teams include broad campus representation including students, faculty, staff, and alumni, to include University Senate members.

The university's Council of Vice Presidents will facilitate the review, analysis and reporting of annual progress reports.

Strategic Communications and Public Affairs is responsible for campuswide communications related to plan updates and decision-making, to include maintenance of the SDSU Strategic Plan website.



ACKNOWLEDGMENTS

SAN DIEGO STATE UNIVERSITY IS DEEPLY APPRECIATIVE OF THE MANY INDIVIDUALS WHO ACTIVELY ENGAGED IN THE STRATEGIC PLANNING PROCESS, and who will lead the university through implementation. Thousands of students, faculty, staff, alumni, and community members participated in forums and surveys to define the strategic plan. Together, we are shaping the future of our university community in ways that will generate meaningful, positive impact for our local communities and the world.

STRATEGIC PLANNING COMMITTEE CO-CHAIRS

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Provost and Senior Vice President

J. Luke Wood, Ph.D
Vice President for Student Affairs and Campus Diversity

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Vice President for Student Affairs and Campus Diversity

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President of Graduate Student Association

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Professor of Speech Language in the College of Health and Human Services

"The beauty of our strategic plan is that each of the five areas of concentration are interlinked and result in a powerful focus on investing in our strengths and belief in the value of inclusion as we become the model university of the 21st century. As a Mexican American scholar with community-driven research concentration in Latin America, the particular emphasis on inclusion of our entire community in our research, teaching, and practices from our collaborators in the community to our students and our staff, redefines excellence in research and creates a campus culture where each person's skills are valued."

— Ramona L. Pérez, Ph.D., Professor of Anthropology and Center for Latin American Studies Directora

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