

BOLD ENROLLMENT GOALS -

- Have the highest enrollment and graduation rates in California for:
 - **GOAL 1:** Former Foster Youth and Wards of the Court
 - **GOAL 2:** Community College Transfer Students
 - **GOAL 3:** Native American and Indigenous Students

IMPERATIVE: Learning and Student Success		
		Executive Sponsors
Activity 1	Create stackable credentials that honor student progress toward degrees, including a Certificate of General Studies to honor completion of General Education by Fall 2026.	*Nevarez Pillai Murphy
Activity 2	Implement a coordinated academic advising model with case management along with a University-wide early-warning system and early-alert system, beginning in Fall 2024.	*Mitchell Hendricks Nevarez Murphy
Activity 3	*Implement the Chancellor's Office Black Student Success Recommendations (BSSR) by establishing a Black-themed Honors College by Fall 2024, serving students interested in Black and African American life, history, and culture.	*Wood Mitchell Murphy
Activity 4	Increase scholarship utilization rate to 95% by Fall 2028, reducing criteria to provide flexibility to better support students of color and athletes.	*Murphy Takeda Mitchell Orr
IMPERATIVE: Research, Creative Activities, and Teaching		
Activity 5	Provide \$2 million in annual research assigned time for faculty members who conduct research or engage in artistic expression that engages students from Graduation Initiative 2025 communities by Fall 2027.	*Nevarez
Activity 6	Move the reporting of Sponsored Projects (SPA) to Academic Affairs through the AVP for the Office of Research, Innovation and Economic Development (ORIED) and establish a support structure to streamline processes and troubleshooting in grants and contracts by Fall 2024.	*Nevarez Melikian
Activity 7	Conduct a series of mega-cluster hires of faculty with a demonstrated record of success in teaching Latinx, Asian (e.g., Southeast Asian, Filipino, Pacific Islander), Black, and Native American students, beginning Fall 2024.	*Nevarez Settles- Tidwell
Activity 8	*Establish a University-wide Artificial Intelligence Initiative by Fall 2024 to advance the use of AI in education, with a focus on educational equity. Involves the establishment of a National Institute for Artificial Intelligence in Education, hiring of a chief artificial intelligence officer (AI Czar), and a cluster hire of faculty in Computer Science.	*Nevarez Hendricks
IMPERATIVE: Justice, Equity, Diversity and Inclusion		

Activity 9	Expand employee resource groups (ERG) (formerly employee affinity groups) by Fall 2025, providing each ERG with monies for operations that allow them to advance support for minoritized faculty and staff, regardless of their color, race, ethnicity, religion, neurodivergence, and/or visible and/or nonvisible disabilities.	*Settles-Tidwell Martin
Activity 10	Expand the capacity of cultural centers to provide essential academic supports by increasing staff and ensuring adequate physical space for each center by Fall 2025.	*Mitchell Bowman Moore
Activity 11	Ensure legal repatriation of all Native American human remains by Fall 2025 and all funerary artifacts and cultural items by Fall 2026. Create a forever home for remains from Draper Hall.	*Wheeler
Activity 12	Increase access and a sense of belonging for out-of-state and international students by increasing enrollment to 10% of student body by Fall 2028.	*Murphy Nevarez Watson Settles-Tidwell Takeda
	IMPERATIVE: Resource Development and Sustainability	
Activity 13	Establish a “Cut the Red Tape” de-bureaucratizing committee to streamline processes, workflows, and policies to reduce workload on employees by Fall 2024.	*Martin, *Hendricks Murphy Tudor Nevarez
Activity 14	Develop and launch the “ Promote Sac State Staff ” initiative by Fall 2024, to provide internal leadership development for staff seeking opportunities for career advancement within Sacramento State.	*Martin Tudor Settles-Tidwell Wong
Activity 15	Pave the road to transition all Sacramento State NCAA DI sports to one athletic conference to reduce travel for student athletes by renovating the UnionWELL basketball gym and replacing temporary football stands with stadium seating by Fall 2028.	*Orr Bowman Takeda Mitchell
Activity 16	*Launch Combat Sports and Martial Arts University (aka Combat U) by Fall 2024, providing high-quality learning at Sacramento State and training opportunities for martial arts through public-private partnerships.	
	IMPERATIVE: Community Involvement	

Activity 17	Enhance coordination of community engagement by centralizing efforts to educate and raise awareness about Sacramento State's involvement in the community by Fall 2025.	*Gallardo-Good Nevarez Wong Martin Takeda Murphy
Activity 18	Ensure that 80% of undergraduate students participate in a paid or credit internship prior to graduation by Fall 2028 by supporting integration of all campus internship efforts.	*Mitchell Takeda Watson
Activity 19	Establish degree completion programs and microsites in impacted academic programs (e.g., nursing, computer science). House microsites at all service area community colleges in our service region by Fall 2027.	*Watson *Nevarez Murphy
Activity 20	Establish a five-year initiative for alumni engagement that prioritizes internships, mentorship, giving, and participation in campus events.	*Takeda Murphy Wong Gallardo-Good Hendricks
	IMPERATIVE: Wellness and Safety	
Activity 21	*Reach a 1:1,500 ratio of therapists to students by Fall 2024. This includes set-alone therapists for Guardian Scholars, Black Honor's College, and Project Rebound.	*Mitchell
Activity 22	Establish a Basic Needs Center by Fall 2025, providing streamlined access to resources for students in crisis and students experiencing food, housing, transportation, and employment insecurities.	*Mitchell
Activity 23	Provide residential living and learning opportunities for all first- and second-year students by Fall 2028 through on-campus residence halls, public-private partnerships, and mastering leasing of existing properties.	*Bowman Wheeler