STRATEGIC GOAL

The Research and Creative Endeavors Task force has identified the following overarching goal:

> *San Diego State University will continue to build its distinctive profile as a dynamic community of diverse, high-quality and innovative scholars and artists with local, national, and international impact and influence.*

The Task Force recognizes that a vibrant university attains distinction through excellence in its scholarship and by having a flourishing arts culture. We hold that the professional accomplishments of a faculty who are productive in their scholarly and creative efforts are integral to sustaining a reputation of excellence in teaching.

Reinforcing a campus climate that fosters collaborative and interdisciplinary work and that promotes scholarship and the arts will be important to the university moving forward. We believe the pursuit of innovative and interdisciplinary exploration is vital to the university's long-term academic, artistic, and economic prosperity.

STRATEGIC VISION

With these values in mind, the terms "scholarship" and "scholarly" will be used in this document to include all academic research and artistic endeavors to the extent that such use is practical.

(1) San Diego State University will establish itself as a national leader recognized for innovation in integrating productive faculty scholarship with distinguished teaching and education driven economic development

(2) San Diego State University will be a distinctive institution of higher learning that promotes significant collaborations across diverse faculty, institutions and communities.

(3) San Diego State University will actively promote the visibility and impact of its research and arts within and beyond the campus

(4) San Diego State University will produce graduates with significant experience in scholarly activities.

This vision is best accomplished
- By faculty members who are at the forefront of scholarship in their disciplines,
- With educational programs that provide opportunities for all students to immerse themselves in faculty-mentored scholarship,
- In a diverse, open, supportive, collaborative, and multi- disciplinary scholarly environment with rigorous undergraduate and graduate programs.

We have identified the following areas as potential strategic planning initiatives in support of the strategic goal:

1. Advance existing and future areas of excellence in scholarship that foster cross-unit and multi-disciplinary collaborations
2. Invest in career-long faculty scholarship productivity
3. Build infrastructure essential to sustaining scholarly productivity
4. Expand opportunities for undergraduate scholarship through innovative courses, experiences, and engagement
5. Strengthen graduate programs
6. Promote opportunities that connect SDSU's student diversity with the institution's scholarly endeavors and ambitions
7. Cultivate and expand new funding opportunities including philanthropy, grants and contracts, and community strategic partnerships
8. Sharpen SDSU's profile, through coordinated branding and marketing, as a scholarship-intensive public university that focuses on creativity, innovation and entrepreneurship
9. Enhance the visibility and impact of the arts within and beyond the University
10. Utilize KPBS as part of a comprehensive vision to advance the community's awareness and understanding of SDSU's scholarship

POTENTIAL STRATEGIC PLANNING INITIATIVES

The order of the initiatives is not intended to reflect their relative importance.

1. Advance existing and future areas of excellence in scholarship that foster cross-unit and multi-disciplinary collaborations

The university must support creative approaches and modes of discovery yielding innovative results that have a positive impact on contemporary society. Focused and strategic allocation of resources is crucial to the development of this excellence. We recommend the following:

Identify, cultivate and invest in innovative programs and initiatives of demonstrated and future excellence and impact through additional faculty lines (including visiting professorships, research professorships, and hybrid faculty positions), facilities creation or upgrades, additional funding for start-up packages, graduate or post-doctoral support, identification of the area as a fundraising priority, allocation of assigned time targeted for areas of excellence, and other specific resources. The goal is to foster the development and growth of excellence that will bring both distinction and distinctiveness to SDSU.

Establish a task force comprised of on- and off-campus stakeholders to guide the identification and selection of programs and areas of excellence for development.

Establish appropriate criteria for reviewing all funded areas of excellence on a regular basis. Programs and initiatives should meet established standards and expectations, be focused and distinctive, contribute to SDSU's core mission, and emphasize innovation, quality, motivation, or impact to a field of study to be considered for continued support.

Examine and revise university resource allocation practices to effectively enable and reward collaborative and cross- or inter- disciplinary endeavors.

Create campus themes and common topics that are explored from multi-disciplinary points of view.

New areas of excellence and the necessary resources should be identified by the next cycle of faculty hiring as part of our long-term academic planning process.

Develop and implement a transparent model to guide the allocation of assigned time for scholarly activities.

2.   Invest in faculty career-long scholarly productivity

Expanding the base of career faculty members engaged in productive scholarly is critical to the academic, artistic and economic prosperity of SDSU. To bolster career-long productivity, we recommend the following:

Develop an improved model of peer-to-peer mentoring for junior and mid-career scholars.

Through increased philanthropy, create incentives for career-long scholarly productivity, especially in fields with structurally limited external funding sources, e.g. increasing the pool for University Grants Program funding.

Evaluate existing University Grants Programs to assess patterns of award allocation and support rewards (assigned time, summer salary) for productive scholars at all stages of their careers.

Examine the processes and metrics by which assigned time is allocated across all campus units so as to increase understanding and transparency for faculty

3.   Build infrastructure essential to sustaining scholarly productivity.

Supportive and effective infrastructure (physical, service, administrative) is essential to scholarly engagement. To improve and expand the existing infrastructure, it is critical to establish a significant endowment that complements other sources of revenue and fosters our scholarly capacity. We recommend the following:

Prioritize SDSU fund-raising in support of a substantial endowment to support existing and new areas of scholarly excellence.

Utilize best practice information from peers and peer review organizations (e.g. NCURA peer review report, accrediting bodies) to address gaps in infrastructure, clarity of organizational roles, and enhanced communication needed to support scholarship.

Invest endowment and other revenues

to improve and expand physical infrastructure to remedy existing unmet facilities needs and to accommodate expected growth

strengthen service and administrative infrastructure (e.g. library, statistical consulting, fee-for service and charge-back mechanism)

establish endowed Chairs and Professorships and endowed undergraduate, graduate, and postdoctoral financial awards/scholarships.

Secure funding for essential resources including support staff, Foundation staff, technical staff, equipment repair and service contracts, computational resources, library journal subscriptions and books, scholarship-related travel, and facilities.

4.   Expand opportunities for undergraduate scholarship through innovative courses, experiences and engagement

Student engagement in faculty-mentored scholarship should become an even more distinctive element of SDSU's identity. Such engagement, based upon scholarly activities (e.g. a campus-wide internship model), will enhance the campus's distinctive profile and may also provide the rationale for a student excellence fee. To build this vision, we recommend the following:

Develop methods to match student and faculty scholarly interests, e.g. web or social media based initiatives.

Highlight the importance of engaging in scholarship, service-learning, and artistic experiences in preparation for joining the contemporary workforce.

Quantify and track undergraduate scholarship engagement, including relationship to learning and career outcomes. Track student engagement in faculty-mentored scholarship and publicize such engagement as part of the SDSU student experience.

Through advising, emphasize the increasing need for advanced training in scholarship for success at the graduate level.

Develop mechanisms to support and reward faculty-mentored student scholarship activities

Prioritize support for student research, financial scholarships, and fellowships through philanthropy.

Streamline curricular processes to enable development of innovative courses and experiences

Engage SDSU students in the experiences of making, creating and employing innovative practices that will enable them to be adaptable in their future careers –e.g. develop new models for General Education that integrate creativity, innovation, entrepreneurship, and synthesis

Connect with regional partners to foster integrating arts into STEM disciplines (STEAM concept)

5.   Strengthen graduate programs

Rigorous and dynamic graduate programs are at the heart of all successful scholarly efforts. They capitalize on the increased importance of post-graduate training, assist in the recruitment of faculty, and build alumni relationships with related facilities and organizations in private industry, nonprofits, and the public sector. We recommend the following:

Develop additional support for graduate fellowships and assistantships, including tuition and fee waivers as well as competitive graduate student salaries.

Strengthen support for existing graduate programs with demonstrated records of excellence and sustainability.

Implement regular review of graduate programs and consider developing revision plans to strengthen underperforming programs.

Continue to explore additional sustainable doctoral programs at SDSU, especially in the context of Areas of Excellence.

6.   Promote opportunities that connect SDSU's student diversity with the institution's scholarly endeavors and ambitions

SDSU occupies a distinctive position as an underrepresented-student serving, scholarship-intensive urban university. A thriving program that connects students from underrepresented groups to faculty members at the forefront in their disciplines and to scholarly environments would yield powerful benefits to our students and to the diverse communities in the San Diego region. We recommend the following:

Develop avenues to highlight SDSU's institutional identities as a Hispanic-serving institution and its position among the top 150 academic institutions receiving federal research grant funding.

Incorporate into development messaging emphases on integrating faculty scholarship with internship experiences for diverse undergraduates and its benefits, including its positive impact on student achievement, support of cultural identity, to its role in San Diego area economic development.

Build web-based resources to assist grant writers in incorporating SDSU diversity metrics and combined diversity-research "index" into impact statements.

7.   Cultivate and expand new funding opportunities including philanthropy, grants and contracts, and community strategic partnerships

To support new and to sustain existing high-quality scholarly activities at SDSU, it is critical to strengthen established support mechanisms and vigorously pursue new funding opportunities. We recommend the following:

- Enhance support systems to increase the number of grant applications and to enhance their success rate (e.g., professional grant editing; pre-submission review by external expert reviewers; assigned time to develop large-scale multi-disciplinary grant proposals; clerical support).
- Expand private sector-SDSU partnerships that will support training programs, research centers, exhibitions and performances, fee for service, and other scholarly activities.
- Develop fee-paying certificate programs via the College of Extended Studies. Increase fee-paying international and out-of-state graduate student enrollment.
- Develop university, college, school and departmental course-level excellence fees to support equipment, supplies, software, materials, TAs, and other resources that support student scholarly efforts.
- Create a University Research Endowment fund to enhance SDSU scholarship, e.g. endowed faculty chairs, graduate fellowships,

8.   Sharpen SDSU's distinctive profile as a scholarship-intensive public university through coordinated branding and marketing

Stronger branding and marketing of our existing and future scholarly programs will be an asset to student and faculty recruitment and development. To this end, we recommend the following:

- Create visual logo that effectively captures SDSU's distinctive integration of scholarly efforts with teaching excellence, student learning, and community service.
- Incorporate into development messaging an emphasis on how research endeavors at SDSU benefit students and the greater community.
- Prominently feature faculty and student scholarly achievements on departmental, college, and university websites.
- Convene high-visibility college-based public symposia promoting faculty scholarship and its benefits to students and stakeholders.
- Promote student scholarly achievement, including SRS, as a distinctive and integral element of the SDSU identity in recruitment, advising, outreach, and publications.
- Expand opportunities for novel collaboration with community groups and industry.

9.   Enhance the visibility and impact of the arts within and beyond the University

Artistic endeavors at SDSU express the strength of a dynamic and culturally diverse University and have the capacity to elevate and enhance the University's visibility as a major institution. This initiative will embed the arts as a campus value similar to our distinguished research and international efforts. We recommend that SDSU:

- Enhance marketing resources and priorities to promote academically informed arts exhibitions and events
- Embrace nontraditional venues and increase accessibility to diverse audiences
- Integrate artistic processes into disciplines desiring to expand avenues for faculty and students to examine their respective fields of discipline
- Engage undergraduate students in performing and/or visual art experiences

Involve students in performance-based learning that promotes understanding of the creative process, broadly defined

10. Utilize KPBS as part of a comprehensive vision to advance the community's engagement with SDSU scholarship

    Enable academic programs to develop content that benefits SDSU and fulfills KPBS' mission to provide informative, quality programming

    Develop clear standards and policies for content to be broadcast on behalf of SDSU units

    Create a campus-wide group that collaborates with KPBS regarding the prioritization of SDSU related promotion/content

    Identify campus projects that align with KPBS strategies to create meaningful programming or events, thus elevating the visibility and stature of the university and the broadcast stations

    Highlight scholarly offerings presented by the university

    Evaluate KPBS staffing needs to determine potential internship opportunities for SDSU students in areas of production, media content, marketing, and programming

    Align appropriate course offerings to match opportunities available at KPBS