Agenda

- Welcome
- Student Survey Outputs
  Blue Beyond Team - 15 minutes
- Mission Statement Review
  Blue Beyond Team - 15 minutes
- Vision Statement Development
  Intro – 10 minutes
  Breakout Activity – 30 minutes
  Group Discussion – 40 minutes
  Strategic Planning Committee & Blue Beyond Team
- Poll and Next Steps
  Blue Beyond Team – 10 minutes
Student Survey: At-a-Glance

- 10 questions
- 560 respondents
- 80% Undergraduate students
- 20% Graduate students
Why did you choose SF State over other programs?

- Faculty and student research accomplishments: .5%
- Facilities, technology and labs: .8%
- Accomplished alumni: 1%
- Research Opportunities: 2%
- Applied learning: 2%
- Accomplished professors at the leading edge of...: 2%
- Connections with industry and job placement...: 2%
- Career preparation, resources and opportunities: 3%
- Student-to-faculty ratio/student centered...: 4%
- Academic reputation: 6%
- Relevant areas of study: 6%
- Welcoming, inclusive, and supportive environment: 7%
- University’s Commitment to DEI: 8%
- Flexible Options: 10%
- Affordability: 17%
- Location: 25%

Other Comments:
- High acceptance rate
- Cohort model for graduate program
- Veteran support and affordability under the GI Bill
- I had a desire to work under the same professors as studied with as an Undergraduate
- Frequent mentions of program and major offerings
- Reasonable admission requirements
- Has the credential program I need for my career
Students named **transportation options** to/from campus (i.e. shuttles) as the most important campus service.

Additional campus services in order of importance:
- Student Center (seating, study areas, food beverage)
- Academic advising
- Healthy and affordable food options on campus
- Career advising
- Defined spaces for studying and gathering
- Wellness and mental health services
- Parking availability
- After hours services available (i.e., food, library, business offices, health services)
- Campus security
- Physical fitness spaces
- Opportunities for involvement in student organizations and student government
Student Survey Outputs

Which of the following would make the biggest impact on your current academic experience and success?

Students named having increased opportunities for financial support to participate in research, internships, etc. as having the biggest impact on their academic experience and success.

Additional top-rated ideas (in order of importance):

- Updating curriculum in line with industry and best practices
- Focusing on creating a diverse, welcoming, inclusive, and supportive environment
- Utilizing more innovative teaching methods
- Increasing access to industry or community partners
Student Survey Outputs

If there is one process or program that could be improved to better support and ease your path to graduation, what would that be?

Other Comments:

- Coordinating work experiences for certain classes as a means to fulfill graduation requirements
- Structured housing process and planning
- Streamline administrative processes
- Several mentions of online/remote options
- Increased awareness of on-campus resources available for students
- Scholarship application support and communication of available funding – inclusive of various criteria
- Ensure support is available for online classes
Qualitative Themes:

- Overwhelmingly, students are concerned about academic support resources and specifically advising.
- Course availability is integral when it comes to graduating on time.
- Students expressed that remote options help ease burdensome commutes.
- Financial support and affordability – related to both housing and tuition – is a significant concern.

What initiative or service would make the most impact on ensuring students graduate on time?

Initiatives and Services:
- Financial Support
- Graduation Planning
- Class Schedules
- Communication
- Campus Culture
- Basic Needs
- Parking
- In-person instruction
- Mentorship
- Mental Health
- Internships
- Commuting
- Programs
- Coursework
- Class sizes
Student Survey Outputs

To what extent do you agree with the following statements:

- SFSU is committed to my mental health and well-being: 50% Agree or Strongly Agree, 21% Neutral, 29% Disagree or Strongly Disagree
- SFSU's culture supports a positive learning experience: 71% Agree or Strongly Agree, 7% Neutral, 22% Disagree or Strongly Disagree
- SFSU has a culture of respect toward differences (e.g., gender, ethnicity, disabilities): 79% Agree or Strongly Agree, 9% Neutral, 12% Disagree or Strongly Disagree
- SFSU has a culture of community and collaboration: 67% Agree or Strongly Agree, 12% Neutral, 21% Disagree or Strongly Disagree
- Faculty and staff encourage open and honest feedback from students: 65% Agree or Strongly Agree, 12% Neutral, 23% Disagree or Strongly Disagree
- I am able to find opportunities to develop my leadership skills: 46% Agree or Strongly Agree, 18% Neutral, 36% Disagree or Strongly Disagree
How likely are you to pursue an advanced degree upon graduation?

- Of the 211 students that answered what type of degree they will pursue:
  - 71% of students indicated they were interested in pursuing a Master's degree
  - 29% of students indicated they were interested in a PH.D program

- Number of students that specified a degree program
  - MBA – 20
  - Education – 12
  - Law – 10
  - Nursing – 9
  - Psychology – 9
Student Survey Outputs

Please rate your level of satisfaction with:

Students rated "professors knowledge about the latest research and innovation" as their highest level of satisfaction and were least satisfied with opportunities for "hands on learning experiences"
Please indicate your agreement with the following questions:

- **SFSJ Is free from tensions between...**
  - Disagree or Strongly Disagree: 33%
  - Agree or Strongly Agree: 50%

- **We are comfortable discussing matters of DEI with...**
  - Disagree or Strongly Disagree: 20%
  - Agree or Strongly Agree: 71%

- **Faculty and staff treat all students fairly and equitably**
  - Disagree or Strongly Disagree: 25%
  - Agree or Strongly Agree: 67%

- **I feel a sense of acceptance and belonging**
  - Disagree or Strongly Disagree: 28%
  - Agree or Strongly Agree: 62%

- **Students demonstrate respect and inclusivity...**
  - Disagree or Strongly Disagree: 19%
  - Agree or Strongly Agree: 74%

- **Administrators create an inclusive environment**
  - Disagree or Strongly Disagree: 30%
  - Agree or Strongly Agree: 52%

- **Staff create and inclusive environment**
  - Disagree or Strongly Disagree: 24%
  - Agree or Strongly Agree: 70%

- **Faculty instructors create an inclusive environment**
  - Disagree or Strongly Disagree: 19%
  - Agree or Strongly Agree: 77%

- **DEI is important to me as a student**
  - Disagree or Strongly Disagree: 13%
  - Agree or Strongly Agree: 81%

Students named **DEI as being very important** to them personally and overall feel that the **University is comfortable discussing matters of DEI**.
What are the 1-2 biggest obstacles to your success at SFSU?

Qualitative Themes:

- Students strongly indicated financial issues as a barrier – including housing and long commutes, cost of tuition, lack of scholarships, and personal financial burdens.
- Overwhelmingly, students are concerned about the availability of courses they need to graduate.
- Students feel that not having consistent and quality academic advising has made their experience difficult.
- Health problems was a consistent theme with many mentions of students mental health well-being.
- There is a lack of diversity - particularly black faculty.
- Students expressed difficulties in prioritizing personal responsibilities and academic responsibilities.

Student Survey Outputs

- Personal Responsibilities
- Communication
- Language Barrier
- Limited Support
- Parking Campus Environment
Mission Statement Review

Blue Beyond Consulting
Based on the draft Mission Statements developed and voted on by the SPC, the group’s discussion, and inputs gathered from campus engagement, Blue Beyond further refined these statements to three options.

As we review the Mission Statements, prepare to reflect on and discuss the following questions:

• What resonates with you about each statement, and why?
• Is there anything important missing or that doesn’t feel right in any of the statements?
Revised Mission Statements – For Discussion

OPTION 1:
San Francisco State University educates, prepares and inspires a diverse community of students to cultivate knowledge, launch their careers and transform the world.

OPTION 2:
San Francisco State University educates and equips students to thrive in a global society. We are committed to delivering academic excellence through impactful programs and research, supporting and caring for our diverse community of students and advocating for social justice and positive change in our communities and the world.

OPTION 3:
In service of our diverse community, San Francisco State University stimulates the intellectual, professional and personal development of our students and equips them to boldly lead, create and innovate in a global society.
Introduction to Vision

Blue Beyond Consulting
Creating an Effective Vision

**Vision** - What we want to achieve. Provides long-term direction and infuses us with a sense of purposeful action.

**Elements of an Effective Vision**
- **Future-focused** – Takes us out of our present reality to think big and imagine what’s possible in the future.
- **Bold, yet feasible** – Attainable at some point in the future, even while it may be a “stretch.”
- **Purpose-driven** – Gives a larger sense of purpose and aspiration so that people see how they are contributing to something larger than their role.
- **Inspiring and motivating** – Uses language that inspires. Poses a desirable challenge that keeps us pushing forward to achieve our goals.
Example Vision Statements

**Saint Mary's University Minnesota** - Our vision is to be a nationally prominent and regionally dominant university that transforms individuals and communities through an education that emphasizes excellence, aligns with workforce needs, provides access and flexibility to support student needs, and develops ethically-guided graduates leading in their communities and succeeding in their careers.

**University of Houston** - Building a Top 50 Public University
*This USNWR ranking is based on graduation rate, affordability, social mobility and student-related institutional investment among other measures.*

**Clark Atlanta University** - Clark Atlanta University will be recognized internationally as a leading research institution of higher education and learning. The University will impact society through global innovation, transformative educational experiences, and high-value engagement.

**Cal State University, Long Beach** - To be a leader among CSU campuses in providing the best technology services to students, faculty, and staff.

**Smithsonian** - By 2022, the Smithsonian will build on its unique strengths to engage and to inspire more people, where they are, with greater impact, while catalyzing critical conversation on issues affecting our nation and the world.

**Cleveland Clinic** - Striving to be the world's leader in patient experience, clinical outcomes, research and education.
Students' top motivation for attending college is to land a solid job. The biggest factors that drive institution choice are:

- 56% Want to get a job that will launch a successful career
- 22% Want to get an education
- 28% Location
- 22% Access & Affordability
- 20% School Reputation

Increasing Competition

More and more students are choosing online courses. The trend towards increased online education has been clear for some time. Between 2012 and 2018, the number of students enrolled in programs that included online learning increased 33%.

Shrinking Student Market

The number of high school graduates are expected to drop by almost 8% in California by 2031 compared to 2021. This picture is also reflected by nationwide projections which indicate high school graduation rate will peak in 2025 and then decline by 10% by 2037.

What we are talking about when we talk about online education is using digital technologies to transform the learning experience... that is not what is happening right now. What is happening now is we had eight days to put everything we do in class onto Zoom.

There's little likelihood that students will desert their real-world campuses for cyberspace en masse.

Higher education is not worth the cost to students anymore. Since the pandemic began, more and more students are also questioning the value of higher education. Approx. 2 in 3 agree that higher education is not worth the cost anymore.

What students care about

The shift to online learning was further accelerated by pandemic. However, students report mixed experiences compared with in-person learning. Institutions need to consider how new technologies can enhance learning experiences (versus simply replacing courses with zoom offerings).

Shifting Modalities in Learning and Student Perspectives

As a result of the pandemic, almost 40% students express a preference for a combination of online and in-person classes.

40% Mix of online and in-person
33% Fully online
26% Fully in-person
65%

Time Before: 49%
43%

Time After: 57%

We are also facing competition from across the CSU system. Whilst the pandemic has resulted in 14 CSU campuses (61%) seeing a drop in enrollment from fall 2019 to fall 2021, the average drop in CSU student enrollment was at 6%. SFSU, however, saw an overall drop of almost 8% in this period.

Decreasing competition trends that need to be considered in our strategic planning process

The number of high school graduates are expected to drop by almost 8% in California by 2031 compared to 2021. This picture is also reflected by nationwide projections which indicate high school graduation rate will peak in 2025 and then decline by 10% by 2037.

Key national trends that need to be considered in our strategic planning process
The vast majority of our students are enrolled in undergraduate programs and 3 in 4 identify as people of color compared with 67% SFSU staff and 46% faculty. Declining Enrollment: SFSU Fall 2021 total student enrollment is down 7.8% and undergraduate enrollment is down 9.8% compared to 2019. This trend is outpacing the national picture, whereby undergraduate enrollment is down 7.8% from Fall 2019, the largest two-year drop in the last 50 years. Graduate enrollment is also down 37% over the past 10 years. The University’s revenue and expenses have continued to grow, increasing to 3% by 2020. At the same time, enrollment has steadily declined.

Retention and graduation rates among underrepresented minority (URM) undergraduate students are consistently below those of non-URM students. Attrition issues are particularly concerning as students get closer to graduation, by which point they have invested considerable resources and time.

Data from the past five years indicates that among undergraduates:

- BLACK undergraduate students (6% of the student body) experience one of the lowest graduating rates.
- LATINX undergraduate students make up over 1/3 of our student body but as first-time freshmen, they experience one of the lowest graduation rates.

EQUITY GAPS IN STUDENT SUCCESS

Retention and graduation rates among non-URM students. Attrition issues are particularly concerning as students get closer to graduation, by which point they have invested considerable resources and time.

In recent years, the gap between the University’s revenue and expenses has continued to grow, increasing to 3% by 2020. At the same time, enrollment has steadily declined.
Purpose and Identity

Our purpose is to:

• Provide high-quality education that’s affordable and accessible to all

• Serve students from underrepresented communities, including first-generation students, and those from socioeconomically and disadvantaged backgrounds

• Offer a holistic educational experience that prepares students to be contributing members of the community and citizens of the world

• Equip students to address future global challenges including social, political and environmental issues

• Be a welcoming and inclusive community that celebrates all forms of diversity and where everyone belongs

• Prepare students to launch their careers through educational experiences, opportunities and support

We are/aspire to be known as/for:

• Graduating a diverse student body

• Excellent and unique academic offerings

• Helping students expand their own boundaries (both in terms of how they think and what they can achieve)

• Enabling upward social mobility among the local Bay Area community

• A nationwide thought leader

• Mission-oriented, with an unwavering commitment to equity and social justice

• Students that are courageous, resilient and vocal

• A key pipeline of equipped candidates for the local job market and problem solvers for the local community
Aspirations for the Future (5-10 years)

- Every student can succeed (we have eliminated the equity gap in student retention and graduation)
- There is a continued focus and reputation for being a social justice campus, and the history of social justice is celebrated as a beating heart of the campus
- SFSU is a competitive player within the CSU system and in the Bay Area (local students know us and seek us out)
- Students are and feel more prepared for the job market upon graduating and have connections to employers and job opportunities across a range of industries
- Students have access to a broader set of academic offerings that set them up for careers in the Bay Area and to address key challenges and issues of the future (climate change, DEI, etc.)
- The student experience is well connected, and all students can easily find and access services and support when needed
- Staff and Faculty are very connected, and there is effective collaboration and communication across disciplines and departments
- There is a strong sense of morale among employees, and everyone’s contributions are seen and valued
- Employees reflect the diversity of our students so that students have role models that understand them and their backgrounds
- Our student pipeline is highly valued by Bay Area employers, and students graduate with the skills and knowledge required to be top candidates for jobs
- SFSU is a competitive employer in the CSU system and Bay Area, Staff and Faculty are rewarded adequately, and retention rates are high
- The University is widely recognized for celebrating diversity and being a place where everyone belongs and can be successful
Aspirations for the Future (5-10 years)

“SFSU should be known for developing leaders to address the problems of today in our changing world”

“We can provide more flexibility without compromising quality”

“We can be a place that offers an excellent employee experience and student experience”

“We should look to be the Bay Area’s premier university serving its local residents to prepare them for the local workforce”

“We can be a center of excellence for addressing climate change”

“I hope in the future every employee feels like they are cared for and that they matter to the University”

“Every student should be able to graduate with a job if they want one”

“We should aspire to be set apart by our focus on students and supporting them with what they need to be successful”

“I hope we’re still known for our social mission and launching people into careers that serve that mission”
Breakout Room Discussion

Considering the data/trends and the stakeholder input shared, discuss the following... (~10-15 mins)

- Imagine it's 2032, what do we want to be able to say we have achieved or accomplished as a university? For example, consider...
  - What will the university be MOST known for?
  - What awards or recognition will we have received?
  - When someone is Googling SF State, what will pop up in search results?
  - What will make our students, alumni, faculty and staff feel most proud to say we have accomplished/achieved?

Edit and/or draft... (~10-15 mins)

- Write a sentence or two that describes your 10-year + vision
Breakout Instructions

• Make note of your breakout group number (e.g., Group 1)
• Click the link in the chat to access the Google slides
• Assign a notetaker to input feedback in the Google slides, typing only on your group’s designated slide
• Report findings to the full group once we return from breakouts
Report-Out
• Share your draft vision statement in the Zoom chat

• Share with the group:
  • *What is the thinking behind your vision statement?*
  • *What words or phrases are most core to your group’s vision statement?*
  • *Is there anything important that you feel you were unable to capture in your draft statement?*
Next Steps
Next Steps

• At our next SPC meeting (April 22nd)
  1. Review draft Vision statements
  2. Review campus inputs on Values
  3. Working session to narrow proposed set of Values