

## Appendix I

### THEME 6 Initiatives Priority Worksheet - 02/20/2014

	Piro rity	<b>Culture of Philanthropy</b>	Piro rity	<b>Culture of Innovation and Entrepreneurialism</b>	Piro rity	<b>Engagement with Corporate/Public-Private Partnership</b>
Short-term	1	Communication Plan: Importance of fundraising	1	Statement re: ok to try and fail-culture	1	Corporate sponsored career center
	1	Comprehensive campaign launch	1	Model and structure for testing and leveraging new business models	1	Business partnership programs, such as Vista room in downtown
	1	Faculty boot camp	1	Structure for entrepreneurial ventures/cabinet-level position (Jason P)	1	Sell ad banner space at SF State commencement
	2	Student-focused initiatives	2	Alumni Corp/charge fees for services	2	One card: expand to faculty/staff/alums
	2	Naming anything and everything			2	Campus wide Corporate Relations Function - CRM tool
	3	Faculty sponsored student scholarships			2	Corporate sponsored, research and consulting
					2	Install jumbotron on the library outside wall for ad revenue
				3	Vendor discounts	
Mid-term	1	Access across campus to centralized donor data base	1	Innovators Award/Entrepreneurial Champion Award	1	License merchandising rights of SF State name and mascot; sell merchandise in off campus retail outlets.
	1	Global reach for fundraising	1	Break-down bureaucracy: operational review of campus "systems"	1	Other sponsorships, i.e. venture challenge, etc. "pouring rights"; car dealers
			1	Internal venture fund for revenue-generating initiatives	2	Athletic sponsorships/venue sponsorships and naming
			2	Venture lab/angel funding		
			2	"Clearing house" for projects		
			2	Innovation Fellows Program		
Long-term	1	Change faculty evaluations and incentives to include these activities in "service"	1	Monetize campus owned real estate space rentals, events, hotel, conferences, health clinic	1	faculty/staff incentives
	2	Plan for future campaigns (capital/physical plant and facilities)	1	Incentives	2	Joint venture/partnerships for real estate development projects
			2	Commercialize campus "intellectual assets"		

## Appendix II

### Theme 6 Elevating Institutional Support Communication Plan and Data Collection

Constituencies	Meeting Dates	Notes
CoB Chairs	August 20, 2013	Appendix III
IBUS Advisory Council	October 11, 2013	Appendix IV
Alumni Day	October 26, 2013	
CoB Development Council	November 8, 2013	
University Advancement Senior Staff	November 13, 2013	Appendix V
Provost's Council	November 13, 2013	Appendix VI
Kick-Off event	November 18, 2013	Appendix VII
Deans Council	November 20, 2013	Appendix VIII
Chairs Council	December 6, 2013	Appendix IX
Administration and Finance	December 10, 2013	Appendix X
All staff of the Advancement Office	December 11, 2013	Appendix XI
Foundation Board meeting	December 12, 2013	
Hong Kong Alumni Chapter	January 11, 2014	Appendix XII
Student Group	May 6, 2014	Appendix XIII
ORSP	posting	Appendix XIV
CELIA	Ongoing	
President's Leadership Briefing	Ongoing	
Parent's council	Ongoing	
Business leaders and prospective partners	Ongoing	
Neighborland	Ongoing	
Alumni Survey	Informal	
Students Pulse Survey	Completed	Shared with SPCC
Staff Survey	Informal	
Survey Faculty	Completed	Shared with SPCC

**Appendix III (**  
**College of Business (**  
**Strategic Planning Discussion (**  
**College Council (**  
**August 27, 2013 (**

The council meeting was devoted to a discussion of the SF State Strategic Plan Themes. The discussion was open-ended and focused on soliciting feedback from the COB chairs and leadership team on the future direction of the campus.

In attendance were:

L Oubré, Dean; K O'Donnell, Associate Dean; O Harris, Executive Director for Business Development & Marketing; Aaron Anderson, Director of Strategic & Organizational Initiatives; J Huang, Chair of Accounting; R Saltzman, Chair of Decision Sciences; S Chattopadhyay, Chair of Economics; A Jung, Chair of Finance; C Johnson, Chair of Hospitality & Tourism Management; P Beckman, Chair of Information Systems; Y Wong, Chair of International Business; J Logan, Director of Labor & Employment Studies; B Paton, Chair of Management; S Sengupta, Chair of Marketing; J Remolona, College Personnel Officer

The following are notes from that discussion.

### **Theme 6 – Elevating Institutional Support**

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- Bureaucracy. \$
- It has become increasingly hard to navigate the campus bureaucracy. \$
- Parity vs differentiation: “Hey we’ve got this really great program on \_\_\_\_\_.” \$
  
- Differentiation initiatives with a SF flavor – curriculum, community projects... San Francisco flavored initiatives might be more interesting for people.
- We don’t necessarily celebrate our successes, and we don’t learn from these successes.
- We need to capitalize on the growth in these areas and replicating them across the college and campus.
- ASK
- We don’t ask for financial support.
- Encourage experiments. Be entrepreneurial
- Make success visible.
  
- We have to make it okay to ask for corporate money, because the past history proves the campus was not amenable to such donations.
- We need to be able to change the culture.
- Fundraising boot camp? What can we do to learn how to get our foot in the door? Small successes. Training in fundraising for the Department Chairs

## **Appendix IV**

### **Theme 6 Elevating Institutional Support Feedback from IBUS Advisory Council on Theme 6 collected on October 11, 2013**

1. Invite 25 alumni to campus for dinner with President Wong. They will become faith members.
2. Use Venture Capitalists in Silicon Valley as a model. Find out what they want and tell them what we can offer. Do your research.
3. Find out how the teachers and students mix with the communities. It can be through social media. Link the communities to current students.

## Appendix V

### Strategic Planning Coordinating Committee University Advancement – 11/3/2013 Theme 6 - Elevating Institutional Support: 4 Guiding Questions

Question: If you had your way, what would SF State look like in 5 to 10 years? What would it take to accomplish this? What would the headline of SF Chronicle be in 11/13/18 about SF State?

1. Identify “centers of excellence” within SF State to strengthen/enhance our ability to hire/attract better faculty, etc. Expand Romburg Tiburon Center (the only center of its kind on the Bay) to attract more government funding and help faculty leverage their projects nationwide. We should revisit whether it is possible to attract the National Weather Center establishing a center on campus was going to be on campus but went elsewhere. It might be able to come here. Put back on legislative agenda. Talk to Axler about this.
2. Technologically, we are not in tune with where the culture of the Bay Area is. We need to change our mindset – push to upgrade systems as well as upgrade our staff. We should get more “younger tech savvy employees” who can show us what to do or how to improve our systems. In addition, we need to upgrade our equipment and training aids. We are currently training future broadcasters on 1950s equipment. We need to go digital.
3. We need to be more community-focused. Engage in more partnerships with clear outcomes. We currently do not have a clear framework for success (draft MOUs, determine who owns partnerships).
4. Focus on what we are known for and capitalize on that: the Arts, STEM, and Film. However, we should consider whether we play the STEM game competitively? We may not be able to compete with an R1 (Research Level 1) but where we can compete is educating the workforce (by providing a 4-year STEM education).
5. Facilitate “Total Resource Development”. This three-pronged approach should include corporate support, research, and private support. We have an existing infrastructure to do the total resource development (monthly development and government relations meetings).
6. Change the culture to get folks to see Athletics as an important thing. Renew the pouring rights contract that we used to have with Pepsi to generate additional funding (we are missing out on millions of dollars). Why does San Jose State get more success than SF State when they are the same size and urban schools? We need new facilities. So the headlines in 5-10 years would read “SF State opens its new facility” - a 5,000-seat arena that can be used for games, concerts, etc.
7. Define “social justice” and think about how we put that into practice. Where is social justice going to fit? What is social justice? What does it mean? No one comes to SF State to get a degree in Social Justice? Is it our reputation?
8. SF State should look like the face of California and serve as a Hispanic serving institution to attract more federal funding.
9. Change the culture of philanthropy on campus. We need to educate students from the day they come on campus. Otherwise, future development staff will have the same struggle we are currently having.

## **Appendix VI (**

### **Strategic Planning Coordinating Committee (** **Theme 6 – Elevating Institutional Support (** **Provost’s Council meeting notes – November 13, 2013 (**

1. ! Need better engagement with the business community for partnership, internships, licensing, training, etc. Currently the engagement level is very low. For better result, a high-rank executive position for handling these matters is recommended.
2. ! Role of staff in entrepreneurial process. They can be in collaboration with faculty but there needs to be parameters and guidelines regarding how staff time can be applied to these activities.
3. ! Need cultural change that incorporate supporting administrators and staff to engage into entrepreneurial activities.
4. ! Need a clearinghouse of information regarding all kinds of projects being pursued in the university to help further explore new opportunities.
5. ! Should engage in long-term relationship with external partners.
6. ! Improve infrastructures in CSU including reduction of rules. This has to come from the Chancellor’s office with an executive order. So far, the environment is very constraining and makes it hard for entrepreneurial activities, not to mention the culture.
7. ! Need standards/parameters and structure to facilitate entrepreneurial activities.
8. ! Continue pursuing naming possibilities but need traction.
9. ! Fundraising for graduate programs.
10. Continue building alumni base.

## Appendix VII

### Theme 6 - Institutional Support Kick-off Event, November 18, 2013

#### *White Board Transcriptions—Strategic Plan Typed Nov. 19, 2013*

- Enough sections for all. Enough state support so we don't graduate with huge debt
- A visitors' center
- An entry gate (?) to campus
- A new gym'
- New science bldg.
- New business bldg
- Alumni House
- Cross college program exchanges (staff)
- Alumni corporation
- More partnership opportunities with industry
- More student jobs/non student
- More decent (eco-friendly) bathroom facilities
- More social activities
- More social settings/amenities for staff
- More community involvement to enhance teaching and learning
- Sf State community programs, early morning, late night, weekends
- The cracked windows across campus replaced
- Permaculture food forest
- Ease of entry for business partners
- More community support from faculty/staff funding
- Show corps that public ed matters
- Better housing options for students
- Spend more \$\$ on image and lot marketing
- \$\$\$\$\$
- More purple days
- Increase federal research \$
- Increase scholarship \$\$
- Income generating real estate
- Funding for grad studies academics
- Make U-Corp transparent and Free Education
- Remove barriers to entrepreneurial activities
- Remove financial aid cap and better engineering teachers
- Easier access/more offices for undergraduate advising
- Promote faculty/staff internships in selected firms--NGSs--doable!
- Programs to assist single parents, low income

- A place for staff/faculty and students to be able to take their children
- Rent out space on campus to raise \$\$
- A lounge for staff to have lunch and coffee
- Free Food
- Faculty conventions generating fund union-raises
- Re-install faculty lounge
- More creative ideas to generate money for university services
- Career services
- More support for College of Ethnic Studies
- More support for faculty research related to inventions
- Social justice, diversity, sustainability
- Better food, raise \$ psychology major--have events, raise awareness
- Work study connected to faculty research
- More tutors who are readily available and not having to make appointments being penalized for not (working or making)
- More faculty appearances, department visits
- Support for sustainable initiatives
- MUNI -- free Clipper partnership like USF and other CSUs; less restrictions on enrollment for classes, like more sections; better school spirit rally week; and better food, drinks, options that are healthy; better support for student organizations.
- Campus support for faculty/staff entrepreneurship
- Offer work study for development projects, hire student for on campus construction
- Cheaper tuition, more scholarships without income or racial requirements based on gpa only
- Mental health services
- Pay internships and partnerships with local businesses
- Eliminate the bureaucracy
- Corporate sponsorships
- New buildings or refurbishing older ones
- Outreach to private organizations and alumni for \$\$\$ support
- Increase awareness with business community\
- I want a better jacket and shirt design zip up jackets
- Look for different forms of "capital"
- Support/encourage student staff brainstorming idea groups



## Appendix VIII

### DEANS' COUNCIL MEETING NOTES

#### EXCERPT RE: STRATEGIC PLANNING – THEME 6 DISCUSSION NOVEMBER 20, 2013

1. **Strategic Planning—Theme 6 Discussion.** Guests: Venesia Thompson/Yim-Yu Wong

Oubré noted that the strategic planning theme committees are in the listening stage. Thompson indicated they would like to present 3 questions to the group to begin conversation and get feedback. *[Post meeting: The questions were sent out to the Deans' Council via a Qualtrics Survey asking for their response to Question 2, which was not addressed in the meeting and for further input on Questions 1 and 3]*

**Question 1. What are the best ways to increase (funding) financial support for your individual college (not necessarily from private sources)?**

Answer: GCoE only has one undergraduate program. Virtually all of the support from Stateside comes with an implicit model of undergraduate courses and programming. GCoE's concerns are related to their structural deficit because of how they are currently funded. Discussion needs to occur with AVP Kim and possibly VP Cortez regarding looking at the structural deficit coming from the base level of funding and how GCoE can generate FTEs and acquire a portion of the fees that students pay. GCoE doesn't have FTE generating undergraduate courses to pack. Kean indicated GCoE wants to see underlying areas addressed to be more equitable so GCoE can see its way to being more financially secure.

Answer: The entrepreneurial relationship with CEL would be the quickest way to raise money. Ethnic Studies has a small budget, therefore, small increases are helpful. In regards to researching/cultivating donors, it would be unrealistic to think that it will grow if the task will be put on the college. ETHS never received a list of who should be contacted. ETHS doesn't have the infrastructure to make sure communication is regular and consistent. They are in a position for some partnerships such as with a corporation. Cultivating donors is not what his faculty do. There are models for doing this and approaches to take, but how do you do this when we are branded to be non-traditional? There is a bridging of the gap that needs to occur and would be helpful. It is possible we could "boutique" the model that is put in place for the other colleges.

Answer: we are seeing our graduates being snapped up in some fields. Corporate partners will help. Private giving needs to be pursued more vigorously. CoSE has had a good year with \$3 million in donations, but maybe that could be ramped up. For Grants, they are at \$60 million equating to \$20-\$30 million per year, which dwarfs what will be brought in through private giving. The \$60 million is a risk because of our facilities. If we don't get new facilities, we won't be able to do what we do now in the future. All grants are at very serious risk. New facilities could help us to ramp up grants, but grants will also get more competitive.

Answer: in HSS, partnerships with other institutions and institutions of higher learning are working. There are ways to use other people's resources to get at the academic parts of what we do. Corporate partnerships will not be high on the list, but there are people HSS can go to for help, e.g., hospitals and emerging fields in fitness and wellness. Kinesiology graduates are getting hired quickly. What would help HSS are better efficiencies in the money we do get (non-bureaucratic) and fewer

limitations on how we can spend it. We also need more flexibility in how money can be moved.

Answer: LC&A can do some things, but nothing that works to meet our needs. We need good support from Advancement and staff from Development who can help with private giving. We need all types of programmatic support.

Answer: The turnover of development staff needs to stop, or we will have serious problems. Development staff salaries are of concern.

**Question 2. What does the campus need to do to support each college's ability to raise funds?**

Answer: We need staff support to assist with cultivation. If we are partnering with CEL, we need someone in CEL to help develop the packet to be sent out. ETHS does not have a development officer. He needs to know the specific number of hours and hours at a consistent time that need to be dedicated to sending out letters/making phone calls.

Answer: The Dean needs to spend time with the big donors. The donors who can't give as much now, need to be cultivated by Development. He indicated that the donors have also commented on the staff turnover in Development.

Answer: We need to listen to the donor in case we need to steer them somewhere else at the University, possibly to another College outside of the donor's initial area of interest.

Answer: His experience has been very different from the experience of the other Colleges. He hasn't had a turnover in Development staff; his person is great. Each College needs its own personalized approach.

Answer: There needs to be the ability to do things collegially and across disciplines. There will be a big push in work force development, and the role of SF State to train those in the region. All of this comes back to the K-12 system. GCoE does not have a history of fundraising or development. GCoE does not have a list. When businesses are concerned with getting through the pipeline to the University and into majors that are leading into STEM area or others, ultimately the GCoE has the most direction in what is going on in K-12. Lots of our teachers are in the SF Unified School District. We have lots of trouble getting the attention of the SF Unified School District as our resources are so small in relation to what they need. We have a research capacity that is currently underused and partnership needs to improve in the K-12 system.

Answer: It is different for each college. She recommends the Theme 6 Committee speak with each Dean individually.

Answer: wants to know what is possible from Advancement for his College. The response was that this is part of the Capital Campaign and not the strategic plan at this point, which is broader.

Yim Yu Wong will go to the Chairs Council on December 6. She asked the Deans to please encourage the Chairs to participate. She offered to send the questions to the Chairs ahead of time. Rosser indicated Chairs should be encouraged to coordinate their responses with the Dean.

**Appendix IX (**  
**Strategic Planning Coordinating Committee (**  
**Theme 6 – Elevating Institutional Support (**  
**Chair’s Council Meeting, December 6, 2013, Notes (**

Question #1: From a Chair’s perspective, what type of support do you mostly need to fulfill your vision and mission? How well has the University been providing that? How else can SF State do better supporting you?

- Additional resources. First, we need more flexibility to give assigned time to faculty. Second, we need more funds for course buy-out so that faculty can carry out specific projects.
- More faculty but also better pay to attract faculty. There also needs to be some predictability about hiring or replacing faculty to assist planning.
- Sufficient information regarding number of students to be served (better database management regarding student enrollment data).
- Policy statement regarding the replacement of retiring faculty and no assurance they will be replaced. Currently, there is no policy.
- Better facilities and equipment: We need to update existing facilities and establish new ones. For example, the concert hall should be updated. Additionally, we need more facilities if we are to promote entrepreneurial activities. There are currently vacant spaces not being used while folks are being stacked on top of each other (need a centralized booking system). Finally, facilities need to be seismically retrofitted.
- Bring departments back to pre-2003 levels. Need to show that we are investing in and restoring our departments and programs as well as rebuilding the faculty.
- Allow an uninterrupted day for faculty to come together as a group. Put a Faculty Day back on the calendar that does not conflict or compete with other days. The university meeting held in 2<sup>nd</sup> week of the semester does not facilitate faculty interactions. A Faculty Day when classes are not in session so that ideas can be shared at a department level.
- Need to keep teaching loads reasonable for faculty with access to grants as not all grants cover the costs for salary.
- Reassign staff, reallocate budget to facilitate entrepreneurial activities, buy what we really need.
- Funding for graduate fellowships/assistantships. We currently pay graduate students poorly for their essential services and/or charge them for tuition.
- Better department-specific learning assistance center (i.e. tutoring). What is available is currently not sufficient. We should also think about connecting with alumni to provide internship opportunities for students.
- Need to think about what the transition from in-class to online teaching means for short-term meeting space. There is a shortage of rooms for initial meetings, which are necessary for bonding.

- Need support with the required assessment. Resources such as an Assessment Coordinator/Officer at the college level to handle assessment would be helpful. The assessment is very time consuming and detracts from teaching time.
- Stronger relationship between the departments and the Development Office, including access to a common donor database so Chairs can have the most updated information. We need to avoid competing interest between the departments and the Advancement/Development office.

Question #2: What is the best way to increase financial support for your college?

- More support to help if you want to reach out to folks to generate money. Need help with crafting specific ideas or proposals.
- More endowed chairs to increase faculty.
- More time!!!
- Streamline the ORSP process. Incentivize faculty to bring consulting work through the University. There is currently too much hassle to go through ORSP and a bias towards larger. We need a system that expedites, encourages and incentivizes.
- Need more professional and administrative support as well as instruments to assist department to search for support. Want to see better research on donors/alumni/emeriti capacity from our Development professionals. We also need to court donors better.
- Streamline the procurement process to be more efficient.
- The process of creating external partnership is a nightmare at SFSU.
- Need to address the issue of teaching through CEL. The cost of \$395/unit is prohibitive and does not help attract students.
- Need to court faculty, staff and students while they are still here; we need to treat them well and give them a good experience so when they leave or retire they are amenable to donating to the University.

Additional input from an earlier day: To consider public advocacy lobbying and state support as opposed to assuming that entrepreneurship and private support is necessary or desirable.

## Appendix X

### Strategic Planning Coordinating Committee Listening Session with Administration and Finance – 12/10/2013 Theme 6 – Elevating Institutional Support

Question: What opportunities are there for SF State to develop new or enhance current revenue-generating efforts?

#### Public/Private Partnerships

1. We should be truly committed to a public-private partnership approach and find a way to let Corporate America in. State funding is limited so we need to find new sources.
2. Given the tech-centric environment in the Bay Area, we need to facilitate partnership with technology companies to support academic programs (i.e. working with them to develop curriculum). One way we can penetrate the tech world is by connecting with our alumni in the field.
3. In addition to corporate funding, we should also explore student employment (internship) with Bay Area companies as part of public/private partnership.
4. Work to obtain an SF State credit card that provides donation to SFSU. Also, work with Trader Joe's and other vendors to provide discount to SFSU credit card holders.
5. Solicit vendors that we partner with for donations such as OfficeMax.

#### Philanthropy

6. We should ensure that students, staff and faculty members have a memorable experience on campus so that they become donors in the long run.
7. Provide guidelines to supporters on how to support us, make us the destination campus, and accept donations for campus.
8. Ensure that staff members who are alumni receive emails from SF State about various events.
9. Encourage faculty, staff and students to become ambassadors for SF State: Build a relationship with everybody and talk about ways to help support the school.

#### Real Estate

10. Invest in real estate as a revenue stream (i.e. restaurants, residential housing, etc). We should be less conservative. For example:
  - o We could convert some of our housing into condos with ground leases.
  - o With regards to the Romberg Tiburon Center, we could include a lease back clause (ground lease) so we have the improved land value as well as the financial return.
11. Our master plan should look at how the Old Sutro Avenue space will be used. This is prime real estate.

#### Facility Rental

12. Improve our facilities so we can compete with other Bay Area facilities for rental (i.e. the Theater). Some facilities can be made more energy efficient to decrease the cost of operation.

#### Other

13. We need to use works of Art such as sculptures to elevate the stature of the campus.
14. Create our own private brand of products such as wine and use a big campaign to support it.
15. Invest more in attracting international students to SFSU.
16. Heavily involve the industries in San Francisco (see the Green Music Center at Sonoma State University: <http://www.visitsantarosa.com/explore/green-music-center/>)
17. Work YMCA as now they have a competitor called "City Sport."

## **Appendix XI**

### **UNIVERSITY ADVANCEMENT ALL-ADVANCE WINTER MEETING December 11, 2013**

#### **THEME 1: WHAT SHOULD SF STATE STAND FOR?**

The group believes we should stand for:

1. Diversity: Both in our student, faculty and staff population as well as our academic programs. We should play up the school's diversity in arts, athletics as well as various majors.
2. Social Justice: We are a community with strong community ties. We are an inclusive community.
3. High-quality education that affordable and accessible.
4. Market our school colors – few people know what our school colors are.
5. Pride, awareness, sense of belonging
6. Address the housing –it deters new students.
7. Capitalize on the school image within the city

#### **THEME 2: WHAT CAN SF STATE DO TO MAKE YOU A SUCCESS?**

##### Promoting Internships and Fellowships with Corporate, Foundation and Non-Profit Partners

The University, for many of its students, can be a path not only to gainful, but meaningful employment. This begins by creating and enriching our partnerships, and promoting support from our partners for fellowships and internships for students.

The University has many generous corporate and foundation partners. Of these, most would benefit or outright desire more access and exposure to our students beyond them numbering the countless notable alumni we have currently in the public and private sector. Internships and fellowships, however they are subsidized, provide a route for our students to enter major fields, both becoming a part of and expanding the colossal net that SF State casts.

Programs like "Project Rebound" are low-resource, but utilize what resources they have to dramatically affect the direction of people's lives. These programs would benefit greatly from access to the talents of our students, and our students (both on and off work study) would benefit greatly from being shaped by how these organizations confront challenges in concert with missions of promoting social justice and an improved quality of life. These are organizations that share many of the values and directives of the University as well as deep ties to our surrounding community. We share a complimentary purpose and internships and fellowships can serve as our conduit.

## Revamp the Career Counseling Center and Creating an Internship Directory

Internships and fellowships and job offers have a limited effect where there is no access and no clarity. Currently, students encountering the career counseling center are going to a competently staffed center and being provided with outdated tools. Our students are encountering the economy of 2013 and being supplied with the wisdom of 90's era back-to-work programs. The tools we utilize in the career center need updating. The students need more workshops on topics such as how to go about applying for internships. Likewise, additional staffing is a worthwhile investment.

Outside of these, we also need practical changes for our students. Each college and department needs to have a directory of internships & fellowships that is easily accessible and actively promoted to students. It also needs to be a function, dedicated or otherwise, of a staff member within each college or department or dean's office, to be aware of and be capable of disseminating information on fellowship and internship opportunities.

Whether our students are looking for help on the department level, at the career counseling center, taking advantage of our advisers, or just browsing the University website, this information and these resources need to be available, accessible and clear.

## Marketing Our Scholarships

Too often, there are financial awards available to students and they are not aware. Too often, the deadline for a scholarship comes and goes and only a handful of applicants apply. To honor the spirit of these scholarships, we have to expand student awareness. This means every department, every major and every class in which a student is enrolled needs to have either a physical or electronic link to the scholarships that may target and benefit that student. This resource must be made available to staff and staff must be made aware that it is available. This means a dedicated outreach effort, and it also means a clearer use and posting of resources, be it online or in physical department offices.

Additionally, many scholarships target students in the deepest need or students who are already excelling. The University needs to pursue and promote a wider array of scholarships for students in our many fields of study, students who would benefit greatly from just a little boost, just a little breathing room. The University's scholarship program should reflect the kaleidoscope of needs, ambitions and skills that define our unique student body.

## Expanding The Use of E-Resources

The University can do more work to expand access and reduce the cost burden to students by utilizing more electronic resources. Providing more online classes is one step. The other is providing more electronic material (e-books) in place of physical textbooks.

## Expanding Class Options

Often, our students are working at multiple jobs or participating in programs from the arts to

athletics where they are involved in the community at a great mutual benefit, but they are hindered by the availability of classes. They have to skip practice or rehearsal because they only have the options of taking certain classes at certain hours. Their education becomes a competitor, rather than an ally, to their other efforts. The University needs to expand options, whether it means more night classes or more leniency and understanding for students in terms of the mix of responsibilities they encounter.

#### A More Understanding and Clearer Academic Course

Students at community colleges, students that change their majors and student in general are quick to find that suddenly, they have to retake courses because requirements have changed, because what they thought qualified them for their degree did not. Rather than spending two years at a community college and two years completing their education at San Francisco State, students are staying on for years longer, often prolonging their financial hardships.

Transfer students, community college students and students changing majors need clearer electronic and physical resources that let them know the effects of their decisions that they may better navigate those decisions. This can mean a more robust advising center or something like a change in the website for students such that when they make a change, they are given data directly on what additional credits they will need prior to their making that change.

Additionally, the University needs to adopt, in conjunction with the CSU, more uniform enforcement of DARS standards. Students need to be able to anticipate whether they will graduate in two years or three, whether they are taking a class that will progress them toward a degree, or a class they will need to take again.

Finally, the University should consider a freeze after a curriculum/degree requirement change, of a set time period in which the requirements for a degree cannot be altered again such that the students enrolled into that degree within this time-frame can have certainty about their obligations to their education.

#### Lobbying on Behalf of City College

San Francisco, as well as its State University system, have a tremendous ally and support system in schools like City College. The college has been there when the state has faced enrollment freezes. It has been there for students to pursue a degree before classes and majors open up at State. Without this resource, which is in a battle for maintaining its accreditation, too many additional students would be faced with a choice of forgoing their education, delaying it or enrolling into an often overwhelmed and overstressed system. This is not just an acceptable outcome for San Francisco State, but for the city of San Francisco and the great state of California. The young minds the flourish here and at City College can abide the closure of no further doors on their ambitions and potential. SF State needs to dedicate what resources it can to sustaining and supporting the efforts of City College through lobbying our elected officials and promoting the College's exponential value to the public.

#### More Outreach to High School Programs



Many public schools in San Francisco's Unified School District have missions to connect student education to employment in advance of entering the University system. However, few of our schools have the resources for these programs. We can supplement these efforts, providing more material and communication between the University and its surrounding high schools that a student can find out what classes to take in high school if they have the opportunity, have a better idea of the requirements of their potential major and know, in advance of their enrollment, the status of impacted majors and programs that they can make informed decisions. The University should also consider promoting more trips from high schools to our grounds, as they are quite beautiful and well-maintained grounds.

### Opening Up the Physical and Electronic Campus

The University needs to offer more campus tours and more readily available maps (all around campus) for walk-ins. Across the campus are people who have no idea where they are on campus, where the resources they need are or of all the activity brewing in each space. Campus tours should be more frequent, whether this means every hour or half hour or fifteen minutes. The physical campus is a more than competent spokesperson for the University.

Likewise, the University website needs to be better connected to a physical campus. If you're interested in an event, or you're taking a course, there should be link on the page which leads you to a map of the building where the event is happening, itself part of a larger map of the University. People need to be able to map out our grounds, find out where the counseling department or the Bursar's office is, and they need to be able to do it as quickly and conveniently as possible.

The University would also benefit from a centralized calendar along with daily e-mails promoting all the campus events in an aesthetically pleasing and informative manner. Currently, calendars often show limited information (one department, but not another), or are organized in a way that is difficult to read or just not particularly inspiring. Students, faculty, staff and visitors alike would benefit from a website and perhaps even a daily e-mail that was better in tune with the bustling bevy of activity on campus.

Finally, the University should consider installing electronic billboards on 19<sup>th</sup> and Holloway and throughout the campus advertising events, activities and resources in much the same way a Sports Arena would advertise tonight's game. These resources, along with touch-screen maps would help everyone on campus participate in the community. We have a campus overflowing with creative minds and gifted technicians, and we need to expose our community to them. Our University's best kept secrets need not be secrets at all.

### Addressing the Disconnect

Ultimately, each of the issues defined above is a question of addressing a disconnect. This disconnect is between students and employers, students and scholarships, students and the University, students and the physical campus, between resources and their intended recipient.

We, the campus, the university, our students, our faculty, our staff, the members of our community, the neighborhoods surrounding, the companies, foundations and non-profits invested

and serving therein, we care about each other. All these parts benefit from access and exposure. We need to be connected. Otherwise, we're a light switch a foot away from a power socket. It's functionally a dark room, these compliments separated in search of each other. But an effort to connect us can let us see the vibrant detail of our University, of all it offers and all we offer it.

We care about each other and the University has within its capacity, the power to connect us, that we may better together.

### **THEME 3: WHAT ACADEMIC RESOURCES DOES SF STATE NEED TO IMPROVE ITS PROGRAMS?**

- Streamlined, updated, and accurate web based information regarding academic programs, requirements, and processes.
  - Create helpful tools for students to understand University, GE, and major requirements.
  - Create helpful tools for Advisors to inform and guide students regarding University, GE, and major requirements.
  - Connections students make with Advisor (professional staff or faculty) can help retain and graduate students. Alumni may be more interested in giving back if they had a great experience.
- Hire more professional Academic Advisors
- Create an efficient student records system so students and academic advisors can accurately track student's progress.
- Allow students flexibility in the GE curriculum to explore major coursework earlier. Students are so focused on GE that they become disengaged and just take what's required to get done.
- Hire more Faculty/ Lecturer's and offer more courses.
- Reduce number of impacted majors.
- Create a top notch Career Center- more staff and resources
  - Focus on internships, jobs, etc.
  - Focus on pre med and grad school preparation
  -
- Develop relationships and collaborate with local business to provide SF State students with internship and job opportunities. Have SF State students assist companies in conducting research.
  
- Become the City's University

### **THEME 4: WHAT PHYSICAL RESOURCES DOES SF STATE NEED TO IMPROVE ITS PROGRAMS?**

#### Visual/Branding

- All SF State signage on, around and leading to campus (including every building) – to the extent possible – should be bold, unified color (probably purple and gold), similar format and font, etc.

to help underscore pride of place and deepen identity. This is now common practice at many private and some public universities; a good example includes CSU East Bay.

- Signs and directions for getting to campus from the Peninsula and downtown are confusing, and the big sign on Route 280 South from downtown is overgrown and old/battered
- Improve the public face of the campus on 19<sup>th</sup> and Holloway Avenues
  - Attention grabbing entrance to campus (bigger sign, entrance marked by gate or other structure, gardens)
  - Add Jumbotron-type sign on 19<sup>th</sup> Avenue to publicize campus events (performances, lectures, sports)
  - Better explanation/bigger signs regarding the native grass area on 19<sup>th</sup> Ave. (currently looks weedy and unkempt)
  - Buildings are inward-facing creating a fortress-like appearance; Science Building and Thornton Hall that face 19<sup>th</sup> Ave have dirt/mold trailing on them
- Improve the entrance to campus from Stonestown (walkway needs to be more prominent/better marked; possible gate or other structure, including SF State branding for the significant traffic in and out of the mall garage entrance across from the campus walkway)
- University Park North is old and appears rundown; that corner at Buckingham and 19<sup>th</sup> should have much more attractive SF State branding and signage; also, if possible, that corner should be restructured and opened up with a gate and pathway that connects to the campus, perhaps to the current walkway further down or better yet directly to the campus, perhaps running past the Greenhouse behind the Science buildings. Create a Campus Village (college town) environment with shops, cafes, etc. along Holloway or Font – places for students, staff, neighbors, faculty
- Rebuild the entire 19<sup>th</sup> & Holloway corner, format, etc. including the following: need a left-hand turn onto Holloway from northbound 19<sup>th</sup> Avenue, possibly by working with the city and MUNI to extend SF State's entrance there to encapsulate the tracks (put them underground or bring them over to a campus station?), possibly build a traffic circle allowing a left turn from 19<sup>th</sup> once the tracks are gone, allow non-SF State traffic to flow under the intersection/traffic circle via a tunnel).

#### Event Support:

- Make investment in tents, chairs, tables, risers, sound/technical equipment so we aren't paying thousands of dollars to rent them each time we have an event

#### Buildings:

- Eyesores such as the Gymnasium and Creative Arts Building need to be razed and replaced in the long term – in the short term they MUST be painted and updated physically even if a temporary, superficial solution so that they do not look so embarrassingly decrepit and dissuade good students and faculty from coming to campus
- Possibly instead of the speculated “Alumni Center” plan and build a new “Alumni & Community Center” that will be welcoming for campus neighbors, alumni, staff, faculty with a range of facilities including a Faculty Club (big fundraising potential, or perhaps by subscription or fee?), another high end conference facility to complement the smallish Seven Hills, Admissions & Alumni Relations, etc. Perhaps locate this “showpiece” building on a prominent spot such as the corner of 19<sup>th</sup> & Holloway or Holloway & Buckingham – or as the centerpiece of a new Campus Village midway down Holloway.
- Recreation Center/Health and Wellness Center: What is the plan for this building both in design and use? Is it for students only or for staff, faculty and community? Will the building have a large area available for events or gatherings?
- Upgrades to laboratories and new lab buildings are desperately needed; preferably with interdisciplinary research and student learning environments

- All building on campus should be “Smart Buildings” (improved technology and materials in terms of structure, appliances, electrical systems, plumbing, and HVAC for energy savings)
- All buildings should have strong wireless/tech capability; update conference rooms with ceiling mounted projectors, interactive white boards, etc.
- Ensure budget to maintain the improved facilities (the well-received and well-used JPL Library is starting to show signs of wear)

Other campuses:

The Downtown Campus has received a fair amount of press, but our Romberg Tiburon Center and the Sierra Nevada Field Campus are relatively unknown they offer year-round classes and open to the public. These, especially RTC, need to be utilized and promoted more to engage and build support from the broader community.

Promote the Campus Shuttle:

19<sup>th</sup> Ave to Daly City BART route is well-known, however Campus Loop route needs clearly marked stops, posted schedule, map of route

## **THEME 5: HOW CAN SF STATE SERVE THE CAMPUS AND OUR COMMUNITY BETTER?**

Team agreed that we need to create opportunities to involve students more fully in the community-at-large. We also focused on ways to strengthen the campus community.

- Partner with community members to create internships and jobs for students
- Alumni can go to employers and advocate for internships.
- Expand internal campus opportunities for internships across the campus. For example Athletics would like interns from BECA and Journalism.
- Hire an Internship Coordinator as a vacillator.
  - Deans, department chairs and program chairs could create and coordinate opportunities for internships both on Campus and in the Community.
- To enhance our internal campus community long suffering without raises, create opportunities for internal career advancement and morale building. Idea being that if employees are happier they will serve the campus and community more effectively.
- Utilize our skilled faculty as community resources and welcome business leaders to campus. Both entities sharing their expertise with students, staff and faculty.
- Create opportunities for students to be ambassadors to the community, including businesses, high schools and colleges. This would create broad and positive outcomes.
- Consider how student leaders or ambassadors can be helpful to the campaign.
- Regularly deliver SF State Magazines to departments such as Athletics and to colleges. Athletics is excited about using the magazine as part of their recruiting materials.

## **THEME 6: HOW CAN WE ATTRACT MORE FINANCIAL SUPPORT TO SF STATE?**

1. Educating the community that we are not just a commuter campus anymore and bringing attention to the many different things our campus has to offer.
2. Educating our alumni on how our campus has changed since they sent to school here.
3. Connecting with our commuter population and make it convenient for them to be involved in other things on campus. These are the people who are working 2-3 jobs and going to school. When they graduate they are the hard workers who will go far in companies and we want them to be connected to the school once they are in positions to financially help.
4. Creating a strong brand identity so that people will be excited about and know what they are investing in.
5. Getting the people with money or in positions to offer financial support to campus. The campus really sells itself and if we can get people here it will increase the changes that they will want to part of it and invest in it.

**Appendix XII (**  
**SFSU HK Alumni Chapter (**  
**January 11, 2014 (**  
**Feedback on Strategic Planning (**

The 14 members attended graduated from the 1980s to 2007.

Theme 1:

- One hundred percent of the members attended immediately called out “Gator.” There was a debate whether the Gator is purple or green.
- Nine out of fourteen supports having a football team at SFSU. One likes it but is concerned about the cost. Five did not comment.

Theme 2:

- Overwhelming interest in courses on China and/or Asia-China studies.
- Provide supports to incoming freshmen and transfer students. Help them acclimate to the new environment, perhaps mandatory living on campus to allow them make new friends.
- Offer IT auditing courses.
- Offer business law classes, particularly in Chinese laws.

Theme 3: !

- Classes are always full. Need more classes !

Theme 4: !

- Student access to SFSU teleconferencing service. !
- Set aside dorm spaces for incoming and transfer students for easy transition from high school/junior college to SFSU.

Theme 5:

Theme 6:

- Allow alumni to use SFSU facilities such as swimming pool, gym, library (online and on-site) for a nominal fee.
- Pre-application visits at SFSU for international students.
- Short-term academic programs for international students

Theme 7:

## **Appendix XIII**

### **Theme 6 Elevating Institutional Support**

#### **Online posting**

#### **ORSP INPUT FOR THE STRATEGIC PLANNING COORDINATING COMMITTEE**

#### **Theme 6: Elevating Institutional Support**

- Institute a new position, VP for Economic Development, to aggressively pursue relationships with corporations and industry leading to new student internships, job placements, sponsored research/program activities, corporate foundation funding, and other new opportunities. This area is currently neglected; we are thus missing many potential opportunities with biotech, high tech, digital media, and other corporate resources in the Bay Area.

## Appendix XIV

### **Theme 6 Elevating Institutional Support Student focus group meeting, May 6, 2014. Organized and notes prepared by Arlene Bugayong of Theme 2**

- More events like the 5K run that bring the community together. Family sponsorship may be successful since it would be in support of a cause.
- Student groups do different fundraisers and part of the money they make will go to scholarships for students.
- Campus can encourage creative departments to share their work. Money can be made off of ticket sales from theater department performances or film department screenings. Art work, ceramics, jewelry made by students from art department can be sold to raise money as well. Social media should be used to attract audiences/consumers and marketing/promotions can be done at community events throughout the city.
- Email student population with activities going on around campus to publicize these special events. Use Facebook and twitter also.
- Hold events like Taste of the Bay that will generate money and showcase what students do. Put department majors together to collaborate and put on an event like Taste of the Bay. Fun events like this motivate and inspire people.
- Sell more licenses for food vendors on campus. Have a food truck extravaganza.
- Ads on campus are ok if there's a balance between large corporation and small, local businesses as long as they aren't distractions to existing ads of campus student orgs. Some students have strong negative emotions toward big companies.
- Hold events where there is a mutual benefit for the school and community – buy back program.
- Use SFSU as a venue to hold conferences. Use dorms in summer for groups that need lodging.
- What can we do to make people want to stay on campus?—Increase food options on campus, have activities.
- Partner with big companies like Peet's or Starbucks—every time and SFSU student shows their SFSU ID, proceeds go to the university.
- Hold a run sponsored by the university. Make it a fun event where participants have to wear a costume. Advertise on YouTube, twitter and Facebook to get lots of people involved. Make sure to consider commuters and also make it in an accessible part of the campus.

The Theme 6 subcommittee would like to sincerely thank Arlene for organizing the meeting and preparing the notes.