Agenda

• Welcome
  
  Lynn Mahoney, President, Chair, Strategic Planning Committee – 10 minutes

• Strategic Planning Process Update
  
  Blue Beyond Team – 10 minutes

• Engagement Phase Themes
  
  • Qualitative Data Review
  • Reflections/Discussion
  
  Blue Beyond Team – 45 minutes

• What’s Next
  
  • SPC Meeting Timeline and Topics
  • March 18th Committee Meeting
  
  Blue Beyond Team – 15 minutes
Welcome

Lynn Mahoney, President, Chair Strategic Planning Committee
Guiding Principles

• Ensure the strategic planning process is comprehensive and inclusive
• Create numerous opportunities for deep listening and engagement
• Hone in on the “big rocks” – not a long “to do” list
• Make the plan a living document – adjust as needed based on changing circumstances

Key Plan Deliverables

• Clear mission
• Compelling vision
• Aligned values
• 4-6 strategic priority areas
Strategic Planning Process

**PHASE 1: Preparation and Planning**
September – October
- Form the Strategic Planning Committee
- Gather essential background context and internal/external data
- Conduct preliminary background interviews to get perspectives on current state and input on the process
- Clarify process and outcomes

**PHASE 2: Engagement, Information Gathering & Analysis**
November - March
- Strategic Planning Committee reviews and refines engagement plan
- Gather input from campus stakeholders – including students, faculty, staff, alumni and other key community members via workshops, focus groups, surveys and web-based comment box

**PHASE 3: Develop and Finalize the Plan**
March – May
- The Strategic Planning Committee develops the strategic plan
- Host follow-up sessions with campus stakeholders to review and vet the draft plan
- Finalize the plan

**PHASE 4: Plan Implementation**
August
- Present final plan to all key stakeholder groups
- Ensure the governance and organizational structures and processes are in place for effective plan implementation
**Phase 1**

1. Gathered background **input** from **SPC members** (through interviews and survey)
2. Reviewed other **background** materials

---

**SPC Background Input – What We Asked**

- What excites you about the strategic planning opportunity?
- What opportunities do you see for the University as you look ahead 5-10 years?
- Who do we need to be sure to include in the process?
- What do we need to be aware of / thoughtful about to ensure success (any watch-outs / hot button issues)?
- What advice would you give to ensure this process is successful?

---

**Other Background Materials We Reviewed**

- Demographic data about SFSU students, faculty and staff
- Past student and alumni surveys
- Prior strategic plans
- Academic Master Plan
- Strategic Marketing Plan
Phase 2 Stakeholder Engagement Overview

Purpose:
- Build a common context and understanding related to our shared vision
- Gather input to inform key elements of the strategic plan (mission, vision, values, strategic priorities)
- Promote cross-boundary deep listening and collaboration

Ways we invited stakeholders to provide input:
- Highly interactive and collaborative workshops
- Focus groups to enable deep listening around particular topics
- Surveys focused on student, faculty and staff perspectives
- Online comment box for questions, feedback and input
# Participation At-a-Glance

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number Completed</th>
<th>Stakeholder Group</th>
<th>Total Participants</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus Groups</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open invite (campus-wide)</td>
<td>12</td>
<td>All campus</td>
<td></td>
<td>February - March</td>
</tr>
<tr>
<td>Targeted stakeholder sessions</td>
<td>2</td>
<td>Staff Council</td>
<td>235</td>
<td>February - March</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Academic Senate Executive Committee Focus</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Workshops</strong></td>
<td>5</td>
<td>All</td>
<td>122</td>
<td>February - March</td>
</tr>
<tr>
<td><strong>Community Stakeholder Interviews</strong></td>
<td>1</td>
<td>Community Leaders</td>
<td>5</td>
<td>March</td>
</tr>
<tr>
<td><strong>Surveys</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Experience (3 Qs)</td>
<td>1</td>
<td></td>
<td>2,978</td>
<td>December</td>
</tr>
<tr>
<td>Student survey</td>
<td>In Progress</td>
<td>Students</td>
<td>-</td>
<td>March</td>
</tr>
<tr>
<td>Campus survey</td>
<td>Not Started</td>
<td>All</td>
<td>-</td>
<td>April/May</td>
</tr>
</tbody>
</table>

*total of 3340 participants so far
### Student Survey: At-a-Glance

- 3 questions related to student experience
- 2,978 respondents

<table>
<thead>
<tr>
<th>Student Level</th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2629</td>
<td>349</td>
<td>2978</td>
</tr>
<tr>
<td></td>
<td>88%</td>
<td>12%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic</td>
<td>1009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>941</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>575</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Two or More Race</td>
<td>152</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>144</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unknown</td>
<td>132</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Indian</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Native Hawaiian</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2978</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Please rate how important each of the following attributes are to your student experience at SF State: 1 being not at all important to 4 being very important.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of academic instruction</td>
<td>3.82</td>
</tr>
<tr>
<td>Flexible scheduling (e.g., online courses, times courses are offered, etc.)</td>
<td>3.8</td>
</tr>
<tr>
<td>Academic course offerings</td>
<td>3.78</td>
</tr>
<tr>
<td>Technology capabilities on campus (wi-fi, classroom technology, etc.)</td>
<td>3.61</td>
</tr>
<tr>
<td>Job placement/career launch after graduation</td>
<td>3.6</td>
</tr>
<tr>
<td>A welcoming and inclusive campus environment</td>
<td>3.53</td>
</tr>
<tr>
<td>Career preparation and advisement</td>
<td>3.5</td>
</tr>
<tr>
<td>Internship opportunities</td>
<td>3.48</td>
</tr>
<tr>
<td>Support for your academic success (academic advising, tutors, math/writing/language labs, etc.)</td>
<td>3.47</td>
</tr>
<tr>
<td>Diversity of student and faculty community</td>
<td>3.08</td>
</tr>
<tr>
<td>Quality of facilities and amenities (academic buildings, cafeterias, fitness facilities, etc.)</td>
<td>3.42</td>
</tr>
<tr>
<td>Access to physical and emotional wellness services (e.g., counselling, fitness, recreation)</td>
<td>3.39</td>
</tr>
<tr>
<td>Close relationship with faculty or peers</td>
<td>3.2</td>
</tr>
<tr>
<td>Research opportunities</td>
<td>3.2</td>
</tr>
<tr>
<td>Opportunities for student involvement (e.g., extracurricular activities, Great Life, leadership and civic engagement...)</td>
<td>2.99</td>
</tr>
<tr>
<td>Student housing (availability and/or quality of)</td>
<td>2.87</td>
</tr>
<tr>
<td>Small class sizes</td>
<td>2.81</td>
</tr>
<tr>
<td>Athletics programming</td>
<td>2.43</td>
</tr>
</tbody>
</table>

Top rated as “very important” out of 18 answer choices:

- Quality of Academic Instruction: 3.82
- Flexible Scheduling: 3.8
- Academic Course Offerings: 3.78
- Technology: 3.61
- Job Placement/Career launch after graduation: 3.6
Please rate your level of satisfaction/dissatisfaction with the following elements of the student experience: 1 being very dissatisfied to 4 being very satisfied.

Highest rated statements for satisfaction of the student experience:

Diversity of students: **3.28**
A welcoming and inclusive campus environment: **3.21**
Quality of academic instruction: **3.15**
Technology: **3.05**
Small class sizes: **3.04**
Elements of the student experience: Importance vs. Satisfaction

Largest gaps for importance vs. satisfaction of the student experience:

Flexible Scheduling: 0.89
Job placement/career launch after graduation: 0.89
Academic course offerings: 0.79
Quality of academic instruction: 0.67
What one thing, if prioritized, would most positively impact your overall student experience and success at SF State and why?

1,779 students responded to the open-ended question

The most common request was increased course availability

Of the students who specified a modality they wanted more courses to be offered in, **38.83%** wanted more online classes, with **19.05%** of those specifying asynchronous and **4.76%** specifying synchronous. Other students specified in-person courses at a rate of **14.18%** and hybrid courses at a rate of **3.54%**.

*percentages are based on students that specified a modality*
Online Comment Tool
Online Comment Tool

Online Comments:
Students - 2
Staff - 3
Faculty - 1

“We need to move to the 21st century and shift the mentality that certain buildings only need to be utilized 8 hours out of the day and use them for housing our students.”

“I am concerned about the inclusiveness of this process. Many students are working and taking care of family. Providing compensation for students' time would increase the diversity of student voices in this program.”

“We can better promote alum who work wonders in our community to serve as inspiration to our students and show examples of the types of heroes.”

“I firmly believe that every student should be provided an alternative for their preferred method of learning and based on their life and load. They should be able to pick classes that fit their objectives. I have to miss the majority of the classes since there is no recording of in-person.”

“We need to move to the 21st century and shift the mentality that certain buildings only need to be utilized 8 hours out of the day and use them for housing our students.”
Qualitative Themes

Focus Groups, Workshops, and Interviews
Qualitative Data Overview

Gathered from Interviews, Focus Groups & Workshops

Methodology

- **Thematic Analysis** - closely examined the data to identify common themes – topics, ideas and patterns of meaning that came up repeatedly
- **Coding** – notable topics
- **Generating Themes** – identify patterns within
- The **quotes** that are included are **representative** quotes, selected because each illustrates **themes** we heard **consistently**

- Participants were asked about **strengths**, **challenges**, **future-state opportunities**, **purpose and identity**
- Participants were also asked about **priorities** in the following areas:
  - Academic Excellence
  - Student Experience and Success
  - A Great Place to Work
  - A Connected and Inclusive Campus
  - Fiscal Stability
Workshops

**Participants:**
- Students: 12%
- Staff: 63%
- Faculty: 22%
- Alumni: 3%

**Format/Experience:**
- 3-hour in-depth virtual sessions
- 5 workshops completed Feb – March

**Anchor for discussion: Journey map**
- Stop 1: Foundational Pillars
- Stop 2: Headwinds
- Stop 3: Bridging to the Future
- Stop 4: Gateways to Success
Focus Groups

**Participants:**
- Students: 11%
- Staff: 59%
- Faculty: 30%

**Format/Experience:**
- 1.5 hour virtual sessions
- 15 sessions

**Discussion Topics:**
- Mission & Purpose
- Academic Experience
- Student Experience
- Workplace Experience
- Future State Planning
How to Think About the Data

What the data is...

A current state **“temperature check”** about what is most important to various stakeholder groups

Input to help us identify and make decisions related to our mission, vision, values and strategic priorities

**Insight** into what people are **thinking/feeling** so we can best engage them in building our **future** together

What the data is not...

Fully **representative** of **every** possible input

The **only** things we need to pay attention to when making decisions

The strategic plan

The **“boundary conditions”** for what we can consider
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
Purpose and Identity

“We seek to educate and empower people to have a positive impact on the world around us”

“We instill, advance and maintain a space for different kind of identities and cultures and economic groupings that the University serves”

“We’re an affordable place to get a great education”

“Our students leave with what they need to be competitive in whatever they want to do”

“We’re delivering the most well-rounded education to a large and diverse number of people”

“Compared to other CSUs we are an activist school”

“We can be number one in San Francisco”

“We’re ahead of the curve, thinking about the issues of the future”

“Our students have a strong sense of social justice, and they take that with them”

“We act on our belief that everyone should be able to access and be successful at our University”

“We think about the whole person”
Key Strengths

• The University’s location in the Bay Area, a global destination with proximity to Silicon Valley, the tech industry and a strong job market

• Strong sense of purpose, legacy of social justice and commitment to a diverse and inclusive community are points of pride

• Passionate and committed Faculty and Staff (including many alumni) who go above and beyond to serve students

• Empowered and socially conscious student body that reflects the diversity of the local community

• High-quality education at a relatively affordable cost

• University is a means of social mobility for underserved local populations and first-generation students and contributes towards diversification in the tech workforce as one of the major funnels to employers

• Excellent, unique and relevant academic programs (e.g., the College of Ethnic Studies, Metro Program, Educational Opportunity & Pathways, Project Connect, Creative Writing)

• Strong foundation of shared governance and collective decision making
Key Strengths

“San Francisco State is a destination campus”

“If it weren’t for a university like SFSU, many underprivileged and first-generation students wouldn’t get a university education at all”

“Our diversity is our strength”

“Equity and justice is a goal in everything we do”

“Not only is there diversity, but people feel safe on our campus”

“We offer amazing programs that don’t exist elsewhere, and this sets us apart”

“The sense of community is what keeps people here”

“Our Faculty and Staff are incredible – they truly care and want our students to succeed”

“Compared to other CSUs and universities, we embrace activism, and this is important to our students”

“We all share our sense of mission and purpose, and this connect us”
Key Challenges

Challenges Impacting Students:

- Student experiences vary depending on college / department, and the lack of centralization can make it hard or overwhelming to find information and resources
- Many students experience barriers and challenges (academic, financial, mental health, basic needs etc.), but they don’t know how to access support, guidance and services. When they do, there are administrative barriers which ultimately impact student success
- Bay Area cost of living and lack of affordable housing are a strain on students and a risk to student retention (students are commuting from further away and sometimes working multiple jobs)
- Job placement and career support are among the most important priorities for students but among the areas in which they are least satisfied. Many reported the need for more connections to employers and support with attaining a job

Challenges Impacting Staff and Faculty:

- Staff and Faculty lack ways and places to come together and there’s an overall feeling of disconnection and an appetite for more opportunities to socialize and spend time together
- Perception that departments operate in silos and that there is a lack of communication, collaboration and consistent processes (e.g., onboarding), resulting in duplication of efforts and resources
- Many feel bureaucracy and sense of hierarchy impacts the overall culture and leaves people feeling stifled
- Salary model makes it increasingly difficult to compete with job market and to recruit and retain great people – we need to find ways to better reward employees (if not through salaries, through perks, flexibility and benefits)
- Staff and faculty are committed but overall morale is low and many feel undervalued, which is contributing to employee turnover and retention issues
Key Challenges

“We need more asynchronous learning options for working students”

“We have to make it easier and more intuitive for students to find the help they need”

“We don’t have good processes around student advising, yet this is key for ensuring students stay on track to graduate”

“It feels like there’s often not collaboration between departments, and it makes it challenging to find information”

“Meeting just basic needs is a struggle, I feel like there has to be more the University can do to help students”

“It doesn’t feel like we value our people”

“Bureaucracy is like death by a thousand cuts”

“I love meeting other Staff and Faculty, but there’s nowhere to socialize”

“There’s so much redundancy and inconsistency, departments are like completely different organizations”

“We’ve got to improve our internal communications, We do a terrible job of sharing information”

“Salaries don’t keep up with cost of living”

“Better career services are absolutely crucial”

“The silo effect is burdensome – we need at least some common ways of doing things”

“Student support is fragmented and decentralized”
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 should look to be the Bay Area’s premier university serving its local residents to prepare them for the local workforce."
- "Every student should be able to graduate with a job if they want one."
- "We can provide more flexibility without compromising quality."
- "We can be a center of excellence for addressing climate change."
- "We should aspire to be set apart by our focus on students and supporting them with what they need to be successful."
- "We can be a place that offers an excellent employee experience and student experience."
- "I hope in the future every employee feels like they are cared for and that they matter to the University."
- "I hope we’re still known for our social mission and launching people into careers that serve that mission."
Opportunities for the next 5-10 years
(By Topic Area)

• Academic Excellence
• A Great Place to Work
• Student Experience and Success
• A Connected and Inclusive Campus
• Fiscal Stability
Opportunities for the next 5-10 years: Academic Excellence

Key Insights:

• Students are eager for more flexible learning options, including more hybrid and online offerings (and this is one of the areas in which they are least satisfied today)

• SFSU offers unique/flagship academic programs that achieve excellent results, and continuing to build and grow these programs would be beneficial to students

• Academic offerings could be made more valuable with additional hands-on learning opportunities

• Advising resources are spread across offices, and this makes it hard and confusing for students to get the help they need

• Students report that job placement and career launch is highly important to them, but career services lacks the resources and industry connections to offer competitive internship and job opportunities

• Students who need additional support or intervention are not easily identifiable to professors and often lack support

Additional Ideas:

• Review programs and curriculums to ensure they are relevant and responsive to workforce demands

• Create bridge/remediation programs for borderline students

• Strengthen inter-departmental connections to increase student investment/connection to campus services

• Orient Faculty to student support services and resources

• Revisit teaching ratios and determine the right course load

Top Ideas for what SFSU should prioritize:

• Offer more flexible learning and scheduling options (including hybrid and online learning)

• Increase student access to hands-on learning opportunities (research, internships, work experience, etc.) – including for graduate students

• Establish a Student Career Center that offers guidance and support for career launch and job placement and develop more corporate and industry partnerships to expand student opportunities (i.e., for internships and jobs)
Opportunities for the next 5-10 years: Academic Excellence

“Students should be prepared for any sector that they are interested in”

“Some great services – like our Library resources – exist but students just don’t know about them”

“Our counsellors and advisors do a great job but there aren’t enough to meet student needs”

“Their students are great candidates for companies but sometimes lack the tools and confidence to find the right opportunities – we can provide more help”

“More asynchronous offerings could be a huge help to those juggling a lot”

“Hands-on learning experiences like research and internships are critical – we need to be able to offer these experiences in more industries”

“We need more career preparation and support to land a job”

“Role of hands-on research at SFSU – not recognized”
Opportunities for the next 5-10 years: A Great Place to Work

**Key Insights:**
- Campus spaces lack areas that facilitate community
- Processes are ambiguous and inconsistent
- Staff and Faculty are eager for training and professional development opportunities, and these should be equitably offered
- Staff voice is critically missing, and this has possibly contributed to high turnover
- Perception of bias based in terms of who is offered promotions, training opportunities, succession, etc.
- There is a strong desire for pay to reflect the cost of living in this area and (if salaries can't be addressed) to reward Staff and Faculty in other ways (e.g., parking passes, commuting assistance, etc.)

**Additional Ideas:**
- Reduce bureaucracy and hierarchical structure
- Proactively monitor culture, encourage and provide space for feedback and embrace performance management
- Frequently seize opportunities to recognize and appreciate Staff and Faculty and reward merit
- Improve process for Staff and Faculty onboarding
- Support Faculty by allotting time for professional development and research

**Top Ideas for what SFSU should prioritize:**
- Invest in Staff and Faculty – if not through salaries, offer rewards, benefits and flexibility (e.g., to work remotely)
- Review, develop, document and train Staff and Faculty on centralized processes and ways of working
- Increase opportunities for Staff and Faculty career development and training
Opportunities for the next 5-10 years: A Great Place to Work

“Some people who work here really want to be here and want to make a change, but we sometimes lose great people because they don’t feel seen and valued.”

“We used to have picnics and get-togethers, and it was a great way to recognize and reward staff. It would be great to do this again.”

“Our childcare service is a great asset to staff. If we can’t adjust salaries, we could look at other services we could offer such as gym membership and more flexibility for remote work.”

“Our processes and procedures are often undocumented, and people do things differently – we really need some standardization and consistent training on what we should be doing in the same way.”

“We need somewhere to meet and socialize.”

“We need to have more of a teamwork culture and less of a silo culture.”

“Our teams are eager for more professional development opportunities and more opportunities and clarity around the paths for advancement.”

“Turnover is a real issue. We need to be more competitive if we want to keep people.”

“We need to invest in staff development. There’s a discounting of staff learning based on social bias.”
Opportunities for the next 5-10 years: Student Experience

Key Insights:

• Services that are available to students are often underutilized despite the significant number of students facing challenges (academic, financial, mental health, etc.) as many can't find the information and resources they need

• Many students are struggling with basic needs (including access to affordable housing) and mental health, affecting student success and retention

• More support and accommodations are needed for working students, students who are parents and students who are commuting from afar

• Students are seeking opportunities to connect and engage in activities they care about outside the classroom

• Students are looking for and can benefit from building relationships with professionals in their desired field of work

• The number of advisors available is inadequate to serve student needs

Top Ideas for what SFSU should prioritize:

• Provide a consistent and holistic approach to advising and make it easier for students to navigate (i.e., one point of contact to help students identify and access services)

• Increase support services for students experiencing issues related to basic needs and mental health issues

• Increase the quality and quantity of social and student life opportunities and events

• Dedicate resources to address the need for increased affordable housing for both students and employees

Additional Ideas:

• Bolster and centralize advisement and student services (e.g., set student requirements, increase office hours, extend orientation)

• Increase number of advisors

• Design mentorship program for students to align with Faculty, Staff & graduate students that have industry connections

• Address food insecurity

• Strengthen alum support for students

• Further invest in peer mentoring program

• Holistic support of students - avoid “one size fits all” approach (flexibility, contingency plans)
Opportunities for the next 5-10 years: Student Experience

“There should be a dedicated advisor for every student, and it should be mandatory for students to participate in the advising process”

“Services and resources are often very siloed. We need to centralize and communicate in a consistent way to help students find things (e.g., on one app)”

“There’s an opportunity to build in more mentorship from Staff, Faculty and Alumni to students (e.g., with industry connections) and even among students (to help others make the most of their time)”

“Many of our students are struggling with basic needs and unless we can help them address these, they won’t be successful”

“Affordable housing is one of the most common struggles for our students”

“We need to be realistic about the lives our students lead today – working and commuting and meet them where they’re at by prioritizing things that can alleviate those burdens”

“Students need more help accessing mental health support”

“Students have a hard time navigating processes like Financial Aid – how can we make this easier?”

“We being on campus is welcoming – I prefer a class setting to understand”
Opportunities for the next 5-10 years: A Connected and Inclusive Campus

**Key Themes:**
- There is a need for common spaces to support social interactions of students, faculty and staff
- There is a desire for more community-based events to improve student life and connection with the community
- Effective and inclusive communication is lacking
- We should focus on recruitment and retention of faculty and staff that reflect the student population to help ensure better student experience, recruitment and retention
- Graduate and international students are often overlooked
- We need to invest in facilities and campus grounds to support a comfortable and inclusive environment (e.g., signage, warm water, heat and air)

**Top Ideas for what SFSU should prioritize:**
- Create more **opportunities and establish spaces** to **gather and socialize** (for students, faculty and staff)
- Facilitate increased **collaboration and communication** across campus and between teams and departments
- **Diversify Faculty and Staff**, including at leadership levels

**Additional Ideas:**
- Consider increasing the number of open houses for student support services
- Opportunities and experiences that support Diversity, Equity & Inclusion (DEI) – e.g., cultural fairs
- Establish a university-wide calendar to enhance communication
- Provide 2nd language orientations for families
- Create student cohorts to build and maintain connections
- Promote cross-CSU professional development opportunities and provide SFSU Faculty and Staff the opportunities to share their knowledge at the CSU level and to SFSU
Opportunities for the next 5-10 years: A Connected and Inclusive Campus

"We need to centralize communication. We rely on information to trickle down which does not always happen"

"Beautify decrepit structures...increase signage/wayfinding, remove broken signs and blinds"

“Expand community-based events to improve student life on campus (e.g., student concert series)”

“Unifying and prioritizing communication that goes out to students”

“Creating spaces that help students see they have power and don’t have to keep their head down”
**Key Themes:**

- We need to focus on student outreach and recruitment beyond our immediate region (e.g., outside the Bay, out-of-state, international) and ensure we retain them.
- There is opportunity for increased collaboration with other universities and junior colleges to increase our pipeline.
- We need to align our expenses with revenue.
- Need for a stronger network and communication with alumni and increased promotion of the impact donations have at SFSU.
- Intense focus on the budget with special attention to the faculty workload should be a priority.
- Management of state funds and ensuring funds are allocated with intention (compliance) is important.

**Additional Ideas:**

- Consider balance of in-state/out-of-state enrollment.
- Dedicate additional support for marketing and PR.
- Evolve budget model (e.g., rethink allocation, focus on investment, increase transparency).
- Seek industry sponsorship for programs and building space.
- Increase Alumni events and incentive to participate in SFSU community.
- Re-assess fees SF State has control over - what are they and how they are used.

**Opportunities for the next 5-10 years: Fiscal Stability**

**Top Ideas for what SFSU should prioritize:**

- **Broaden student recruitment** (e.g., geographically), and take actions to increase international student mix.
- Develop more **corporate and industry partnerships** as a path to increase donations revenue.
- Proactively align expenses to revenue.
- Create a pipeline of students by **partnering with local school districts** to enhance enrollment.

---

**Opportunities for the next 5-10 years: Fiscal Stability**

**Key Themes:**

- We need to focus on student outreach and recruitment beyond our immediate region (e.g., outside the Bay, out-of-state, international) and ensure we retain them.
- There is opportunity for increased collaboration with other universities and junior colleges to increase our pipeline.
- We need to align our expenses with revenue.
- Need for a stronger network and communication with alumni and increased promotion of the impact donations have at SFSU.
- Intense focus on the budget with special attention to the faculty workload should be a priority.
- Management of state funds and ensuring funds are allocated with intention (compliance) is important.

**Additional Ideas:**

- Consider balance of in-state/out-of-state enrollment.
- Dedicate additional support for marketing and PR.
- Evolve budget model (e.g., rethink allocation, focus on investment, increase transparency).
- Seek industry sponsorship for programs and building space.
- Increase Alumni events and incentive to participate in SFSU community.
- Re-assess fees SF State has control over - what are they and how they are used.
Opportunities for the next 5-10 years: Fiscal Stability

“We need to build strong alumni relationships as a means for future funding and strength to our university”

“Say yes to corporate partnerships (i.e., naming buildings)”

“Enrollment challenges should be a priority”

“There must be more accountability in the program 3:3 teaching load to manage and mitigate faculty costs”

“Need to better market our programs internally and externally - students seem to stumble across us”

“We should market San Francisco State as a hub of business, technology and global expertise and opportunities”

“We need to responsibly and humanely align resources with cost”

“Be visible in what we do”

“Our main feeder for first time freshman – SFUSD – has been in a state of declining enrollment for years. We have trouble bringing in and keeping first time freshman from outside of the region due to our enormous housing/living costs”
Breakout Room Discussion

Discussion Prompts:
What from the data/input most resonated with you?
What surprised you about this data?
What themes did you observe across the data?
Phase 3

Develop the Strategic Plan
SFSU Strategic Plan Elements

- **Mission** - The reason we exist. Serves as a guide for day-to-day operations and a foundation for decision making.

- **Vision** – What we are trying to achieve – our ambition 5+ years out. Serves as a unifying focal point.

- **Values** – The commitments that define our character. The principles that guide our shared mindsets, norms and behaviors in how we operate day to day.

- **Strategic Priorities** - Areas we believe contain the most important opportunities to enable us to realize our mission and achieve our vision.
Strategic Plan Example: College of Charleston

OUR VISION
The College of Charleston will be a transformative national university redefining liberal arts education through innovation.

OUR MISSION
Founded in 1770, the College of Charleston is a public university grounded in the principles of the liberal arts and committed to developing ethically centered, intellectually versatile, and globally fluent citizens who create innovative solutions to social, economic, and environmental challenges.

OUR VALUES:
- Integrity
- Academic Excellence
- Liberal Arts Education
- Diversity, Equity & Inclusion
- Student Centeredness
- Innovation
- Public Mission

STUDENT EXPERIENCE & SUCCESS
Foster a Culture of Innovation
Advance our Commitment to Diversity, Equity & Inclusion
Cultivate Impactful Strategic Partnerships

ACADEMIC DISTINCTION

EMPLOYEE EXPERIENCE & SUCCESS

A framework for strategic planning that includes vision, mission, values, and strategic partnerships.
**STRATEGIC PLAN**

**MISSION**
Cal State LA transforms lives and fosters learning communities across greater Los Angeles. We cultivate and amplify our students’ unique talents, diverse life experiences, and intellect through engaged teaching, learning, scholarship, research, and public services that support their overall success, well-being, and engaged lives.

**VISION**
Cal State LA will be internationally recognized as the premier comprehensive public university in greater Los Angeles. We are dedicated to delivering cutting-edge, cross-programmatic, and courses designed to prepare students to be innovative leaders in their professional endeavors, and within the public good through initiatives that engage local, regional, and global communities in mutually beneficial partnerships.

**VALUES**
Students First - We put our student’s academic success, career guidance, and well-being at the center of everything we do.

Engagement, Service, and the Public Good - We foster meaningful, collaborative relationships that contribute to the public good across the University community, local, regional, and global communities.

Diversity, Equity, and Inclusion - We cultivate diversity, expect cultural competence, and actively seek to reduce and mitigate gaps and disparities from all constituents in our community, to develop just and equitable expectations.

Student Engagement - We encourage our students to take ownership of their own campus experiences and service opportunities that promote inclusion, a sense of belonging, and leadership.

Engaged Teaching and Learning - We cultivate and amplify our students’ unique talents, diverse life experiences, and intellect through engaged teaching, learning, scholarship, research, and public services that support their overall success, well-being, and engaged lives.

**STRATEGIC PRIORITY AREA: ENGAGEMENT, SERVICE, AND THE PUBLIC GOOD**

**Overall Goal:** Create a purposeful, collaborative student experience with a clear and authentic path to high-quality life.

**Key Initiatives:**
- Develop a cross-campus collaborative model to support civic learning.
- Increase student engagement in community partnerships.
- Increase and enhance community outreach partnerships.
- Increase LA’s engagement in the community and contribute to the overall well-being of the region.

**How will we know we are making progress—example metrics:**
- Increase the number of student learning opportunities.
- Increase student participation and engagement.

**STRATEGIC PRIORITY AREA: STUDENT SUCCESS**

**Overall Goal:** Create a purposeful, collaborative student experience with a clear and authentic path to high-quality life.

**Key Initiatives:**
- Promote access to and utilization of Student Wellness services.
- Enhance initiatives to ensure support services, including increasing internship and mentoring opportunities.
- Expand student advising and mentoring opportunities.
- Promote student success and engage in collaborative partnerships that target student communities.

**How will we know we are making progress—example metrics:**
- Increase retention and graduation rates.
- Boost diversity in graduation rates.
- Increase average number of credits earned by graduation more closely aligned with the number of units required for the degree.

**STRATEGIC PRIORITY AREA: ACADEMIC DISTINCTION**

**Overall Goal:** Promote high quality undergraduate and graduate programs and investment in faculty who are critically committed to educating a diverse student body.

**Key Initiatives:**
- Promote inclusive pedagogical approaches that address the distinct values, beliefs, and cultures of our students.
- Build academic programs that promote diverse disciplinary boundaries.
- Promote engaged teaching and learning.
- Promote the scholar-teacher model by promoting faculty research and creative projects, and engagement with the community.

**How will we know we are making progress—example metrics:**
- Increase the number of publications, scholarly and creative work, and grants.
- Increase the number of faculty who are critically committed to educating a diverse student body.
- Increase the number of publications, scholarly and creative work, and grants.
- Increase the number of students who are critically committed to educating a diverse student body.

**STRATEGIC PRIORITY AREA: WELCOMING AND INCLUSIVE CAMPUS**

**Overall Goal:** Promote a welcoming and inclusive campus where students, faculty, and staff thrive and community is honored and valued.

**Key Initiatives:**
- Foster Golden Eagle Pride for all members of the University community.
- Streamline and improve administrative processes and leverage cutting-edge technology.
- Reduce the guide to diversity and inclusive excellence across the University.
- Increase effective communication, shared planning, and collaboration.
- Increase the number of welcoming and inclusive initiatives.

**How will we know we are making progress—example metrics:**
- Increase the number of publications, scholarly and creative work, and grants.
- Increase the number of faculty and staff professional development opportunities.
- Increase educational opportunities to enhance cultural competencies.

**STRATEGIC PRIORITY AREA: ENGAGEMENT, SERVICE, AND THE PUBLIC GOOD**

**Overall Goal:** Create a purposeful, collaborative student experience with a clear and authentic path to high-quality life.

**Key Initiatives:**
- Develop a cross-campus collaborative model to support civic learning.
- Increase student engagement in community partnerships.
- Increase and enhance community outreach partnerships.
- Increase LA’s engagement in the community and contribute to the overall well-being of the region.

**How will we know we are making progress—example metrics:**
- Increase the number of student learning opportunities.
- Increase student participation and engagement.

**STRATEGIC PRIORITY AREA: STUDENT SUCCESS**

**Overall Goal:** Create a purposeful, collaborative student experience with a clear and authentic path to high-quality life.

**Key Initiatives:**
- Promote access to and utilization of Student Wellness services.
- Enhance initiatives to ensure support services, including increasing internship and mentoring opportunities.
- Expand student advising and mentoring opportunities.
- Promote student success and engage in collaborative partnerships that target student communities.

**How will we know we are making progress—example metrics:**
- Increase retention and graduation rates.
- Boost diversity in graduation rates.
- Increase average number of credits earned by graduation more closely aligned with the number of units required for the degree.

**STRATEGIC PRIORITY AREA: ACADEMIC DISTINCTION**

**Overall Goal:** Promote high quality undergraduate and graduate programs and investment in faculty who are critically committed to educating a diverse student body.

**Key Initiatives:**
- Promote inclusive pedagogical approaches that address the distinct values, beliefs, and cultures of our students.
- Build academic programs that promote diverse disciplinary boundaries.
- Promote engaged teaching and learning.
- Promote the scholar-teacher model by promoting faculty research and creative projects, and engagement with the community.

**How will we know we are making progress—example metrics:**
- Increase the number of publications, scholarly and creative work, and grants.
- Increase the number of faculty who are critically committed to educating a diverse student body.
- Increase the number of publications, scholarly and creative work, and grants.
- Increase the number of students who are critically committed to educating a diverse student body.
- Increase the number of publications, scholarly and creative work, and grants.
- Increase the number of faculty and staff professional development opportunities.
- Increase educational opportunities to enhance cultural competencies.

**STRATEGIC PRIORITY AREA: WELCOMING AND INCLUSIVE CAMPUS**

**Overall Goal:** Promote a welcoming and inclusive campus where students, faculty, and staff thrive and community is honored and valued.

**Key Initiatives:**
- Foster Golden Eagle Pride for all members of the University community.
- Streamline and improve administrative processes and leverage cutting-edge technology.
- Reduce the guide to diversity and inclusive excellence across the University.
- Increase effective communication, shared planning, and collaboration.
- Increase the number of welcoming and inclusive initiatives.

**How will we know we are making progress—example metrics:**
- Increase the number of publications, scholarly and creative work, and grants.
- Increase the number of faculty and staff professional development opportunities.
- Increase educational opportunities to enhance cultural competencies.

**STRATEGIC PRIORITY AREA: ENGAGEMENT, SERVICE, AND THE PUBLIC GOOD**

**Overall Goal:** Create a purposeful, collaborative student experience with a clear and authentic path to high-quality life.

**Key Initiatives:**
- Develop a cross-campus collaborative model to support civic learning.
- Increase student engagement in community partnerships.
- Increase and enhance community outreach partnerships.
- Increase LA’s engagement in the community and contribute to the overall well-being of the region.

**How will we know we are making progress—example metrics:**
- Increase the number of student learning opportunities.
- Increase student participation and engagement.

**STRATEGIC PRIORITY AREA: STUDENT SUCCESS**

**Overall Goal:** Create a purposeful, collaborative student experience with a clear and authentic path to high-quality life.

**Key Initiatives:**
- Promote access to and utilization of Student Wellness services.
- Enhance initiatives to ensure support services, including increasing internship and mentoring opportunities.
- Expand student advising and mentoring opportunities.
- Promote student success and engage in collaborative partnerships that target student communities.

**How will we know we are making progress—example metrics:**
- Increase retention and graduation rates.
- Boost diversity in graduation rates.
- Increase average number of credits earned by graduation more closely aligned with the number of units required for the degree.

**STRATEGIC PRIORITY AREA: ACADEMIC DISTINCTION**

**Overall Goal:** Promote high quality undergraduate and graduate programs and investment in faculty who are critically committed to educating a diverse student body.

**Key Initiatives:**
- Promote inclusive pedagogical approaches that address the distinct values, beliefs, and cultures of our students.
- Build academic programs that promote diverse disciplinary boundaries.
- Promote engaged teaching and learning.
- Promote the scholar-teacher model by promoting faculty research and creative projects, and engagement with the community.

**How will we know we are making progress—example metrics:**
- Increase the number of publications, scholarly and creative work, and grants.
- Increase the number of faculty who are critically committed to educating a diverse student body.
- Increase the number of publications, scholarly and creative work, and grants.
- Increase the number of students who are critically committed to educating a diverse student body.
- Increase the number of publications, scholarly and creative work, and grants.
- Increase the number of faculty and staff professional development opportunities.
- Increase educational opportunities to enhance cultural competencies.
# Strategic Plan Development Timeline

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Working Session #1</strong>&lt;br&gt;March 11th – Completed</td>
<td>• Review campus input and themes to date&lt;br&gt;• Discuss plan development process and timeline</td>
</tr>
<tr>
<td><strong>Working Session #2</strong>&lt;br&gt;March 18th</td>
<td>• Review campus inputs related to Mission and Vision*&lt;br&gt;• Working session on Mission and Vision statements</td>
</tr>
<tr>
<td><strong>Working Session #3</strong>&lt;br&gt;April 8th</td>
<td>• Review additional inputs (Student Survey, etc.)&lt;br&gt;• Review campus inputs on Values*&lt;br&gt;• Working session to narrow proposed set of Values</td>
</tr>
<tr>
<td><strong>Working Session #4</strong>&lt;br&gt;April 22nd</td>
<td>• Review campus inputs on Strategic Priorities*&lt;br&gt;• Working session to narrow Strategic Priorities&lt;br&gt;• Review campus survey outline</td>
</tr>
<tr>
<td><strong>Working Session #5</strong>&lt;br&gt;May 6th</td>
<td>• This session could be utilized as possible “overflow” if we need additional time, or we could take off</td>
</tr>
<tr>
<td><strong>Working Session #6</strong>&lt;br&gt;May 20th</td>
<td>• Review campus survey feedback&lt;br&gt;• Finalize Mission and Vision statements&lt;br&gt;• Finalize Values statements&lt;br&gt;• Determine final set of 4-6 Strategic Priorities</td>
</tr>
</tbody>
</table>

* Including key takeaways from AMP, SMP, SEP
Next Steps

• At our next SPC meeting (March 18th)
  1. Revisit campus input related to mission and vision
  2. Draft campus Mission and Vision statements