DRAFT

2014 - 2020

STRATEGIC PLAN

March 14, 2014
Draft Mission

As California’s capital university, we transform lives by preparing students for leadership, service, and success.
Draft Vision

Sacramento State will be a leader in education, innovation, and engagement.
Draft Values

• Student Success
• Diversity and Inclusion
• Community Engagement
• Innovation
• Integrity
• Accountability
Draft Strategic Goals

• Enhance student learning and success
• Foster innovative teaching, scholarship, and research
• Commit to community engagement that strengthens and enriches the region and builds enduring partnerships
• Excel as a place to learn, work, live, and visit
• Promote a strong University identity
• Engage students in a comprehensive University experience
Goal 1: Enhance Student Learning and Success

**Indicators of Achievement**

1. Increase graduation rates
   - Increase the 4-year first year student rate by 20% by 2020
     - Increase the 6-year first year student rate to 51% by 2020
   - Increase the 2-year rate for new transfer students by 15% by 2020
     - Increase the 4-year rate for new transfer students to 68% by 2020

2. Close achievement gaps in degree attainment between underrepresented minority students (URM) and non-URM students
   - Reduce the achievement gap for underrepresented first year students to 4% by 2020
   - Reduce the achievement gap for underrepresented transfer students to 2% by 2020
Goal 1: Enhance Student Learning and Success

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Indicators of Achievement

3. Increase the number of “college-ready” first year students (students who do not require remedial courses in their first year at Sacramento State) from 47% to 53% by 2020

4. Increase the number of new transfer students who are admitted with an Associate’s Degree for Transfer by 50% by 2020

5. Determine the percentage of 2014-2015 graduates who are employed in their field of study, admitted to graduate school, or entered a service program, and increase that number by xx% by 2020 (number TBD)
Goal 1: Enhance Student Learning and Success

Strategies

1. Reinvigorate and redesign the Graduation Initiative to emphasize coherent projects which achieve their stated goals

2. Determine which factors close the achievement gap and initiate targeted programs based on these findings

3. Support effective student success initiatives such as advising and mentoring

4. Increase institutional efforts to support student learning, program customization, and outcome-based assessment
Goal 1: Enhance Student Learning and Success
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Strategies (continued)

5. Establish criteria for evaluating post-graduation outcomes and improvement strategies

6. Partner with top feeder K-12 school districts to ensure “college readiness” upon admission

7. Partner with feeder community colleges to ensure upper division transfer readiness with the Associate’s Degree for Transfer
Goal 2: Foster Innovative Teaching, Scholarship, and Research

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Indicators of Achievement

1. Increase the number of faculty applying for Pedagogy Enhancement Grants and similar funding opportunities by 30%, with at least half of that number coming from first-time applicants

2. Develop multi-disciplinary programs that reflect the future needs of our region

3. Increase the number of students who participate in high-impact learning experiences (as defined by AAC&U) by xx% by 2020 (number TBD)

4. Increase the number of students who participate in research-oriented events and publish in peer-reviewed journals by xx% by 2020 (number TBD)

5. Achieve national recognition as a Hispanic-Serving Institution (HSI)
Goal 2: Foster Innovative Teaching, Scholarship, and Research

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**Strategies**

1. Develop and implement shared learning goals and assessment processes across curricular and co-curricular programming

2. Incentivize innovation in teaching and learning by restructuring Sacramento State’s award system and establishing a University Prize for innovative curriculum

3. Revise curriculum to reflect contemporary learning modalities and topics

4. Expand the development of community-focused, hands-on experiential learning opportunities for students

5. Require that new faculty be mentored at the college level to create a personalized roadmap for research, teaching, and service
Strategies (continued)

6. Provide support for emerging funding opportunities and make strategic investments in new areas of research

7. Promote impactful research and scholarship that involves students

8. Promote and popularize University expertise, programs, collections, and curriculum that represent commitment to a diverse campus community
Goal 3: Commit to Community Engagement that Strengthens and Enriches the Region and Builds Enduring Partnerships

Indicators of Achievement

1. Increase student participation in credit-bearing internships and service learning projects by 20% by 2020
2. Increase the number of donors and gifts by 50% by 2020
3. Increase the amount of grant and activity revenue that supports the University and its programs by 50% by 2020
4. Increase the number of community members who are in leadership roles with University boards, activities, and events by 20% by 2020
5. Increase the number of formalized partnerships by 20% by 2020
6. Increase faculty and staff participation in regional boards and advisory groups by 25% by 2020
Goal 3: Commit to Community Engagement that Strengthens and Enriches the Region and Builds Enduring Partnerships

**Strategies**

1. Develop programming, organizations, mentoring opportunities, and classroom engagements that strengthen alumni relationships

2. Incorporate experiential learning opportunities (e.g., internships, service learning) within each major

3. Identify, implement, and develop advisory boards that support the University’s mission

4. Develop, formalize, and expand relationships and partnerships with regional organizations

5. Encourage volunteer leadership opportunities that align with faculty and staff talent and interest
Goal 3: Commit to Community Engagement that Strengthens and Enriches the Region and Builds Enduring Partnerships

**Strategies (continued)**

6. Designate a campus unit responsible for coordinating, maintaining and providing information about University engagement programs

7. Build capacity and partnerships in areas of emerging and vital importance

8. Launch comprehensive fundraising campaign to support campus priorities
Goal 4: Excel as a Place to Learn, Work, Live and Visit

**Indicators of Achievement**

1. Complete Phase I of the Master Plan implementation by 2020, contingent on the availability of funding

2. Increase student involvement in campus-based activities by xx% by 2020 (number TBD)

3. Increase the number of events hosted on campus by xx% by 2020 (number TBD)

4. Increase the number of visitors to campus events by xx% by 2020 (number TBD)
Goal 4: Excel as a Place to Learn, Work, Live and Visit

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Indicators of Achievement (continued)

5. Improve the workplace experience for faculty and staff, as indicated by xx% higher ratings on Sacramento State’s 2020 Climate Survey (number TBD)

6. Achieve national recognition as a superior university work environment, such as ranking in The Chronicle of Higher Education’s “Great Colleges to Work For”
Goal 4: Excel as a Place to Learn, Work, Live and Visit

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**Strategies**

1. Promote the benefits of the Campus Master Plan internally and externally

2. Improve physical and virtual infrastructures to align with student learning and success

3. Adjust campus services and class schedules to accommodate more night and weekend classes with curriculum that appeals to targeted student populations

4. Develop and grow signature on-campus activities that are widely known in the region, including an annual “all-university” event

5. Provide formal career planning to faculty and staff that allows them to achieve their goals while providing succession planning for the University
Goal 4: Excel as a Place to Learn, Work, Live and Visit  
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Strategies (continued)

6. Foster inter-departmental projects that improve processes and efficiency

7. Hire faculty and staff who embrace, support, and add to the cultural, linguistic, and social diversity of the campus community
Goal 5: Promote a Strong University Identity

Indicators of Achievement

1. Increase awareness of University values and strengths by at least 5% year over year, as indicated by the University Perception Survey as well as by other campus surveys of students and stakeholders

2. Increase the number of unique views of Sacramento State news (on all campus websites and social media platforms) by at least 5%, year over year

3. Increase positive news stories in external media by 5%, year over year

4. Increase recognition as one of the nation’s leading public universities

5. Increase the number of applicants for whom Sacramento State is the “first choice” college by at least 5%, year over year

6. Increase sales of Sacramento State logo wear and logo-branded items by at least 5%, year over year
Goal 5: Promote a Strong University Identity

**Strategies**

1. Achieve a full and objective understanding of community perceptions of Sacramento State through ongoing, University-initiated surveys that are unbiased and statistically valid.

2. Leverage University resources (such as social media, media relations, digital signage, publications, ad buys and other external promotion) to communicate and strengthen the “Sacramento State story”.

3. Promote and support positive, meaningful community interactions that reinforce the University’s identity.

4. Build a cadre of student, staff, faculty, and other supporters who serve as “identity ambassadors” appearing at external functions in logo wear and sharing their professional and campus expertise.

5. Apply approved Sacramento State branding guidelines consistently across the University.
Goal 6: Engage Students in a Comprehensive University Experience

**Indicators of Achievement**

1. Increase on-campus and campus-sponsored residential opportunities by at least 20%
2. Increase student attendance and involvement with campus events by 25%
3. Approve and build an event center by 2020
4. Increase the capacity of the University Union and The WELL by 2020
5. Improve year-over-year results in student satisfaction surveys
Goal 6: Engage Students in a Comprehensive University Experience

**Strategies**

1. Increase the availability of, and number of students in, campus or campus-sponsored housing
2. Increase the availability and publicity of campus services, programming, and events to build student involvement in campus activities
3. Expand curricular offerings to more effectively take advantage of classrooms during off-peak times and provide students more flexibility in class scheduling
4. Enhance and increase student and faculty involvement with co-curricular programming and activities
5. Increase the number of students involved in formal leadership and other personal and professional development programs
6. Enhance experiential education opportunities (e.g., internships, co-ops, service learning, civic engagement)