



SACRAMENTO  
STATE

# STRATEGIC PLAN 2023 - 2028

*Revised April 2023*

*Revised April 2023*



# REDEFINING THE POSSIBLE

Sacramento State has been educating students and serving California's capital region since 1947. Located six miles from the state Capitol and the city's urban core, Sacramento State and the community it serves are intertwined.

A recognized leader in education, innovation, and engagement, the University is dedicated to the belief that there are no limits to our students' potential for excellence and success. The faculty and staff have worked tirelessly over the past many years to increase graduation rates, grow as an anchor institution, and achieve University-wide commitment to diversity, equity and inclusion.

The successes of these efforts have earned Sacramento State recognition with the ranking of 9th Most Transformative College by *Money Magazine* (2020), the prestigious Carnegie Foundation Community Engagement Classification (2020), and recognition as the 4th Most Diverse University in the West by *U.S. News and World Report* (2022), among numerous others.

The 2023-28 prioritized strategic plan presents the 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.

# WHAT WE BELIEVE IN

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

## VALUES



**Student Success**



**Student Centered and Student Ready**



**Innovation**



**Diversity, Equity, Inclusion, Belonging and Justice**



**Intentional Community Involvement**



**Wellness**

## What We Believe In And Who We Are

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

**Anchor University:** An Anchor University aligns its resources and efforts to cultivate purposeful, long-term, mutually beneficial community partnerships that confront systemic inequities, transform the lives of students, and strengthens their community.

**Belonging:** We value and foster an environment of acceptance and appreciation in which everyone can live and work as their genuine and authentic selves and feel connected to one another and their place of learning and work.

**Community:** At the heart of Sacramento State's work are the people who come together to serve our region and our students. We are a diverse community of students, faculty, staff, alumni, donors, and others who joined together as a Sacramento State family.

**Diversity:** Sacramento State celebrates the differences among people and how they identify themselves, including their age, class, gender, health, physical and mental abilities, race, sexuality, religion, and other human differences.

**Engagement:** To create an inclusive community that can transform the lives of our students, Sac State holds engagement as a top priority that values working with a wide variety of committed partners. This goes beyond serving to strategically work together in a reciprocal and action-oriented way to enhance Sacramento and better our region.

**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.

**Healing University:** A Healing University helps bridge divides in a nation reeling from years of pandemic life, economic hardships, political strife, and racism.

**Inclusion:** Sacramento State recognizes, understands, appreciates, acknowledges, and dedicates itself to making accessible every aspect of the campus and its activities for everyone including underrepresented and marginalized communities who have been often excluded.

**Innovation:** Sacramento State values creative and critical thinking through action that leads to new processes, products, and services.

**Justice:** We believe we have a responsibility to challenge, change and eliminate practices and policies that have a disparate impact on members of our campus community.

**Philanthropy:** Philanthropy is an act of goodwill and the desire to help your fellow human beings. Philanthropists seek to solve social problems by donating to charitable organizations and lending their support to worthy causes by providing financial aid and through advocacy. Philanthropy is more long-term and strategic and often involves making multiple gifts to help people over a number of years. While charity is focused on providing immediate relief to people and is often driven by emotions, philanthropy is focused on helping people and solving their problems over the long-term.

**Student centered:** Sacramento State prioritizes the needs and interests of students in every endeavor of the university. We are dedicated to seeing every university experience through the eyes of our students and creating an environment where students feel they matter and belong.

**Student-ready:** Sacramento State seeks to meet students where they are and to adapt to their widely divergent prior educational experiences. We are dedicated to aligning policies and practices to give our increasingly diverse students the tools they need to persist and succeed.

**Student Success:** Sacramento State measures student success in how well students are prepared to accomplish their current and future academic, personal, and professional goals, as well as serving our larger community.

**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, and 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 Sacramento State.





## OUR PURPOSE

### MISSION

**As California's capital university, Sacramento State transforms lives by preparing students to lead, serve, and succeed.**

### VISION

**To be a welcoming, caring, and inclusive leader in education, innovation, and engagement.**





# IMPERATIVES THAT DRIVE OUR FUTURE

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

- 1** Elevate Student Learning and Success by Becoming a More Student-Ready University  
**Learning and Student Success**
- 2** Advance Innovative Teaching, Research, Scholarship, and Creative Activity Programs  
**Teaching, Scholarship, and Creative Activity**
- 3** Enrich the Diversity and Equity of the University to Create a More Welcoming, Inclusive, and Just Community  
**Justice, Diversity, Equity, Inclusion, Belonging**
- 4** Ensure the Development and Growth of People, Fiscal, and Structural Resources  
**Resource Development and Sustainability**
- 5** Embed Anchor University Efforts Throughout Campus to Strengthen Community Engagement and Impact  
**Dedicated Community Involvement**
- 6** Create a Campus ecosystem and culture of Wellness and Safety  
**Wellness and Safety**

# IMPERATIVE: Elevate Student Learning and Success by Becoming a More Student-Ready University

## 1 Learning and Student Success

### Goals:

- |     |  |     |   |
|-----|--|-----|---|
| 1.1 | Cultivate an educational environment that promotes holistic growth and academic achievement. | 1.4 | Improve academic degree completion rates.                   |
| 1.2 | Enhance knowledge and practices to make the University more student ready.                   | 1.5 | Remove administrative barriers that impede student success. |
| 1.3 | Enhance opportunities for student career development and lifelong learning.                  | 1.6 | Close opportunity gaps for all students.                    |

### Learning and Student Success

Learning and student success 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 four-year public university, Sacramento State, the Capital’s 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 while serving our larger community. Together educators, advisors, and service providers collaborate to promote each student’s development of self-efficacy, social responsibility, and cultural awareness.

Sacramento State is dedicated to being 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, the University has shifted from serving as an institution of place to one that includes quality remote/ and 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 is reimagining itself as a place and resource for students to heal, learn, and succeed.

# IMPERATIVE: Advance Innovative Teaching, Research, Scholarship, and Creative Activity Programs

## 2 Teaching, Scholarship, and Creative Activity

### Goals:

- |     |  |     |  |
|-----|--|-----|--|
| 2.1 | Incorporate a variety of academic models and pathways, and technology enhanced solutions to support our increasingly diverse student body, and the post pandemic expectations. | 2.3 | Strengthen culture of appreciation that supports effective teaching, research, scholarship and creative activity.          |
| 2.2 | Provide support for faculty to align instruction with principles and practice of equitable and inclusive teaching and learning.  | 2.4 | Partner with the community to address local and global challenges through sharing knowledge, good practice, and expertise. |
|     |  | 2.5 | Strengthen support for research and scholarly and creative activity .  |

### Innovation in Teaching, Research and Creative Activity

Teaching, research, scholarship, and creative activity are key elements for advancing student success and collaborative partnerships for addressing societal needs.

The university must 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 meet the changing needs of our students.

We will continue to expand opportunities to develop new programs that meet the needs of the region and our students. Investment in graduate education is paramount and requires a commitment beyond our current levels.

Sacramento State must also focus on research that includes applied, practical, and creative work, attracts external resources, and positively impacts the community, state, nation, and larger global community. An investment in research creates a strong foundation for teaching, learning, innovation, and economic development.



# IMPERATIVE: Enrich the Diversity and Equity of the University to Create a More Welcoming, Inclusive, and Just Community

## 3 Justice, Diversity, Equity, Inclusion, Belonging

### Goals:

- |   |   |
|---|---|
| 3.1 Empower and hold leadership accountable for efforts to create and maintain a just environment.                              | 3.4 Support, advocate for, and act with members of our community when they are exposed to injustices.   |
| 3.2 Provide and institutionalize resources for students, faculty, staff, and communities who have been targeted for oppression. | 3.5 Implement policies that promote equity in compensation, recognition, and authority and that ensure fair hiring, recognition, and promotion processes for employees. |
| 3.3 Build capacity for students and employees to prioritize and receive resources and recognition for DEI work.                 | 3.6 Foster a community of belonging for the campus community.   |

### 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. Applying an Antiracist and Inclusive framework, in conjunction with other initiatives such as the Anchor University, is one tool that will bring Sacramento State closer to building a just, diverse, equitable, and inclusive community where everyone belongs. We must interrogate our practices (both current and past) to hold ourselves accountable. This work does not reside in a single office but is a collective responsibility for the whole of the campus community. An embracement of our diversity will increase the vitality of the campus and help the University foster and strengthen our commitment to justice, equity, and inclusion for Sacramento State and the Sacramento Region.



## IMPERATIVE: Ensure Resource Development and Growth for People, Financial, and Structural Resources

### 4 Resource Development and Sustainability

#### Goals:

#### People Resources:

- 4.1 Employ strategies that promote equity for employees through training, education, and professional development.
- 4.2 Build an employee friendly and supported culture that attracts and retains high potential and high performing talent to the university.

#### Philanthropy and Fiscal Resources:

- 4.3 Align and increase philanthropic resources to build stability and support for student success and make transformational investment in the University possible.

- 4.4 Raise Sac State's profile with local, state, and federal leaders and diversify additional funding to expand and leverage university partnerships, and student opportunities.
- 4.5 Build strong alumni and community engagement that supports our students and our philanthropic mission.

#### Structural/Technological Resources:

- 4.6 Expand campus sustainability efforts consistent with, but not limited to, the University 2021 Climate Action Plan
- 4.7 Invest in the physical and digital infrastructures to support desired academic, research, workforce, and accessibility needs while building on lessons learned from the pandemic.





## **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 a philanthropic culture, environmental sustainability, accessibility, and the efficient and coordinated use of human capital. We must also work to assure that all members of our campus and wider community have equitable access to those resources.

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 and nurturing a philanthropic culture 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.

As we seek to further invest in our infrastructure, we also recognize our statewide environmental challenges such as climate change, wildfires, and drought. We must invest in sustainability measures to ensure that Sacramento State is doing our part to mitigate these challenges.

Investment in our workforce 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.

# IMPERATIVE: Embed Anchor University Efforts Throughout Campus to Strengthen Community Engagement and Impact

## 5 Dedicated Community Involvement

### Goals:

- |  |   |
|--|---|
| 5.1 Align, update, and institutionalize policies and practices to improve reach, effectiveness, and sustainability of Anchor initiatives.        | 5.3 Cultivate and expand purposeful, long-term, and mutually beneficial community partnerships that support the Anchor mission and our philanthropic efforts. |
| 5.2 Provide an educational and work environment that develops students and employees who can engage effectively in local and global communities. | 5.4 Educate and raise awareness of Sacramento State as an anchor institution in the Region, building community pride in the university.                       |

### Anchor University and Community Impact

The University takes pride in its role in the Sacramento Region as the Capital's University, as Sacramento's University. 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, and 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.





## **IMPERATIVE: Create a Campus Ecosystem and Culture of Wellness and Safety**

### **6 Wellness and Safety**

#### **Goals:**

- 6.1 Ensure equity in health services and wellness measures through the adoption of antiracist, inclusive, and just policies and practices for the student body, faculty, staff and larger Sacramento community.
- 6.2 Enhance Basic Needs Program to ensure food security, shelter, finances, and physical and psychological safety needs are met for students and employees.
- 6.3 Provide a safe and secure environment for all members of the campus community and its visitors.
- 6.4 Integrate employee wellness measures and programs into human resources policies, and procedures to enhance the lives of employees.

#### **Wellness and Safety**

Sacramento State recognizes that student, faculty, and staff 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, internally and externally, with a focus on inclusion and outreach.

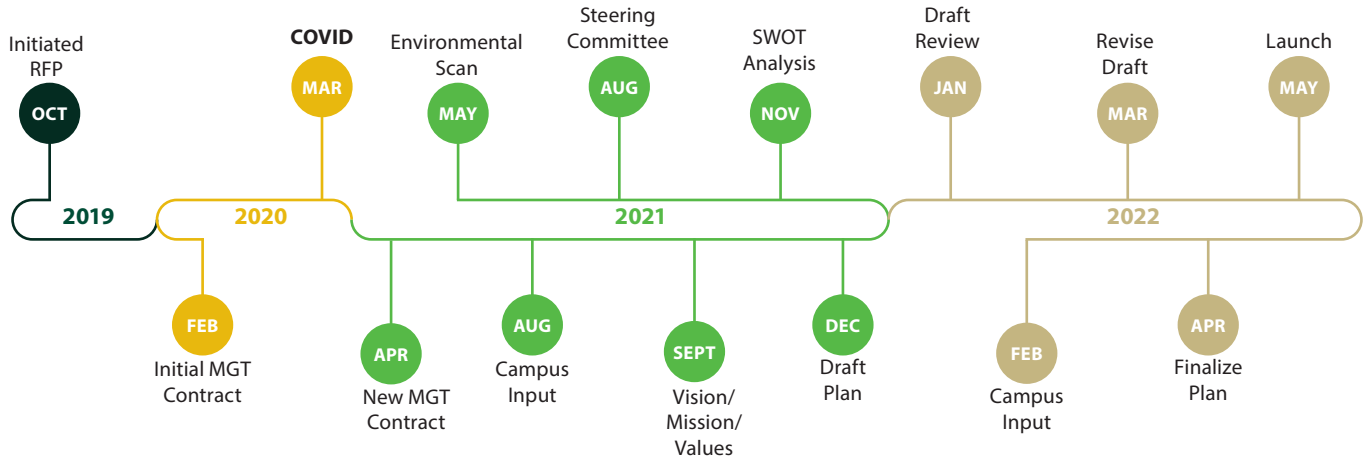
We aspire to embed wellness throughout the University to create lasting cultural changes with measurable positive outcomes. We will pursue and develop innovative ways to create a culture of wellness. We will actively engage the community at large in accomplishing this goal. We will be a compassionate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

# STRATEGIC PLANNING PROCESS OVERVIEW

- Sacramento State (Sac State) retained MGT Consulting Group (MGT) to support strategic planning. As part of that effort, MGT gathered data and input from faculty, staff, students, administrators, alumni, and community members. The Strategic Planning Steering Committee engaged members of the campus and broader Sacramento community to assess their experience with Sac State and gather input regarding strategic planning.
- 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.
- **Sacramento State takes pride in its student-centric culture and is extremely 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 Capitol. Further the strength of certain programs, especially workforce-related programs such as criminal justice, nursing, engineering, construction, and recreational therapy are a source of distinction that focuses on community needs.
- **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 Sac 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 the 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	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
<p><b>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 Values Session</b></p>	
17 Interviews	Donors, staff members, faculty, local government officials, community association leaders, alumni, community college leaders, and students opportunities, achieving mission, differentiation, new target audiences, and additional insights
<p><b>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</b></p>	
5 Focus Groups	Staff, faculty, students, administrators, community, and alumni
<p><b>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</b></p>	
Survey	902 responses
<p><b>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</b></p>	
Future Envisioning Session	Strategic Planning Task Force
<p><b>Review and prioritization of the insight and feedback collected for drafting the strategic plan Values Session</b></p>	





## ENVIRONMENTAL SCAN AND INSTITUTIONAL COMPARISONS

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



## SWOT ANALYSIS

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



# STRATEGIC PLANNING TASKFORCE

## Charge

The Strategic Planning Taskforce (SPT) involves every 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

The major initial responsibility of the SPT will be to revise the Strategic Plan for the University and to recommend approval of that plan to the President with an implementation date Academic Year, 2022. In its revision of the Plan, the SPT sought to combine elements of the existing Strategic Plan, with current issues affecting the University and the Sacramento Region. The Strategic Plan is intended to guide the collective mission, vision, and values of Sacramento State for the next five years as together we face uncertain times that call us to collective action around issues such as equity, inclusion, safety, community engagement, philanthropy, and our continued goal of student success.

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 specifies assessment strategies by which to monitor the University's success in accomplishing its goals.

Development of the new strategic plan has involved consultation with the broad spectrum of campus community groups. The final 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.

## 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.



# 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
- Amera Frazee - Student representing ASI
- Brandon Fischer - 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
- Dr. Yvonne Harris - At large member representing Research, Innovation, and Economic Development







# SACRAMENTO STATE STRATEGIC PLAN

APPENDIX:  
ENVIRONMENTAL SCAN  
JULY 21, 2021

Submitted by:  
KARINDA BARRETT, PHD  
VICE PRESIDENT  
EDUCATION SOLUTIONS  
GROUP

4320 West Kennedy  
Boulevard Suite 200  
Tampa, Florida 33609  
888.302.0899  
[kbarrett@mgtconsulting.com](mailto:kbarrett@mgtconsulting.com)

*Revised April 2023*

# TABLE OF CONTENTS

<b>INTRODUCTION</b>	<b>3</b>
Overview Of The California State University System	3
<b>DEMOGRAPHICS</b>	<b>4</b>
Overview	4
Admissions	5
Overall Enrollment	5
Diversity	6
Retention And Persistence	7
Faculty	8
Future Expansion	8
<b>SERVICE AREA DEMOGRAPHICS</b>	<b>9</b>
Population	9
Age	10
Race	11
Gender	11
Employment	12
Education	13
<b>COMPARATIVE UNIVERSITIES</b>	<b>14</b>



# INTRODUCTION

Sacramento 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.*



Source: Sacramento State Website.



# DEMOGRAPHICS

## 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.

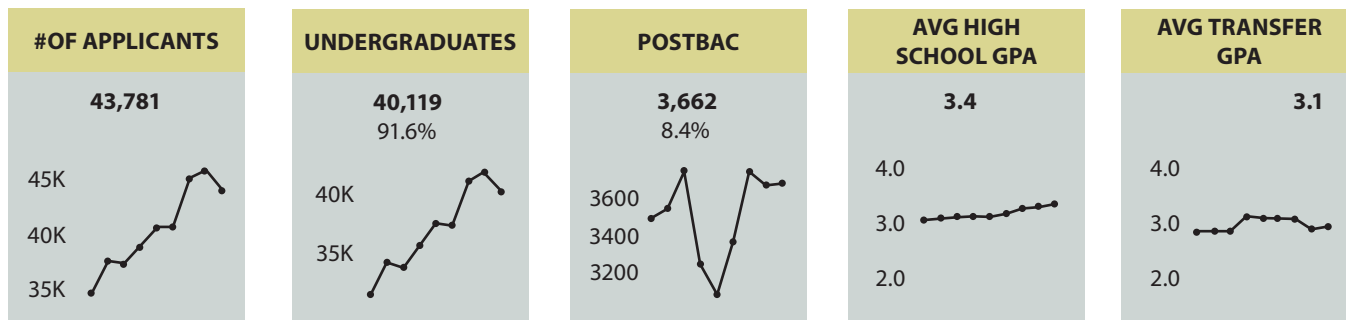
- 28 post-baccalaureate certificates and 10 credential programs
- Numerous research and community service centers.

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.

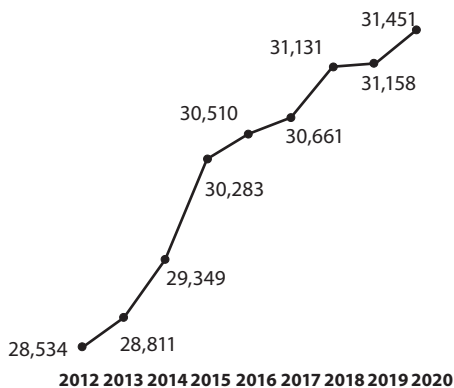


Source: Sacramento State Institutional Research Website.

## 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.



Source: Sacramento State Institutional Research Website.



## 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).

Source: Sacramento State Website.

Exhibit 4. Overall Race/Ethnicity Representation

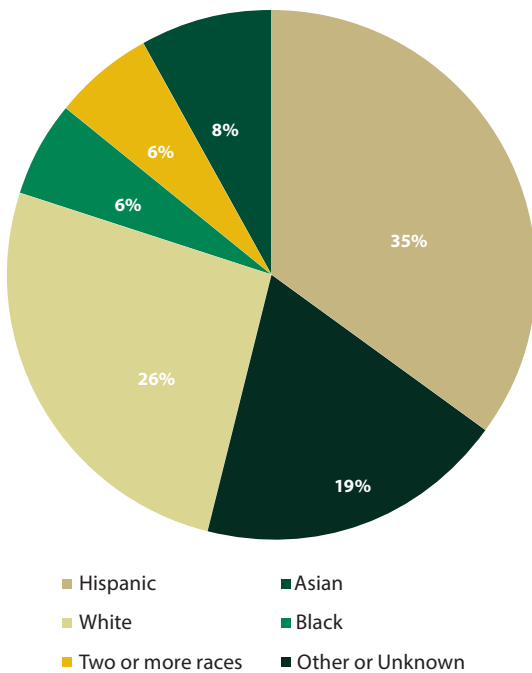
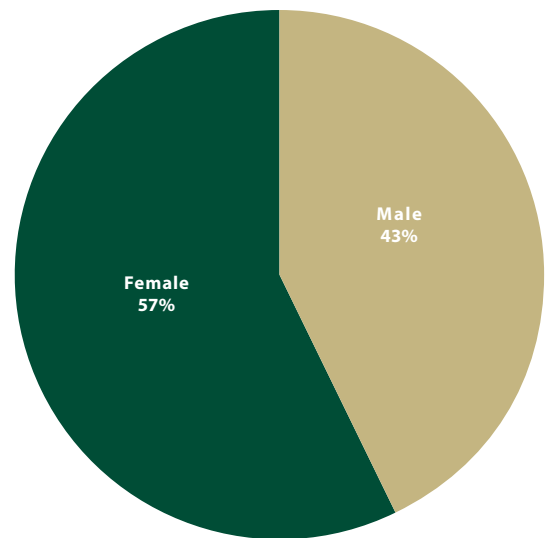


Exhibit 5. Overall Gender Representation.

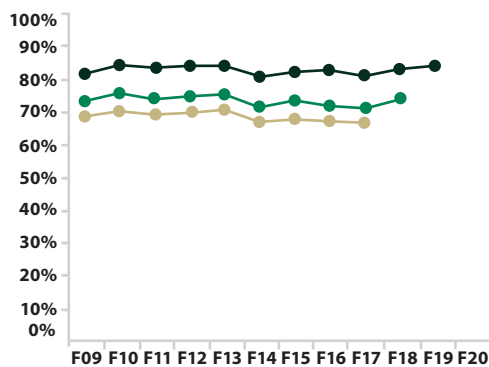




## Retention And Persistence

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.



Source: Sacramento State Institutional Research Website.

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.

Exhibit 7. Faculty Demographics.

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

Exhibit 8. Faculty Race/Ethnicity.

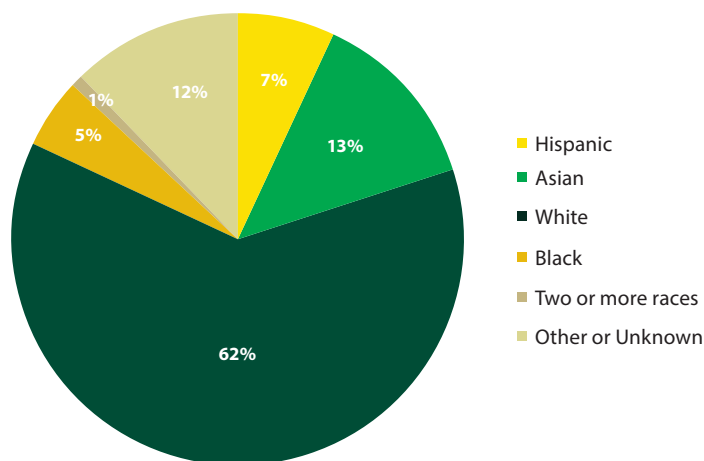
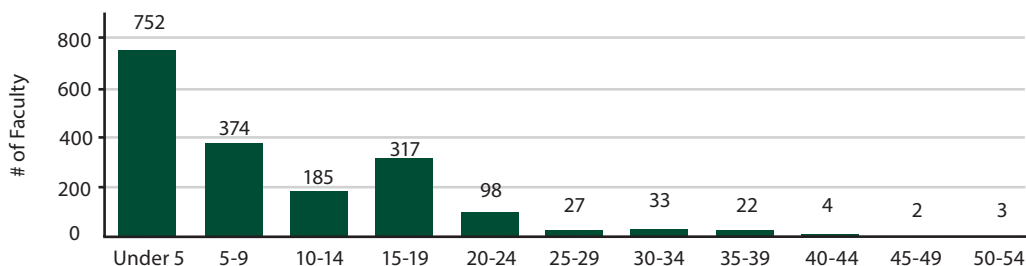


Exhibit 9. Faculty Years of Service.

Source: Sacramento State Institutional Research Website.



## 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.



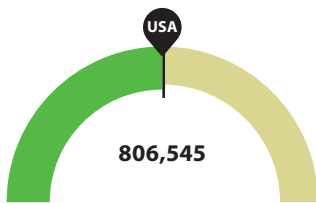
# SERVICE AREA DEMOGRAPHICS

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

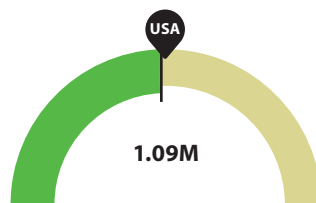
According to EMSI, the Sacramento State Service Area had a 2020 population of 3,882,764, with a projected 2030 population of 4,355,086. This in an increase of 12% in 10 years.

Exhibit 10. Service Area Population Demographics.



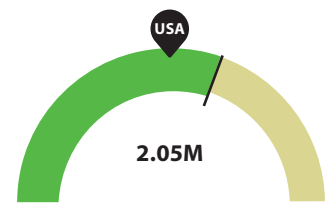
Millennials

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



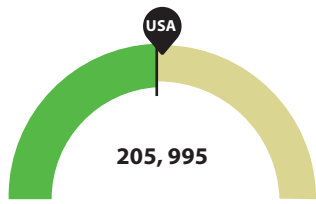
Retiring Soon

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



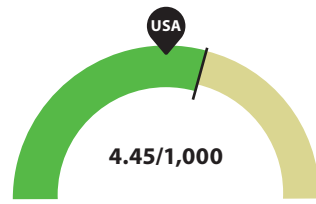
Racial Diversity

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.



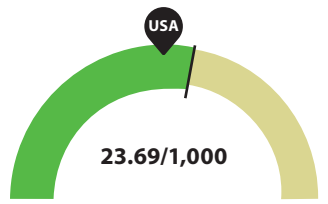
Veterans

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



Violent Crime

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



Property Crime

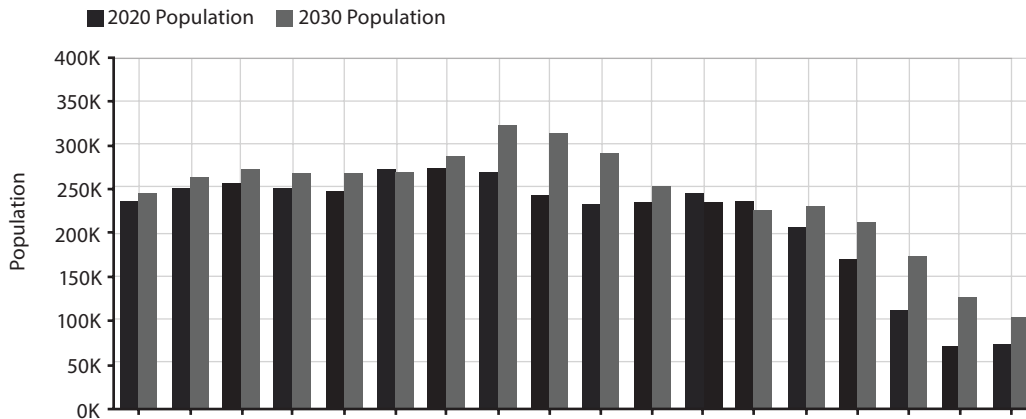
Your area has 23.69 property crimes per 1,000 people. The national rate is 19.79 per 1,000 people.

Source: Emsi Q2 2021 Data Set.

## 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.



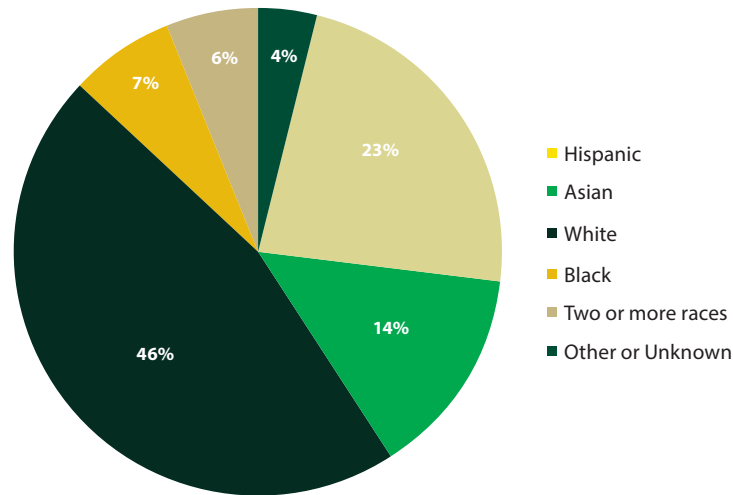
Age Cohort	2020 Population	2030 Population	Change	% Change	2020 % Cohort
Under 5 years	236,477	244,660	8,184	3%	6.09%
5 to 9 years	250,319	263,469	13,151	5%	6.45%
10 to 14 years	258,334	270,492	12,158	5%	6.65%
15 to 19 years	251,575	267,467	15,892	6%	6.48%
20 to 24 years	247,598	267,715	20,117	8%	6.38%
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

## 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%. However, the vast majority of the students identify as ethnic minorities which defines the university as a predominantly minority serving institution.

Exhibit 12 . Service Area Race/Ethnicity.

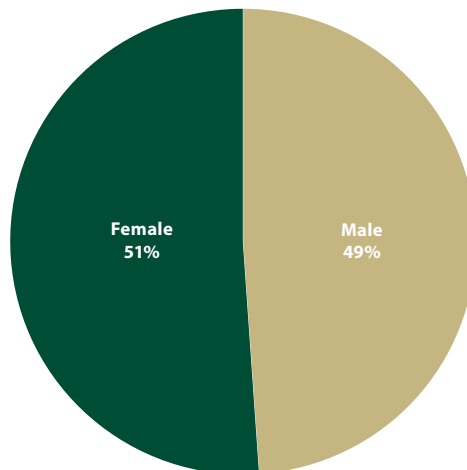


Source: Emsi Q2 2021 Data Set

## 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.

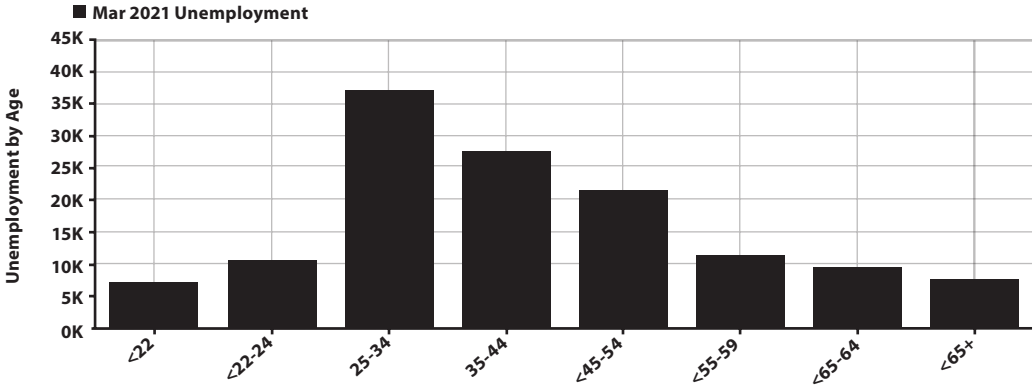




# Employment

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.

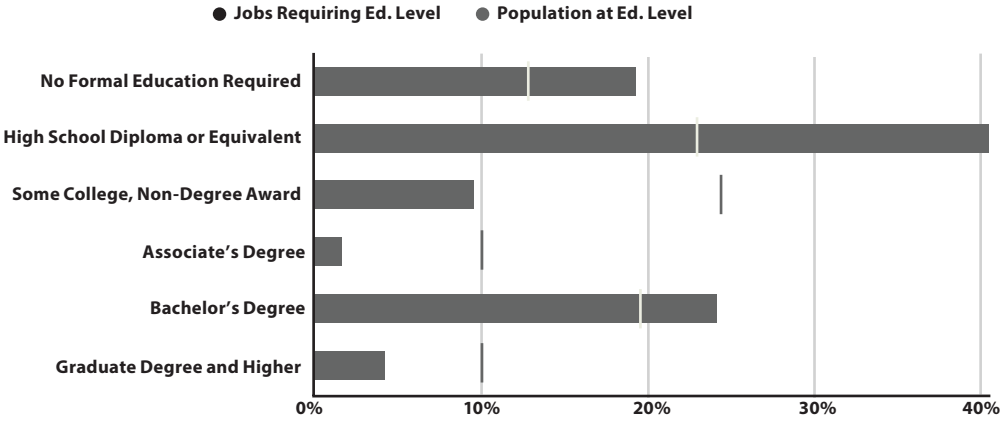
Exhibit 14. Unemployment by Age.



Source: Emsi Q2 2021 Data Set

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

# 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.

Exhibit 16. Education Attainment.

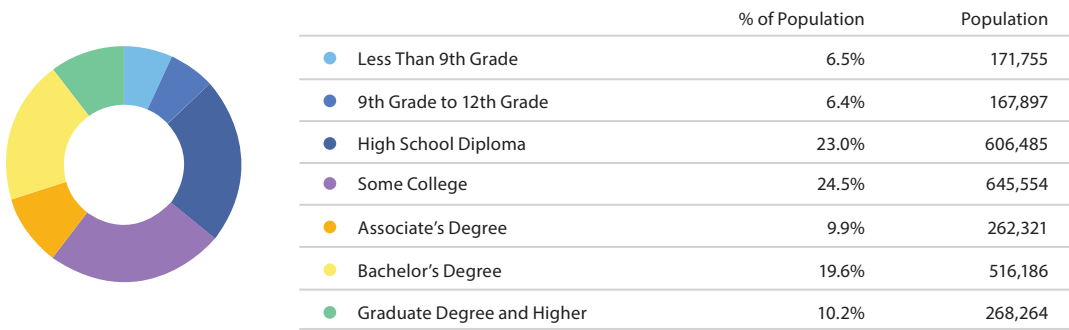
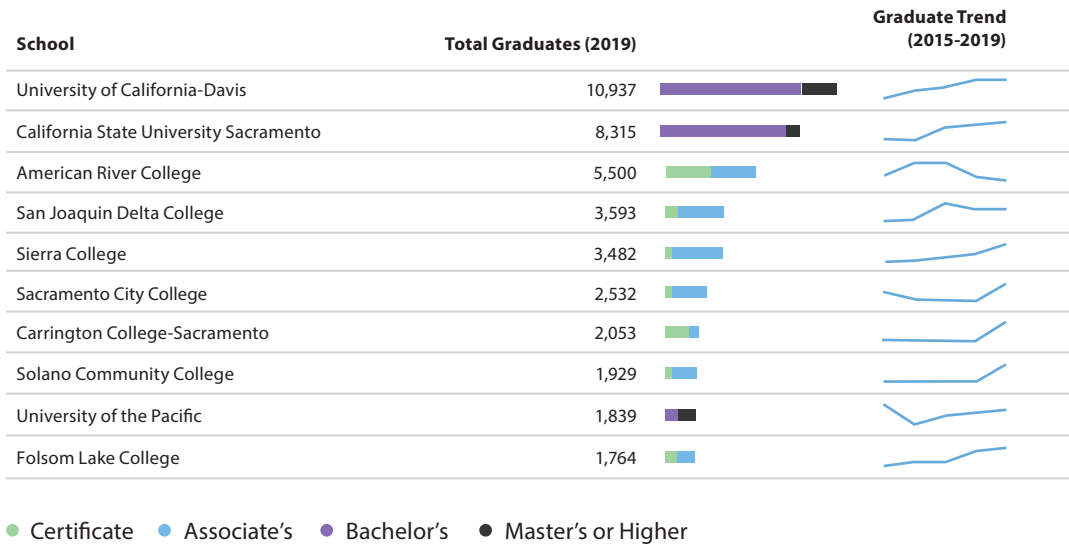


Exhibit 17. Educational Pipeline.



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. Sac State's tuition is ranked second from the lowest, providing access and affordability to students. Sac State's retention rate falls in the middle of the comparative universities and graduate is in the lower quadrant.

Exhibit 18. Peer and Aspirational Comparisons.

	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%
	<b>Sacramento State</b>	<b>28,819</b>	<b>3,173</b>	<b>830</b>	<b>1</b>	<b>26:1</b>	<b>\$7,418</b>	<b>83%</b>	<b>54%</b>

Source: [www.nces.ed.gov](http://www.nces.ed.gov)



