

DRAFT
2013/2017
STRATEGIC PLAN FOR SAN DIEGO STATE UNIVERSITY

INTRODUCTION

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

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

THE PLANNING PROCESS

As first outlined in the July 31st campus announcement, the strategic planning process focused on five areas of importance to the university: Student Success and Academic Excellence, Research and Creative Endeavors, Diversity, Internationalization, and Community Engagement. A Task Force was established for each of these areas, with subsidiary Working Groups for Research and Creative Endeavors and Working Groups for Community Engagement. A Steering Committee was appointed with representatives from the university's division, the University Senate, the Associated Students, and the community, and co-chaired by the Provost and the Vice President for Business and Financial Affairs (Appendix A). Consistent with the intent to be broadly consultative, participation was solicited in a variety of ways. The July 31st announcement requested nominations, including self-nominations, and constituent groups were asked to select representatives. Task Forces and subsidiary Working Groups included representatives from Academic Affairs, Student Affairs, Business and Financial Affairs, University Relations and Development, the University Senate, Associated Students, and the Alumni Association. A website (<http://go.sdsu.edu/strategicplan/>) was established to communicate about and receive input during the entire planning process. Task Forces and Working Groups with an external focus also included representation from the broader community and applicable industries. The Task Forces and Working Groups each held numerous open forums to inform their efforts. Working Groups provided their draft reports to the campus and broader community for feedback on December 6, 2012. The Working Groups considered this input, finalized their reports, and provided them to the Task Forces

on December 21, 2012. On January 17, 2013, the Task Forces provided their draft reports to the campus and broader community for feedback. Task Forces considered this input, finalized their reports, and provided them to the Steering Committee on February 1, 2013. All reports were posted on the website (<http://go.sdsu.edu/strategicplan/>) and comments were solicited and shared with the appropriate group. The University Senate also hosted an open forum for additional feedback on the final Task Force reports on February 5, 2013.

The Strategic Planning process is intended to establish guidance for strategic investment of resources in existing and developing areas of excellence. This guidance will complement, not replace, the normal university budget advisory process that relies on the work of the President's Budget Advisory Committee (PBAC). Recommendations from the Strategic Plan, including recommendations to increase the number of tenure-track faculty and staff in critical areas, will be considered by PBAC in its discussion of annual budgets. In this context, it is important to note that PBAC will follow its normal process to develop a recommended 2013/14 budget for the President's approval prior to the beginning of the fiscal 2013/14 year.

THE STRATEGIC PLAN

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

The final strategic plan presents three broad institutional Goals with specific Initiatives for the next 24-48 months. Areas of investment of financial resources as well as mechanisms to assess success are presented as appropriate. A final section describes a suite of approaches for securing the necessary financial resources to support the initiatives as well as communication and assessment of the strategic plan.

Area: Student Success

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

Student Success is at the heart of what is done at San Diego State University. Everything in which the university is engaged – research, teaching, internationalization, faculty and staff activities, diversity initiatives, campus life, facilities and outreach services – is intended to enable our diverse student population to achieve at the highest levels. Maintaining a university-wide commitment for our diverse

community to ensure student academic achievement and personal well-being is highly valued and essential to student success.

Initiative 1. Promote Student Success Across the University

- Increase tenured/tenure-track faculty and staff levels to meet critical and strategic needs by investing significant resources over three years.
- Create Writing and Math centers by investing in faculty, graduate assistants and support staff resources, with each Center directed by a tenured/tenure track faculty member.
- Invest funding to increase the four-year graduation rates of all students and eliminate the achievement gaps of underrepresented students.
- Invest funding to increase the recruitment and retention of underrepresented students through targeted recruitment and outreach to inform students of exceptional programmatic and co-curricular opportunities.
- Invest in the recruitment and retention of underrepresented faculty and staff through targeted activities.
- Promote commuter student success based on results of an in-progress needs-assessment by the Divisions of Student Affairs and Academic Affairs, with relevant support and resources, and in association with the established Commuter Student Lounge of the Aztec Student Union.
- Provide diverse educational experiences for all students by leveraging our campus' rich diversity. Integrate diversity initiatives in support of these goals.
- Provide funding to continue the "Aztec Nights" program in support of student well-being.
- Convene a cross-divisional task force to review, assess, and implement additional support for programs addressing the negative academic and personal consequences of abuse of alcohol and other drugs.
- Convene a broad based task force of faculty and staff to evaluate approaches to integrating learning-analytics and the student information system to allow timely interventions that promote student success at course and curricular scales.
- The Aztec Student Union opening in November 2013 has dedicated space for an LGBT resource center. Invest funding to staff the center and to develop programs and to fund related academic initiatives.

Initiative 2. Enhance Transformational Educational Experiences

- Establish a University Honors College with a goal of 1,200-1,400 students from diverse backgrounds through funding of an Associate Director and additional honors courses. Support the fundraising goal of a ten-million-dollar endowment for student scholarships and faculty stipends.
- Strengthen internship and mentoring programs to foster students' professional development. Work collaboratively with our alumni to create an alumni network that supports life-long success for all alumni (see further information regarding Alumni Coordinator under *Engage our Alumni and Community Supporters* section).
- Increase the rate of undergraduate student participation in approved international experiences to 30% within five years by providing funding for support services.

- Expand opportunities for undergraduate scholarship through innovative courses, experiences, and engagement (see further information regarding Student Research Symposium under *Reinforce the Value of Research for Student Success* section).
- Support the university's entrepreneurial centers to enhance students' entrepreneurial initiatives (see further information under *Contribute to the Advancement of the San Diego Region* section).

Initiative 3. Pursue Pedagogical Innovation through Faculty Support

- Increase institutional commitment to design, development, assessment, and promotion of high-quality courses, programs and degrees through funding for Instructional Technology Services course designers and faculty-assigned time for participation in the Curriculum Design Institute.

Performance Analysis Measures for Student Success Goal:

Improved Four- and Six-Year Graduation Rates

Improved Retention Rates

Decreased Time to Degree

Elimination of Achievement Gaps in Graduation Rates

Growth in Student Honors and Achievements

Increased Diversity of Faculty and Staff

Area: Research and Creative Endeavors

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

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

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

- Invest funds for tenured and tenure-track faculty to advance existing and future areas of scholarly excellence.
- Build a research endowment through private sources (see *Resource and Revenue Plan* section).
- Invest funds for improvements in facilities and equipment essential to sustaining scholarly activity and productivity
- Foster interdisciplinary collaborative research and projects.
- Invest funds to strengthen and build infrastructure essential to sustaining scholarly activity and productivity including planned enhancements of research infrastructure envisioned in NCURA report.
- Invest funds for faculty career-long scholarly productivity through peer-to-peer mentoring for junior and mid-career faculty, grant editing, and outside review.
- Invest funds in support of the University Grants Program.
- Invest funds for competitive graduate stipends.
- Build web-based resources to assist grant writers in incorporating SDSU diversity metrics into impact statements.

Initiative 2. Enhance Creative Arts on Campus

- Promote and leverage the visibility of the arts on campus and beyond the university by investing funds for “mini” arts events on campus, utilizing the Open Air Theater, Aztec Student Union, Aztec Green, and Love Library as appropriate.
- Support faculty efforts to build art events into the university curriculum framework (e.g. integrate plays, art, and/or music into course content across disciplines)
- Develop a self-support youth summer arts camp.

Initiative 3: Reinforce the Value of Research for Student Success

- Invest funds to expand and support the Student Research and Scholarship Symposium as a signature SDSU program.
- Expand opportunities for undergraduate scholarship across our diverse student population through innovative courses, experiences, and engagement.

- Measure undergraduate scholarship engagement of our diverse student population and establish a goal to increase participation.
- Integrate faculty scholarship with internship and practicum experiences for our diverse student population.
- Improve student preparation for an innovation-based economy by fostering entrepreneurial experiences.
- Prioritize support for student research and scholarly activity, scholarships, and fellowships through philanthropy.
- Develop methods to match student and faculty scholarly activities using web or social media (e.g., a campus-wide internship model).
- Publicize SDSU's identity as a top research university that serves a diverse student body.

Performance Analysis Measures for Research and Creative Endeavors Goal:

Research Expenditures

Research Endowment

Number of Undergraduate Students Involved in Research

Number of Undergraduate Students Involved in Entrepreneurship

Area 3: Community and Communication

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

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

Initiative 1: Engage our Alumni and Community Supporters

- Invest funds for an Alumni Coordinator to continue to build, maintain, and leverage connections between and among the alumni and university. (Alumni Association will assume funding in year four.)
- Strengthen the partnership between the Alumni Association and SDSU Career Services to expand mentorship and internship programs that benefit our diverse student population.
- Establish a working-group to review and renew our messages that foster Aztec Pride; a report should be presented no later than the end of the 2013/14 academic year.

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.
- Invest funds to conduct a periodic employee satisfaction survey.
- Create a faculty/staff advisory group to identify and recommend celebratory experiences to recognize institutional and individual excellence.

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.
- Invest funds to strengthen SDSU's culture of entrepreneurship and innovation.
- Utilize the College of Extended Studies to facilitate rapid deployment of self-support novel and/or ongoing programs needed to match workforce development needs.
- Establish a cross-divisional working group to reassess and recommend ways to renew and revitalize good neighbor relationships with the surrounding community. A set of recommendations should be completed by December 1, 2013.
- Build and support partnerships that will establish SDSU as a national leader in specific areas of expertise in K-12 issues.

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.
- Work collaboratively with KPBS to highlight excellence at SDSU.
- 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.

Performance Analysis Measures for Goal of Community and Communication:

Significant Increases in Favorable Media Coverage of SDSU
 Surveys Showing SDSU is a Great Place to Work
 Increased Membership and Giving of Alumni
 Number of Licenses
 Trends in Royalties

RESOURCE AND REVENUE PLANS

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

Goal: Generate Revenue through Private Funds

- Complete the Campaign for SDSU
- Establish a \$15-million Research Endowment in five years.
- Reinforce the \$10-million fundraising goal to establish an Honors College.
- Establish a goal of \$10-million for support of student research, graduate fellowships, and internships.

Goal: Generate Revenue through Services and Fees in Self-Support Programs

- Increase the number of non-resident students, including international students by investing in necessary infrastructure.
- Establish a goal of \$2.5 million in additional revenue by investing in needed facilities for College of Extended Studies programs and activities.
- Work collaboratively with Associated Students to establish a university excellence fee in support of transformative educational experiences (see section on **Student Success**).

Goal: Generate Revenue through Auxiliary Organizations

- Establish a goal of \$2 million over five years in unrestricted net revenue to the university through approved commercial and real estate activities administered through Aztec Shops.
- Invest \$125,000 in grant writers to increase the success rate of significant funding opportunities and associated facilities and administrative cost recovery.

The goal, and cumulative impact, of the above revenue initiatives is to provide significant resources to support the aspirational initiatives described in this report.

IMPLEMENTATION FRAMEWORK

In order for this plan to be successful, the university's budget and planning process must be integrated. In doing so, the plan will be reviewed each year in conjunction with the budget recommendation process. Recommended allocations should take into account the priorities of the strategic plan and should support the advancement of plan initiatives as well as critical needs. Plan details and updates will be communicated to the campus quarterly in the University Update. The strategic planning website (<http://go.sdsu.edu/strategicplan/>) will be maintained and updated regularly.

CONCLUSION

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