DRAFT

Strategic Priorities

FOR REVIEW AND COMMENT
BY UNIVERSITY SENATE AND ASSOCIATED STUDENTS

Becoming a Premier Public Research University: A New Kind of HSI. SDSU will forge a path to become an R1 Doctoral University where excellence and access converge. *To achieve this long-term institutional goal, SDSU will leverage its unique stature as a community-engaged, border-connected, Hispanic-Serving Institution located on Kumeyaay land. We are committed to developing infrastructure and resources that enable our research activity to grow while continuing to support excellence in teaching.*

GOAL 1: Position SDSU to ultimately achieve R1 status.

Key Activities

> By June 2021: Conduct an assessment with recommendations for needed resources for the University's research infrastructure (such as library acquisitions, equipment needs, research support).
> By June 2022: Develop proposals for at least three new collaborative research centers with more than $1.5 million each in external funding per year in response to external requests for proposals (RFPs).
> By June 2025: Formally propose eight to 10 new strategically placed Ph.D. programs while advocating for the authority to offer independent doctorate degrees.
> By June 2025: Secure authorization and funding for at least one new LEED (gold or platinum) certified major research facility.

GOAL 2: Leverage SDSU's unique identity to enhance the quantity and quality of scholarship.

Key Activities

> By June 2025: Submit proposals for 80% of federally designated HSI competitions for which SDSU is eligible each fiscal year.
> By June 2025: Establish new research partnerships with three universities in Latin America.

to include the creation of a centralized brand management portal and a revision of the university's logo.

GOAL 2: Allocate resources with transparency, equity, efficiency and accountability.

<u>Key Activities</u>

By December 2020: Identify areas to advance synergies for shared services across divisions and other units, and develop an organizational plan.
By June 2021: Support and enhance the viability and excellence of SDSU's auxiliaries through a plan that continues to enable each unit to provide opportunities for students, faculty, staff, and community partners while invigorating the economic success of the university.
By June 2021: Develop and align a process for Multi-Year Objective Setting and Budget Planning for the university.

GOAL 3: Invest in organizational practices that prioritize the responsible management of resources with a focus on global and environmental sustainability.

<u>Key Activities</u>

By December 2021: Designate executive-level leadership to develop and provide oversight of SDSU's Sustainability Efforts.
ByJune 2022: Update the University Climate Action Plan, inclusive of all campus locations, with defined benchmarks until June of 2025.
By June 2022: Develop Guiding Principles for Sustainability that include local and international standards (as referenced in the Associated Students Carbon Neutrality by 2030 Recommendations) to be reviewed on an annual basis.

We are SDSU: SDSU will expand our global impact, unifying the university through a common mission and identity. *Under a single name, the multi-campus university includes the San Diego campus, SDSU Imperial Valley, SDSU World Campus, the Mesa, a future SDSU Mission Valley location,, regional microsites, and other programs around the globe and online. No matter SDSU's campus or program location, the collective mission is to support the educational and economic development of communities while creating a sense of unified belonging for students, faculty, staff and alumni. We span the entire California-Mexico border and serve the world.*

GOAL 1: Foster an inter-connected and equitable SDSU experience through implementing resource generation and allocation, communication and information-sharing, and systems of transportation.

Key Activities

Resource Generation and Allocation
> By December 2020: Establish a campus-wide working group to explore university-industry partnerships that build alliances that benefit all University campuses.
> By June 2021: Ensure that SDSU Imperial Valley and SDSU Mission Valley have representation on university resource planning and recommending bodies.

Communication and Information Sharing
> By June 2021: Develop and implement a *Culture of Communication Plan* for the University that improves synergy and collaboration between all campus-wide communication personnel.
> By December 2021: Establish a campus-wide working group to assess instructional and information technology to establish an action plan to interconnect campuses, international partners, and the campus community.

Transportation
> By June 2022: Pilot a shuttle service between SDSU microsites in San Diego County for SDSU major sporting and campus-wide events.
> By June 2023: Pilot a daily shuttle service between the SDSU and SDSU Imperial Valley campus locations.

Diversity, Equity and Inclusion Infrastructure

> By December 2020: Ensure that every major campus unit (college, division, auxiliary), in coordination with the existing Diversity and Inclusion Planning committees, has a standing diversity council to better coordinate and promote unit-specific DEI activities.
> By June 2021: Develop a structured, university-wide calendar to promote and highlight diversity-related programs and university-sponsored events (to include student, faculty, staff and administration-led events).
> By December 2022: Expand the role of the Diversity Liaisons to better coordinate DEI activities across colleges and units.
> By December 2022: Develop a task force and apply for Asian American and Native American Pacific Islander-Serving Institutions (AANAPISI) status.

GOAL 2: Foster and sustain an environment where all students, faculty, staff and alumni feel welcomed, supported, and valued by the university.

<u>Key Activities</u>

Celebrating SDSU's Diversity

> By December 2020: Establish a process and organized structure to coordinate, expand, and increase visibility of heritage month programs and events.
> By August 2021: Develop a protocol for continuous review and development of campus materials, events and programs to ensure diverse backgrounds, identities, and experiences are reflected with respect and authenticity.
> By June 2025: Engage Arts Alive SDSU to display 10 permanent outdoor representations of diverse communities (such as statues, murals, sculptures) across the University campuses.

Promoting Dialogue

> By December 2020: Establish a DEI Initiative (analogous to the Shared Governance initiative) to define and promote diversity, equity, and inclusion, and promote ongoing conversations about DEI and how it can drive action.
> By December 2022: Establish and launch intergroup dialogue programs (such as Human Library, racial equity learning groups, peacemaking circles).

On-boarding

> By December 2021: Implement an on-boarding program that emphasizes SDSU's values and educates all newly hired staff, regardless of classification (by December 2021), graduate students (by June 2022), undergraduate students (by June 2022), newly hired

addition, provide research-informed recommendations and professional development for ways to support student success in their teaching.

By December 2021, SDSU will invest in campus-wide technological and professional development support as the foundation for a coordinated campus approach to advising, teaching, and co-curricular support services.

By December 2021, SDSU will ensure that all academic programs are actively and continuously engaged in equity-driven, evidence-based improvement efforts that reflect best practices of assessment.

By December 2023, the University will have an 75% placement rate for undergraduate students in internships, research opportunities, and fellowships to enhance employability and access to graduate studies.

By December 2023, ensure that all graduate programs will develop a professional development plan for graduate students.

GOAL 2: Expand access to affordable, high-quality university undergraduate and graduate education for the people of our region and beyond.

Key Activities

By Fall 2023, Develop a university infrastructure that fosters and sustains regional partnerships with K-12 schools, community colleges, educational organizations, and industry that -

3. By December 2024, SDSU will open a new multidisciplinary space to house and support campus basic needs initiatives. The space will serve as a wellness hub for presentations and workshops and where students can meet with ECRT case managers and community partners to receive one-on-one personalized support.