



SACRAMENTO
STATE

Strategic Plan Framework

2022 - 2027

Redefine the Possible™

Introduction and Overview

Overview

In 2021, Sacramento State (Sac State) retained MGT Consulting Group (MGT) to support the strategic planning process. As part of that effort, MGT gathered data and input from a diverse set of stakeholders: faculty, staff, students, administrators, alumni, and community members. In addition, the Strategic Planning Steering Committee engaged members of the campus and broader Sacramento community to assess their experiences with Sac State and gather input regarding strategic planning.

The Process

Internal and external constituents responded to questions during individual 45-minute sessions via Microsoft Teams to share insights about Sac State and thoughts and expectations for the future. Interview participants shared points of pride, successes, challenges, strengths, opportunities for improvement, weaknesses, and additional insights. They also described other opportunities such as strengthening its Anchor University initiative, building a diverse, equitable, and inclusive environment, and outlining ideas for how Sac State can best achieve its mission, moving forward after the pandemic, and differentiating itself from other universities to continue being a distinctive university.

Introduction and Overview

Sacramento State takes pride in its student-centric culture and is most proud of recent increases in graduation rates. As a minority-serving institution, Sac State exemplifies the highest levels of diversity and inclusion. The University has strong academic programs that promote social mobility for students. Serving as an Anchor University enhances opportunities to lead, especially considering the proximity to the capital. Further, many of our programs such as criminal justice, nursing, engineering, construction, and recreational therapy focus on workforce preparation based on community needs. Successes are based on caring and dedicated employees who flourish under the strong leadership of President Nelsen.

Sacramento State's accolades include ranking 9th Most Transformative College in Money Magazine, earning the Carnegie Foundation Honor for Community Service, and ranking as the 4th Most Diverse University in the West by U.S. News and World Report. These accolades are representative of the great work and success Sacramento State contributes to Sacramento, the region, and the state of California. Further, these accomplishments serve as a solid foundation for continued excellence in the future.

The context in which this current strategic plan is being developed is critical to understanding its resulting priorities. **The Pandemic has impacted everyone in ways that were previously inconceivable. As such, new opportunities abound.**

This long-term prioritized strategic plan is an opportunity to bring Sacramento State together to focus on the next level of success for the University, students, and the community. The plan begins with defining important terms to establish a shared understanding of the concepts within it.

Timeline



MGT Work Plan

WORK TASKS	April		May				June/July				August				September				October				November				December		
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Project re-initiation	█	█																											
Environmental Scan & Institutional Comparison									█	█																			
Update Mission, Vision, Values																		█	█										
Stakeholder Input										█	█	█	█	█	█	█	█												
SWOT Analysis																		█	█	█	█								
Final Report																						█	█	█	█				
Implementation and Assessment Plan																									█	█			
Project Management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

Stakeholder Input

Engagement	Impact
Mission, Vision and Values Session	Strategic Planning Task Force
Session collected feedback on the mission and vision where participants identified the statements were succinct and needed minimal revisions. Values focused on students, inclusivity, community engagement and partnerships	
17 Interviews	Donors, staff members, faculty, local government officials, community association leaders, alumni, community college leaders, and students
Open-ended questions that captured points of pride, greatest results, improvement considerations, distinctiveness, strengths, weaknesses, impacts of the pandemic, challenges, opportunities, achieving mission, differentiation, new target audiences, and additional insights	
5 Focus Groups	Staff, faculty, students, administrators, community and alumni
Further confirmed information collected during the interviews including defining Sacramento State, defining student success, top priorities, reflections on mission, vision, values, imperatives, and additional insights	
Survey	902 responses
Quantitative items collected feedback on strengths, challenges, values, student success, top priorities, objectives for student success, philanthropy, diversity and inclusion, public safety, and community engagement	
Future Envisioning Session	Strategic Planning Task Force
Review and prioritization of the insight and feedback collected for drafting the strategic plan	

Environmental Scan and Institutional Comparisons

- Reviewed and revised key University data, including enrollment profiles, graduation rates, placement, existing planning and assessment documents, and service area high school graduation projections.
- Reviewed future University capital needs, and historical and projected annual operating expense and revenue data.
- Worked with the University to understand budget goals, challenges, and restrictions as they relate to implementation of the forthcoming strategic plan.
- Benchmarked data with up to 10 peer institutions.
- Collected and analyzed data on service area demographic, educational, economic, employment, and social/cultural trends and projections.
- Analyzed data compiled from previous collections with business and community leads and a University produced environmental scan.
- Prepared revised environmental scan summary with supporting exhibits.
- Submitted environmental scan summary to the University for review.

Introduction

California State University Sacramento (Sac State) retained MGT Consulting, a firm with extensive experience in higher education strategic planning, to facilitate the planning process. This Environmental Scan provides the context for the new strategic plan by focusing on essential internal and external factors to guide the process and serves as the first step in the process.

Overview of the California State University System

The California State University (CSU) system contains 23 campuses which provide higher education to approximately 484,000 students. The campuses, spread across the state of California, are public colleges that have a reputation for being affordable, accessible, and accommodating for their students. The 2019-2020 in-state tuition fee is \$5,742 for undergraduate students across all campuses. The CSU's offer honors programs and a variety of course formats to ensure the goals of all learners are met. All of CSU's are considered Regional Universities except San Diego State and CSU Fresno, which are considered National Universities, and Cal Maritime, which is a Regional College. Sacramento State has the sixth largest enrollment across the CSU system and is ranked 55th of all Regional Universities in the country.



Exhibit 1 . California State University System.

Overview

Sacramento State was founded in 1947 as Sacramento State College. Sacramento State serves a six- county region, including Sacramento, Placer, Yolo, El Dorado, Sutter, and Yuba counties. The campus is located six miles from the State Capitol and is a designated “Tree Campus USA.” The University is at the forefront of issues paramount to the region, such as environmental research, politics, business, arts, healthcare, entrepreneurship and more. The University is preparing tomorrow’s leaders to embrace California’s opportunities, solve its challenges, and redefine what is possible.

The University has eight colleges, including:

- ◆ Arts & Letters
- ◆ Natural Sciences and Mathematics
- ◆ Education
- ◆ Engineering and Computer Science
- ◆ Business Administration
- ◆ Health and Human Services
- ◆ Social Sciences and Interdisciplinary Studies
- ◆ Continuing Education

The University offers:

- ◆ 64 bachelor’s degree programs with 70 concentrations
- ◆ 51 master’s degree programs with 26 concentrations
- ◆ 5 doctoral degrees, in Audiology, Physical Therapy, School Psychology, Public History and Educational Leadership, with two concentrations in Ed.D.
- ◆ 28 post-baccalaureate certificates and 10 credential programs
- ◆ Numerous research and community service centers.

The most popular majors are Business Administration, Communications, Psychology, Biology, Criminal Justice, Computer Science, and Nursing.

Admissions

Over 45,000 students applied to Sacramento State for the Fall 2019 semester, marking the record number of applications in one semester. Applications fell by around 2,000 in 2020.



Exhibit 2. Admissions Numbers.

Overall Enrollment

In Fall 2020, a total of **31,456 students** were enrolled at Sacramento State, the highest ever. The average **unit load was 12.98** and **average cumulative GPA was 3.064**. Most students, **81%, were full time**. The most populous age group was **18-20 with 34%**, or 10,707, of students. **The College of Health and Human Services** had the highest enrollment, with **22% of the total student population** enrolled in its programs.

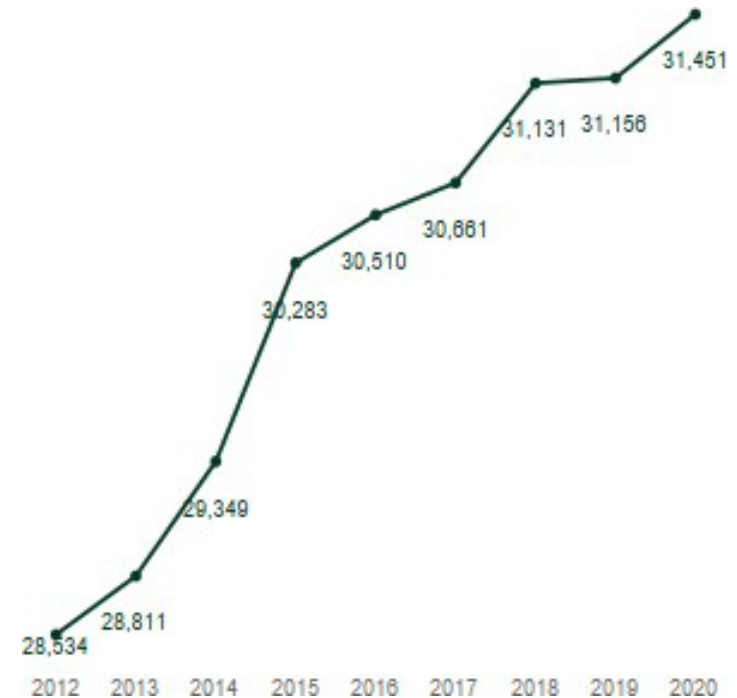


Exhibit 3. Enrollment Headcount.

Diversity

According to U.S. News and World Report 2019, Sacramento State is the fourth most diverse university in the western United States. Sacramento State is committed to diversity, equity, and inclusion and strives to ensure that equity and inclusion are incorporated into academic excellence and student success as well as its institutional practices at every level of leadership. Most notably, Sacramento State has created the Division of Inclusive Excellence to support its efforts and is developing its Anchor Institution initiative with equity as a cornerstone.

Cultural centers and identity centers on campus, including the Dreamer Resource Center, offer services that advance educational equity among immigrant populations (e.g., immigration clinic, emotional support, and emergency grant). Furthermore, Sacramento State leadership regularly voice their support for immigrants through participation in campus and community events and initiatives (e.g. Sac State Stands with Immigrants video produced for last year's National I Stand with Immigrants Day of Action).

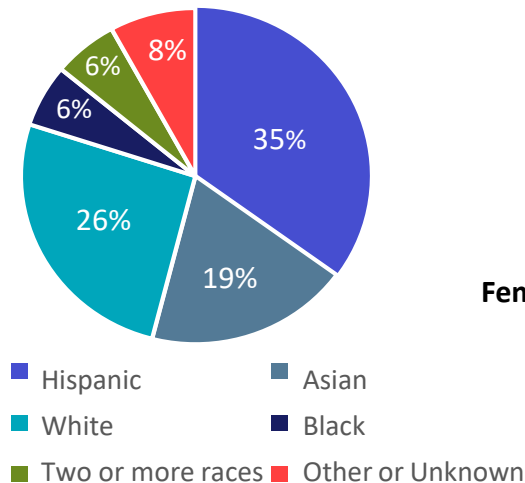


Exhibit 4. Overall Race/Ethnicity Representation

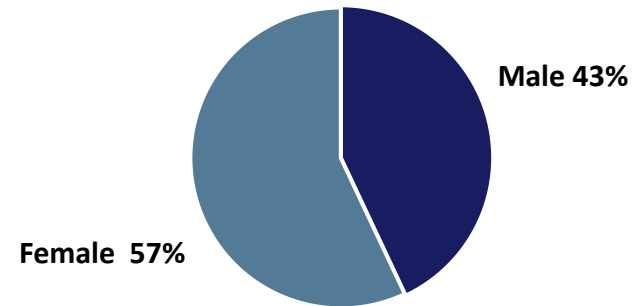


Exhibit 5. Overall Gender Representation.

Retention And Persistence

The following graph shows the retention rates for Sacramento State. The percent is on the y-axis and the cohort is on the x-axis. The **darkest green** is 2nd year, the **light green** is 3rd year, and the **grey** is 4th year.

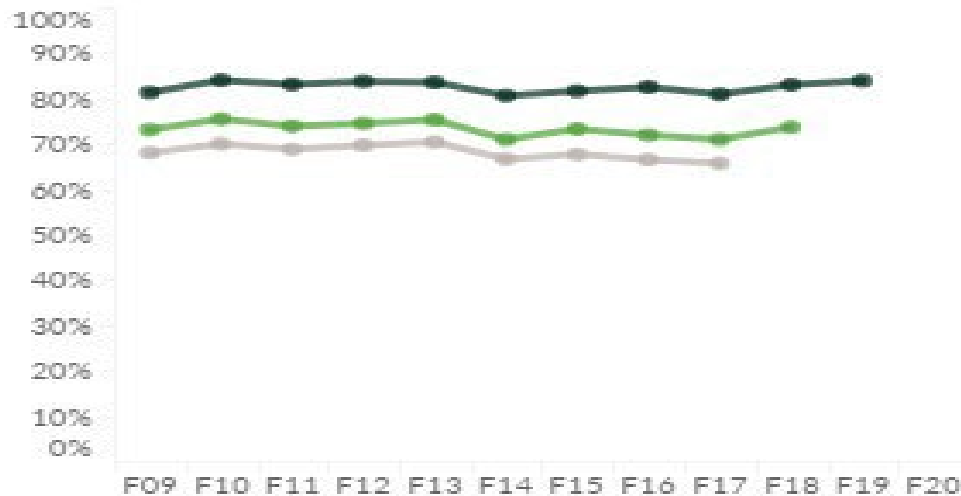


Exhibit 6. Retention Rates.

Finish in Four and *Through in Two* are incentive programs that encourage students to take 30 academic units per year. *Finish in Four* statistics include a 20.4% 4-year graduation rate, a 127% increase since 2016, and an overall ranking of 13th in the California State University (CSU) system. *Through in Two* has led to a 42% 2-year graduation rate (for transfer students), a 55% increase since 2016, and an overall ranking of 10th in the CSU system.

Faculty

The following exhibits show faculty demographics for Sacramento State in Fall 2020.

# of Faculty	% Female	% Tenured	% Full-time
1,817	50.9%	28.8%	42.3%

Exhibit 8 . Faculty Race/Ethnicity.

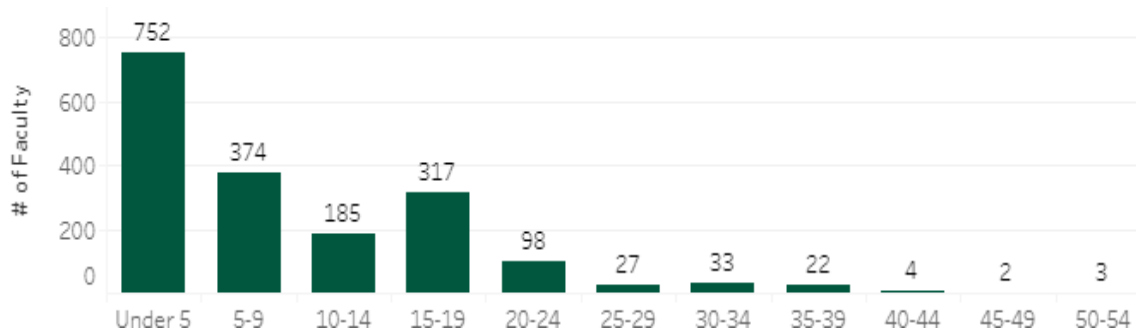
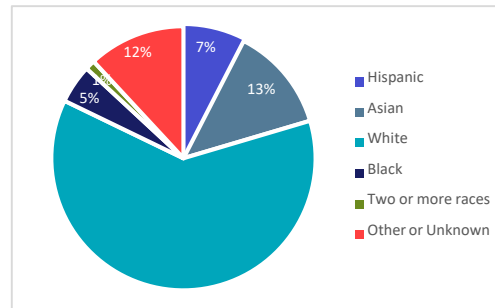


Exhibit 9. Faculty Years of Service.

Future Expansion

At the November 2019 Board of Trustees meeting, Sacramento State presented at the Committee on Campus Planning, Buildings and Ground regarding an off-campus center in Placer County. This was strictly an information item, at this point, as the campus continues discussion with Placer Ranch Inc. to establish a center in Placer County. If continued, negotiations result in an MOU to establish this center, the campus will return to the Board of Trustees for plan approval. This center was previously approved by the Board of Trustees in 2006, but the recession and other negotiating factors stalled the project until now.

Service Area Demographics

The Sacramento State service area includes the counties of Alpine, Amador, Colusa, El Dorado, Nevada, Placer, Sacramento, San Joaquin, Sierra, Solano, Sutter, and Yolo.

Population

According to EMSI, the Sacramento State Service Area had a **2020 population of 3,882,764**, with a **projected 2030 population of 4,355,086**. This in an increase of 12% in 10 years.



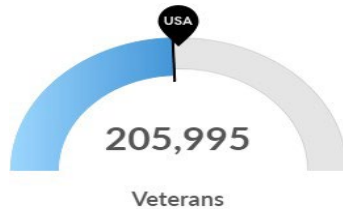
Your area has 806,545 millennials (ages 25-39). The national average for an area this size is 790,857.



Retirement risk is about average in your area. The national average for an area this size is 1,127,741 people 55 or older, while there are 1,088,030 here.



Racial diversity is high in your area. The national average for an area this size is 1,529,994 racially diverse people, while there are 2,052,950 here.



Your area has 205,995 veterans. The national average for an area this size is 213,032.



Your area has 4.45 violent crimes per 1,000 people. The national rate is 3.53 per 1,000 people.



Your area has 23.69 property crimes per 1,000 people. The national rate is 19.79 per 1,000 people.

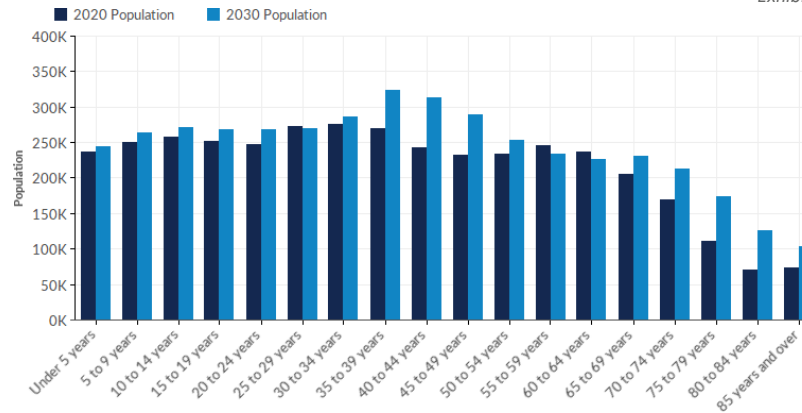
Source: Emsi Q2 2021 Data Set.

Service Area Demographics

Age

The graph shows the current and future age distribution in the Sacramento State Service Area. The largest group for 2020 was **30-34**, who made up **7.12%** of the population.

Exhibit 11 . Population by Age Cohort.



Age Cohort	2020 Population	2030 Population	Change	% Change	2020 % of Cohort
Under 5 years	236,477	244,660	8,184	3%	6.09%
5 to 9 years	250,319	263,469	13,151	5%	6.45%
10 to 14 years	258,334	270,492	12,158	5%	6.65%
15 to 19 years	251,575	267,467	15,892	6%	6.48%
20 to 24 years	247,598	267,715	20,117	8%	6.38%
25 to 29 years	272,622	269,529	(3,094)	(1%)	7.02%
30 to 34 years	276,281	286,543	10,262	4%	7.12%
35 to 39 years	269,164	324,059	54,895	20%	6.93%
40 to 44 years	242,890	313,328	70,438	29%	6.26%
45 to 49 years	231,488	288,779	57,291	25%	5.96%
50 to 54 years	234,169	253,787	19,618	8%	6.03%
55 to 59 years	245,838	233,052	(12,787)	(5%)	6.33%
60 to 64 years	236,067	225,874	(10,193)	(4%)	6.08%
65 to 69 years	205,311	231,046	25,735	13%	5.29%
70 to 74 years	169,054	212,702	43,648	26%	4.35%
75 to 79 years	111,278	173,638	62,360	56%	2.87%
80 to 84 years	70,604	125,639	55,035	78%	1.82%
85 years and over	73,694	103,307	29,613	40%	1.90%
Total	3,882,764	4,355,086	472,323	12%	100.00%

Source: Emsi Q2 2021 Data Set

Service Area Demographics

Race

The **largest** ethnic group in the Sacramento State Service Area is **White, Non-Hispanic**. They made up **45.90% of the population in 2020**. Second and third are White Hispanic, with 22.47%, and Asian, with 14.11%. Fourth are Black with 7.43%. Fifth are Two or more races with 6.22%. Sixth are Other or Unknown with 4.17%.

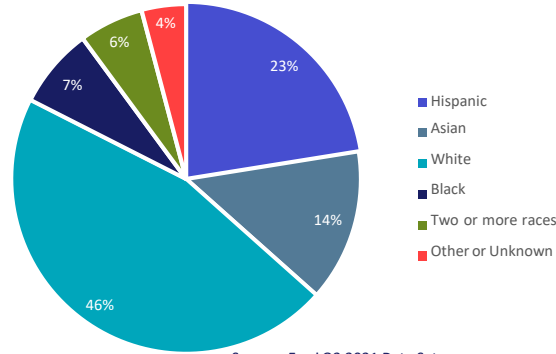


Exhibit 12 . Service Area Race/Ethnicity.

Source: Emsi Q2 2021 Data Set

Gender

Slightly more than half of the service area consists of females (51%). Gender data is based on Census data and the element is collected as female and male.

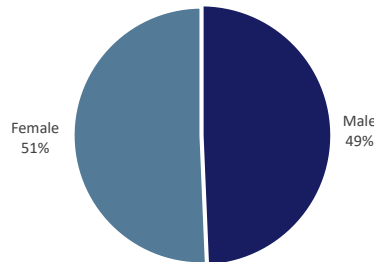


Exhibit 13. Service Area Gender Representation.

Source: Emsi Q2 2021 Data Set

Service Area Demographics

Employment

From 2015 to 2020, jobs increased by 6.2% in Sacramento State Service Area from 1,557,382 to 1,653,616. This change outpaced the national growth rate of 1.3% by 4.9%. As the number of jobs increased, the **labor force participation rate decreased from 57.2% to 55.5% between 2015 and 2020.**

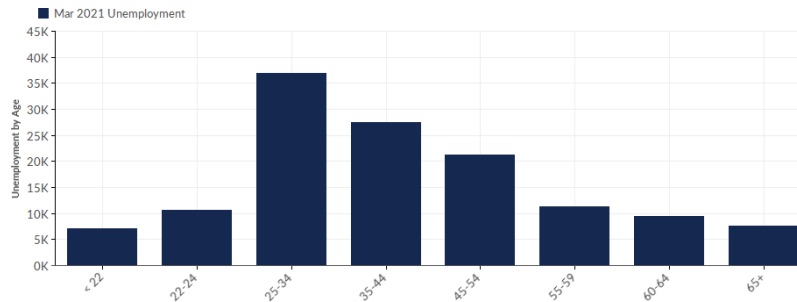


Exhibit 14 . Unemployment by Age.

Unemployment in March of 2021 was **highest in the 25-34 age range.** With a total of 36,866 unemployed, or **28.02% of the total population.**

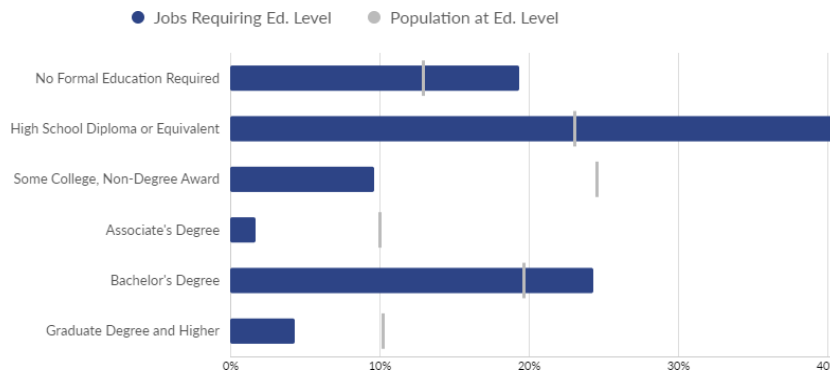


Exhibit 15. Underemployment.

Source: Emsi Q2 2021 Data Set

Service Area Demographics

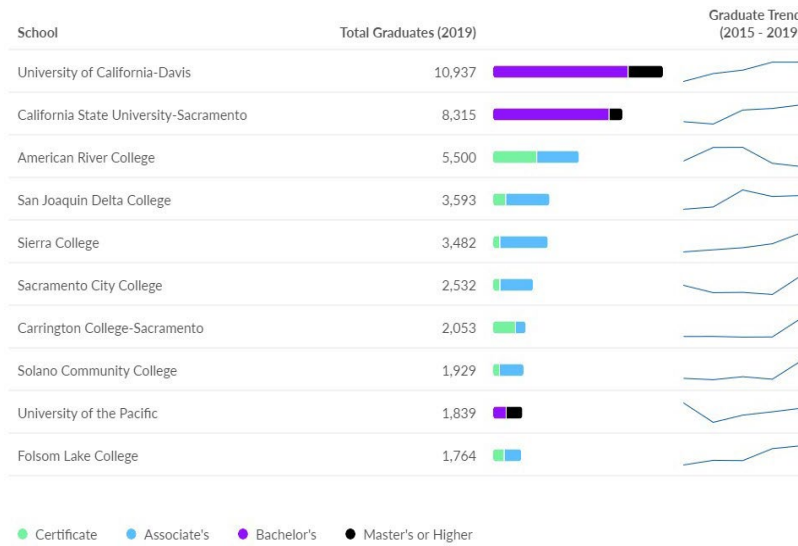
Education

In 2019, there were 50,199 graduates in Sacramento State Service Area. This pipeline has grown by 9% over the last 5 years. The highest share of these graduates come from Biological and Physical Sciences, "Social Sciences, General", and Criminal Justice/Police Science.



	% of Population	Population
Less Than 9th Grade	6.5%	171,755
9th Grade to 12th Grade	6.4%	167,897
High School Diploma	23.0%	606,485
Some College	24.5%	645,554
Associate's Degree	9.9%	262,321
Bachelor's Degree	19.6%	516,186
Graduate Degree and Higher	10.2%	268,264

Exhibit 17. Education Attainment



Source: Emsi Q2 2021 Data Set

Comparative Universities

Sac State's mix of peer and aspirational schools provide a benchmark for understanding potential opportunities. Sac State is on the lower end of graduate enrollment, teaching faculty, and research faculty. Tuition ranks Sac State second from the lowest, providing access and affordability to students. Sac State's retention rate falls in the middle of the comparative universities and graduation is in the lower quadrant.

	Peer Institution	Undergraduate Enrollment	Graduate Enrollment	Teaching Faculty	Research Faculty	S/F Ratio	In-State Tuition	Retention	Graduation
Peer	University of Texas El Paso	25,177	3,750	774	29	20:1	\$9,450	75%	44%
	Long Beach State University	33,054	5,620	1,077	1	24:1	\$6,834	87%	73%
	Portland State University	20,320	5,001	764	109	21:1	\$10,112	74%	49%
	University of Texas Arlington	34,820	13,815	1,091	159	24:1	\$11,378	75%	52%
	James Madison University	19,895	734	1,070	0	16:1	\$12,330	89%	82%
	San Francisco State University	25,032	3,108	870	3	22:1	\$7,176	80%	55%
	San Jose State University	27,905	8,180	852	0	25:1	\$7,854	87%	66%
Aspirational	San Diego State University	30,848	4,696	963	3	27:1	\$7,720	89%	76%
	Georgia State University	27,961	7,080	1,262	120	26:1	\$9,286	82%	53%
	Northeastern University	14,202	8,005	1,352	224	14:1	\$55,452	99%	90%
	Sacramento State	28,819	3,173	830	1	26:1	\$7,418	83%	54%

Source: www.nces.ed.gov

SWOT Analysis

<p style="text-align: center;">POINTS OF PRIDE</p> <ul style="list-style-type: none">• Social mobility• Diversity and Inclusion• Minority Serving Institution• Anchor university• Support for veterans• Increased graduation rate• Student-centric culture• Leadership• Proximity to the capital• Strength of academic programs	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• Build more industry partnerships and collaborations• Greater support for staff• Revitalize infrastructure• Reduce administrative barriers to enrollment• Support more online and virtual services and programs• Serve a more diverse community• Hiring and retaining diverse faculty• Addressing mental health• Community engagement• Greater student success
<p style="text-align: center;">Internal Challenges</p> <ul style="list-style-type: none">• Disconnect with the local community• Lack on institutional identity• Lack of diversity in faculty• Limited engagement with alumni• Aging infrastructure• Barriers to enrollment and degree completion• Recruiting from a more diverse population	<p style="text-align: center;">External Challenges</p> <ul style="list-style-type: none">• Declining traditional college population• Competition from other higher education entities• Retention of talented and diverse employees• Mental health• Funding impact• Societal factors

Strategic Planning Taskforce

Charge

The Strategic Planning Taskforce (SPT) involves a broad constituency associated with the University. Its primary purpose is to review and to make recommendations to the President regarding planning and action priorities at the University level.

Strategic Planning Taskforce

The major initial responsibility of the SPT is to revise the draft of the Strategic Plan for the University and to recommend approval of that plan to the President with an implementation date Academic Year, 2022-2023. The SPT will review all sources of information used to create the Consultant's report and initial draft of the plan for consistency and inclusivity. The SPT will identify and discuss any omitted or underrepresented issues and revise the draft accordingly.

With its representation from key constituencies, the SPT will be uniquely positioned to address University community issues while revising the Strategic Plan. The Plan will specify the core values, priorities, and goals of the University in a fashion that permits strategic planning for all units throughout the University. As well, the Plan will specify assessment strategies by which to monitor the University's success in accomplishing its goals.

Strategic Planning Taskforce

Revision of the Strategic Plan will involve consultation with the broad spectrum of campus community groups. A draft of the revised Plan will be reviewed by the Faculty Senate, the Associated Students, Inc. Board of Directors, and campus stakeholders in order to solicit commentary and recommendations, before being transmitted to the President and his Cabinet for approval. Once the revised University Strategic Plan has been approved, the SPT will be charged with the following functions:

- To review and recommend updates periodically to the Strategic Plan.
- To synthesize annually new planning objectives and/or initiatives proposed by the various constituent groups of the University's and ultimately configured into proposals by the Vice Presidents and others to be addressed through appropriate budget planning processes.
- To provide advice to the President as requested.

The SPT may choose to establish standing committees to deal with areas of particular importance to the University, such as enrollment management and planning. In addition, the SPT may appoint ad hoc working groups to address particular issues. All such committees and working groups may call upon administrative staff support, as indicated below.

Strategic Planning Taskforce

Structure

Members shall serve for one year with up to three years of continuous service unless their term is defined by the duration of the office they hold.

Actions of the SPT take the form of recommendations and reports to the President and his Cabinet.

Strategic Planning Taskforce

Membership

- Co-Chairs selected by the President
- The President's Chief of Staff and Deputy Chief of Staff
- One at-large member from each Division as selected by the appropriate Vice President
- The Chair of the Faculty Senate or their designee representing the faculty at-large
- Two at-large Faculty representatives recommended by the Faculty Senate
- The ASI President or their designee representing the students
- Two at-large Student representatives appointed by the ASI Board of Directors
- The President of the University Staff Assembly or their designee representing the Staff as a whole
- Two at-large Staff representatives recommended by the University Staff Assembly
- One member representing the Sacramento Community at-large selected by the President
- One member representing Alumni selected by the President
- One member representing the Foundation Board selected by the President
- One member representing the Antiracism Campus Planning Council selected by the President
- One member representing the Executive Safety Committee or the Student Health Advisory Committee selected by the President
- One member representing the Graduation Initiative Steering Committee selected by the President
- One member representing the Anchor University Council selected

Strategic Planning Taskforce

Membership

- Dr. Sarah Billingsley — Co-Chair and the President’s Chief of Staff
- Dr. Kristen Tudor — Co-Chair and Deputy Chief of Staff
- Antonia Peigahi — Co-Chair and Director of Policy and Records Management
- Dr. Robin Carter - Co-Chair and Special Assistant to the President
- Dr. Bena Arao — At-large member representing the Division of Administration and Business Affairs
- Dr. Sheree Meyer — At-large member representing the Division of Academic Affairs
- Peggy Kay — At-large member representing the Division of Information Resources & Technology
- Jennifer Barber — At-large member representing University Advancement
- Dr. Mia Settles-Tidwell — At-large member representing the Division of Inclusive Excellence
- Karyl Burwell and Austin Sihoe — At-large member representing the Division of Student Affairs
- Becky Repka — At-large member representing University Communications
- Deborah Ceryes— At-large member representing Human Resources
- Dr. Adam Rechs - Chair of the Faculty Senate representing the Faculty as a whole
- Dr. Sharyn Gardner — At-large Faculty representative
- Dr. Tracy Hamilton — At-large Faculty representative
- Samantha Elizalde — ASI President representing the students as a whole
- Brandon Fischer— At-large member representing Students
- **Vacant — At-large member representing Students**
- Michael Hendren — President of the University Staff Assembly representing the Staff as a whole
- Toni Tinker — At-large Staff representative
- Joshua Maddox — At-large Staff representative
- Rhonda Staley-Brooks — At-large member representing the Sacramento Community.
- Dr. Colette Harris Mathews — Representing the Alumni Association
- Tina Treis — Representing the University Foundation Board
- Dr. Marya Endriga — Representing Anchor University Advisory Council
- Dr. Justin Reginato — Representing the Executive Safety Committee
- Dan Carsel — Representing the Student Health Advisory Committee
- Dr. Jim Dragna — Representing the Graduation Initiative Steering Committee
- Nathan Dietrich — Representing the Anchor University Council
- Sharon Takeda — Designee for the Vice President of University Advancement

PROPOSED: What We Believe In (Values)

Sac State has strong values focused on growing and developing the people it serves while continuing to strengthen and focus future efforts.

MGT

- **Achievement**
- **Community**
- **Engagement**
- **Equity**
- **Inclusion**
- **Innovation**
- **Partnerships**
- **Wellness**

Revised

- **Student Success**
- **Student Centeredness**
- **Innovation**
- **Integrity and Ethical Action**
- **Diversity, Equity, Inclusion and Justice**
- **Community Engagement**
- **Wellness**

PROPOSED: What We Believe In (Values)

In the world of academia, words have many meanings. Starting with a shared understanding of what we mean is one way for Sac State to ensure that all stakeholders understand the institution's goals for the future.

- **Community:** At the heart of Sac State's work are the people who come together to serve those in the region. Communities come together through students, faculty, staff, alumni, and others who are included and engage with Sac State.
- **Engagement:** To create such a wonderful community on so many levels, Sac State holds engagement as a top priority that values working with everyone. This goes beyond serving to working in an action-oriented way to be a part of the community.
- **Equity:** Sacramento State seeks to ensure that processes are developed and protected that allow fair access, treatment, and opportunity for all members of the campus community to thrive, each according to their needs. While we strive for outcomes of justice and liberation, we also acknowledge that circumstances, such as privilege and systemic and structural oppression, adversely impact underrepresented and marginalized groups.

PROPOSED: What We Believe In (Values)

- **Inclusion:** Sacramento State recognizes, understands, appreciates, and makes accessible every aspect of the campus and its activities (e.g., policy-making, events, discussions, procedure development, and accommodations, etc.) of which underrepresented and marginalized communities have been so often excluded.
- **Innovation:** Sacramento State values the application of creative and critical thinking through action that leads to new processes, products, and services.
- **Student Success:** Sacramento State measures student success in how well students are prepared to accomplish their current and future academic, personal and professional goals.
- **Integrity and Ethical Action:** Sacramento State engages in behavior that is characterized by honesty, fairness and equity.

PROPOSED: What We Believe In (Values)

- **Student-ready:** Sac State seeks to meet students where they are, create an environment where students feel that they belong, and prioritize tools and resources they need to succeed.
- **Sustainability:** Sacramento State has many resources, and managing, maintaining, and developing those resources is critical to the success of the University. Operationally, sustainability includes fiscal, infrastructure, human resources. Environmentally, sustainability refers to how we care for the world in which we live.
- **Wellness:** Sacramento State promotes social, emotional, intellectual, and physical wellbeing for all who engage with the University. Additionally, psychological, and physical safety are key elements of wellness. Positive attitudes and behaviors are encouraged and supported through all the work and experiences of Sac State.

PROPOSED: Our Purpose (Mission)

The mission describes the current state and purpose of the University. Following are the current and proposed missions for comparison. Because Sacramento State's Mission and Vision are clear, concise, and viewed positively, a few tweaks, based on feedback, are all that is needed to raise these statements to a level needed to drive the goals and objectives of this strategic plan. Overall, stakeholders appreciated the brevity of the mission and shared suggestions to capture the current state of the University more accurately.

Current Mission

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

Proposed Mission

As California's capital university, Sacramento State transforms lives to lead, serve, and succeed in diverse communities.

PROPOSED: Our Aspirations (Vision)

The vision captures aspirations for where the University is headed and what it seeks to accomplish. Like the feedback on the mission, the stakeholders appreciated the succinct statement and proposed to strengthen it as follows.

Current Vision

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

Proposed Vision

Sacramento State, as a welcoming and inclusive community, shall be a leader in education, innovation, and engagement.

PROPOSED: What Drives Our Future (Imperatives)

The goals and objectives define the focus areas and imperative direction for Sacramento State. Limiting the number of goals allows the Sac State to prioritize resources and ensure that each goal is met and exceeded. Each of these goals includes objectives to define the outcomes the University seeks to accomplish.

Sac State's goals and objectives promote six key areas including:

- Learning and Student Success
- Teaching, Scholarship and Creative Activity
- Justice, Diversity, Equity, Inclusion, Belonging
- Resource Development and Sustainability
- Community Engagement
- Wellness

PROPOSED: What Drives Our Future (Goals)

Learning and Student Success

Learning and student succeeding are at the core of Sacramento State's unrelenting commitment to the academic, social, emotional, and ethical development of our students. Sacramento State intentionally shapes effective learning and academic support environments, both inside and outside of the classroom, for the purpose of progressing student persistence, academic achievement, educational attainment, and student advancement toward career and life goals. As a result of these combined efforts, Sacramento State students have realized exceptional graduation rate increases and correspondingly higher indices of student social mobility. In addition, Sacramento State has significantly reduced the equity gap in graduating traditionally underserved students. As an affordable regional four-year public university, Sacramento State, the Capital University, is uniquely positioned to educate and empower a diverse cohort of students to engage in leadership and service within the community.

Sacramento State provides personally transformative experiences within a large, diversified university in which each student is welcomed and recognized for their uniqueness. Distinguished faculty and professional staff strive to eliminate administrative barriers and curricular obstacles so that every student can equitably access learning pathways leading to the attainment of personal and professional goals. A community of educators, advisors, and service providers collaborate to promote each student's development of self-efficacy, social responsibility, and cultural awareness.

Sacramento State aspires to be a student-centered learning community, and we are guided by this focus in day-to-day decision-making. It is a destination campus and residential learning community where direct faculty and advisor in-person interactions with students are paramount. As a result of the pandemic, however, the University shifted from serving as an institution of place to one that includes quality remote/online learning. Academic and support services have also expanded their virtual outreach in consideration of students' overall well-being. Offering a variety of learning and support modalities for the education of a diverse body of students is consistent with the historical mission of the University. In these times, especially, Sacramento State reimagines itself as a place and resource for students to heal, learn, and succeed.

Strategic Goal 1: Elevate Student Learning and Success by Becoming a More Student-Ready University

Objectives

- Enhance campus knowledge and practices to meet students where they are
- Use data to inform and implement best practices for student learning and success
- Continue to remove barriers and support students with accomplishing their desired goals and dreams

PROPOSED: What Drives Our Future (Goals)

Innovation in Teaching, Research and Creative Activity

Teaching, research, scholarship, and creative activity are key elements for supporting learning and student success. The university must diversify and adapt to ensure its educational offerings are current with technological advances, social trends, and innovation. The global pandemic brought challenges as well as opportunities for innovation. We will extend what we have learned in response to the global pandemic and will leverage new technology and partnerships to support faculty and staff and to meet the changing needs of our students. Sacramento State champions the innovative uses of technology through Universal Design for Learning to ensure learners of all abilities can access course materials.

We will continue to expand opportunities to develop new programs that meet the needs of the region. With the addition of new doctoral programs, investment in graduate education is paramount and requires a commitment beyond our current levels. Sacramento State's multiple types of scholarship includes applied and creative work that garners national and international recognition, attracts external resources, and positively impacts the community.

Strategic Goal 2: Build Innovative Teaching, Scholarly and Creative Activity Programs

Objectives

- **Teaching:** Incorporate a variety of academic models and pathways to support our increasingly diverse students.
- **Scholarly and Creative Activity:** Promote applied and creative scholarship that provides opportunities for collaboration and partnership, including between faculty members, with staff and students, and with the community.
 - Support graduate education and lifetime learning
 - Enhance the support and infrastructure needed to increase funding and resources from grants, contracts and philanthropy.

PROPOSED: What Drives Our Future (Goals)

Embrace Justice, Diversity, Equity, Belonging and Inclusion

We aspire to be an inclusive and just community where each member feels a sense of belonging and a responsibility to foster that belonging. The Anti-racist and Inclusive framework, in conjunction with other initiatives such as the Anchor University, is one tool that will bring Sacramento State closer to building the just, diverse, equitable and inclusive community where everyone belongs. To do this we must be willing to interrogate our practices (both current and past) and hold ourselves accountable. This work does not reside in a single office but is a collective responsibility for the whole of the campus community. A focus on diversity will increase the vitality of the campus and make the University recognized for the actions it takes to foster and strengthen our commitment to justice, equity, diversity, and inclusion for Sacramento State and the Sacramento Region.

Strategic Goal 3: Enrich the Diversity and Equity of the University to Create a More Welcoming and Inclusive Community

Objectives

- Challenge our leadership to be committed to creating and maintaining a just environment
- Provide more resources to underserved and underrepresented students, faculty, staff, and communities
- Stand and act with members of our community who are constantly exposed to injustices
- Implement policies that ensure equity and fairness in hiring, compensation, retention, promotion, recognition, and authority activities and processes
- Foster a community of belonging for the campus community

PROPOSED: What Drives Our Future (Goals)

Resource Development and Sustainability

Resources can be defined as financial, human, technological, and structural. To protect those resources we must increase our efforts in practices that promote the principles of environmental sustainability, accessibility, and the efficient and coordinated use of human capital.

With unpredictable and varying levels of state funding each year, the university must increasingly rely on philanthropic support, grants, and other revenue streams to augment budgets and ensure consistent funding for university initiatives, priorities, and growth. The continued investment in philanthropic efforts is necessary to secure funding and partnerships for priorities that expand and enrich the working and learning environment and to increase resources aimed at combating structural inequities for students.

The infrastructure of a university plays a vital role in advancing its priorities for student success and equity. To support teaching and learning we must focus on maintaining, supporting and developing our essential learning and working spaces. Additionally we need to invest more in the digital infrastructure to support the post-pandemic learning and working environment as well as address the evolving needs of our diverse campus community..

Investment in staff and faculty is an investment in the success of our students, and in the future of the community where they work, learn and live. We must move to protect our staff and faculty resources through a greater investment in their social and emotional well-being, provide equitable opportunities for leadership and advancement, intentionally and publicly value their contributions and create a safe and supportive working environment for them.

Strategic Goal 4: Ensure Resource Development and Stability that Promotes Sustainability

Objectives

- Promote and invest in philanthropic efforts to build stability and support for student success and make transformational investment in the university possible.
- Address community environmental issues, related to energy use and other resources
- Invest in building and digital infrastructure needs to support desired academic programs and workforce outcomes
- Provide opportunities for personal and professional development for staff and faculty in support of university progress.
- Make alternations to facilities that improve their accessibility for those with disabilities, and work toward universal access.

PROPOSED: What Drives Our Future (Goals)

Anchor University and Community Impact

The University takes pride its role in the Sacramento Region. As an anchor university, Sacramento State will align its resources and efforts to cultivate purposeful, long-term, mutually beneficial community partnerships that confront systemic inequities, transform the lives of our students, and strengthen local communities. These efforts will allow for greater academic, personal, professional opportunities for students and give faculty enhanced community-based research opportunities, while also allowing the wider community to benefit from the intellectual and service capabilities of the entire Sacramento State community.

The 2019 Anchor University Task Force report, existing Anchor University Advisory Council, and a wide variety of current and prior efforts across Sacramento State, have laid a foundation for the University to continue to positively impact the Sacramento Region. The University will bring its resources to bear to help address issues related to education, health care, homelessness, arts and culture, the environment, and inclusive economic opportunity and workforce development in true partnership with community and civic organizations.

Strategic Goal 5: Institutionalize Anchor University efforts and strengthen community engagement across the region

Objectives

- Institutionalize anchor university operations with consistent funding and senior leadership
- Modernize University policies and procedures to support anchor efforts
- Expand training and professional development opportunities for staff and faculty in order to incorporate anchor principles in curriculum, co-curricular activities and research/ creative opportunities
- Develop further community partnerships in order to expand internship, service learning, and service opportunities for students
- Support K-12 schools, community organizations, and community colleges in order to ensure all local high school students graduate college or career ready
- Establish recognition and awareness of Sacramento State as an anchor institution in the region among internal and external audiences

PROPOSED: What Drives Our Future (Goals)

Wellness

Sacramento State recognizes that student and overall campus community Wellness is imperative to our collective success. We must ensure that basic needs including food, shelter, finances, as well as physical, mental and spiritual needs are met as foundational to our mission to prepare students for leadership, service, and success. Recent events including the global pandemic and focused attention on social inequities reinforce the need to ensure that students, faculty and staff are given the support and tools needed to not just survive, but to genuinely thrive. We are committed to creating a Healing University with a focus on inclusion and outreach.

We aspire to embed Wellness throughout the university to create lasting cultural changes with measurable positive outcomes. We will pursue and develop innovative ways to create a culture of Wellness. We will actively engage the community at large in accomplishing this goal. We will be a compassionate and effective resource for students, faculty, staff, and the community. We will continuously review policies to support student and mental health and Wellness.

Wellness

Sacramento State will develop and implement a comprehensive Wellness Strategic Plan that promotes student success and overall campus community well-being. It will embed Wellness throughout the University to create a lasting culture of well-being and success. It will provide transforming Healing opportunities for all our communities.

Strategic Goal 6:

Create a campus ecosystem and culture of Wellness that promotes a Healing University, student success, and overall campus well-being

Objectives

- Promote wellbeing as a path to student success and balanced lives
- Deliver innovative programs and services at the individual and community level
- Integrate wellness into curricular education, advising, campus experiences, and research
- Foster a safe, supportive, and inclusive community
- Ensure equity in health services and Wellness measures

Making it Our Own

Next Actions

- Seek additional stakeholder input
- Revise, revise, revise
- Add key indicators and timelines
- Finish by end of April/early May

Implementation and Assessment

Next Actions

Operationalization and Implementation

Ongoing Assessment