



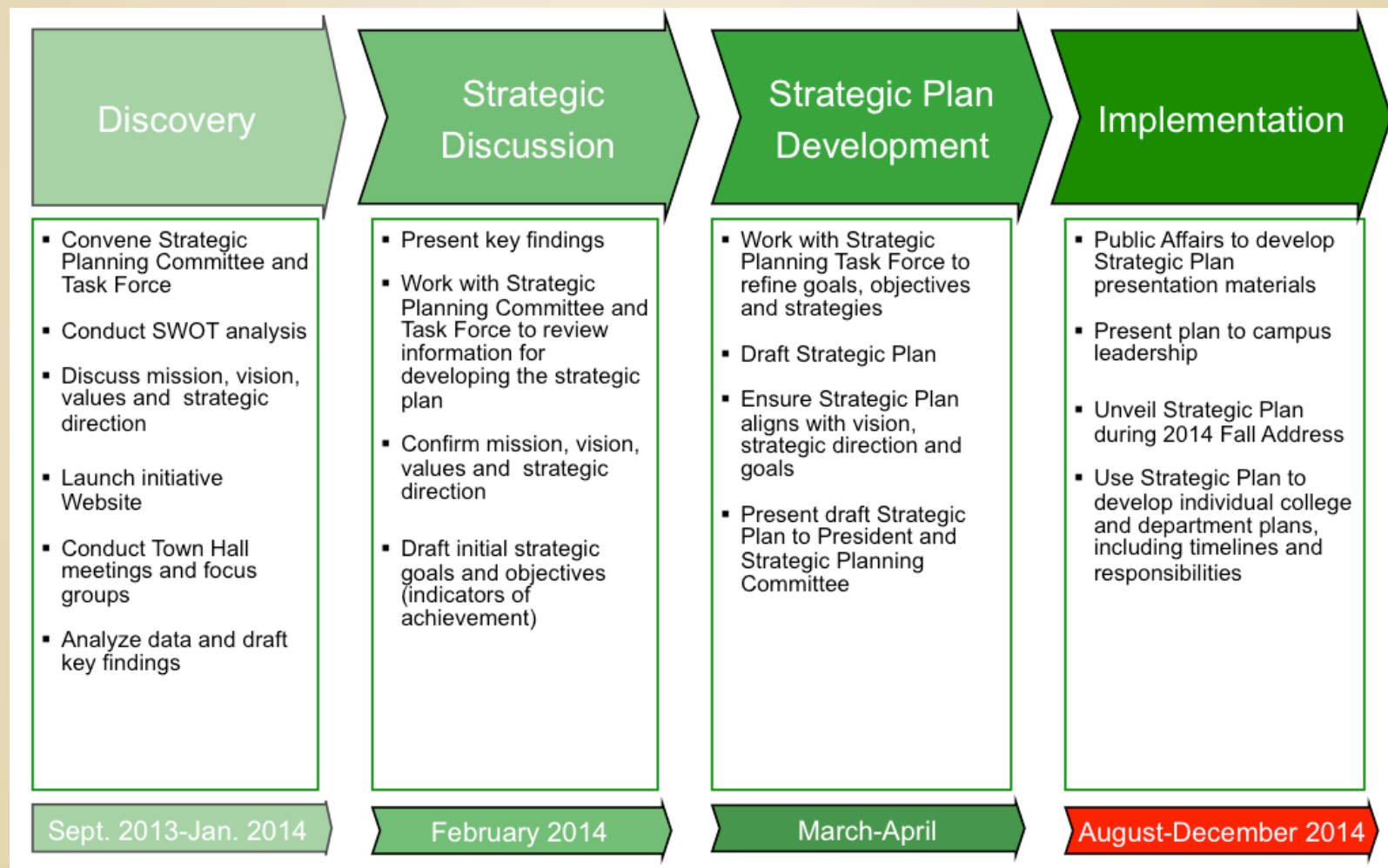
SACRAMENTO  
STATE

*Redefine the Possible*

*2014-2020*  
**STRATEGIC  
PLAN**

**August 28, 2014**

# Sacramento State Strategic Planning Framework



# Mission

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

# Vision

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

# Values

- **Student Success**
- **Scholarship, Research, and Creative Activity**
- **Diversity and Inclusion**
- **Community Engagement**
- **Innovation**
- **Integrity**
- **Accountability**

# Strategic Goals

- **Enhance student learning and success**
- **Foster innovative teaching, scholarship, and research**
- **Commit to engaging the community by building enduring partnerships that strengthen and enrich the region**
- **Engage students in a comprehensive university experience**
- **Excel as a place to learn, work, live, and visit**
- **Promote a strong University identity**

# Goal 1: Enhance Student Learning and Success

## Indicators of Achievement

### 1. Increase graduation rates

- Increase the 4-year and 6-year first year student rate by 24% by 2020
- Increase the 2-year and 4-year rate for new transfer students by 12% by 2020

### 2. Close achievement gaps in degree attainment between underrepresented minority students (URM) and non-URM students

- Reduce the achievement gap for underrepresented first year students by 50% by 2020
- Reduce the achievement gap for underrepresented transfer students by 50% by 2020

# Goal 1: Enhance Student Learning and Success

## Indicators of Achievement

3. Increase the number of “college-ready” first year students (students who do not require remedial courses in their first year at Sacramento State) from 47% to 53% by 2020
4. Increase the number of new transfer students who are admitted with an Associate’s Degree for Transfer by 50% by 2020
5. Determine the percentage of 2014-2015 graduates who are employed in their career of choice, admitted to graduate school, or entered a service program, and increase that number by 2020



# Goal 1: Enhance Student Learning and Success

## Strategies

1. Reinvigorate and redesign the Graduation Initiative to emphasize projects that achieve their stated goals
2. Determine the factors that close the achievement gap and initiate targeted programs based on these findings
3. Support effective student success initiatives, such as advising and mentoring, and align course offerings to facilitate timely graduation
4. Increase institutional efforts to support student learning, program customization, and outcome-based assessment

# Goal 1: Enhance Student Learning and Success

## Strategies (continued)

5. Reduce the number of course “bottlenecks”
6. Increase the number of online course offerings
7. Support and provide opportunities for increasing students’ civic and global knowledge, experience, and perspectives
8. Establish criteria for evaluating post-graduation outcomes and implement improvement strategies
9. Partner with feeder K-12 school districts to ensure “college readiness” upon admission
10. Partner with feeder community colleges to ensure upper division transfer readiness with the Associate’s Degree for Transfer

# Goal 2: Foster Innovative Teaching, Scholarship, and Research

## Indicators of Achievement

1. Increase the number of students who participate in high-impact learning experiences (as defined by the Association of American Colleges and Universities) by 2020
2. Increase the number of students who participate in research-oriented events and publish in peer-reviewed journals by 2020
3. Increase the number of faculty members applying for grants and other funding opportunities by 30%, with at least half of that number coming from first-time applicants
4. Achieve national recognition as a Hispanic-Serving Institution (HSI)

# Goal 2: Foster Innovative Teaching, Scholarship, and Research

## Strategies

1. Develop and implement shared learning goals and assessment processes across curricular and co-curricular programming
2. Incentivize innovation in teaching and learning by restructuring Sacramento State's award system and establishing a University Prize for innovative curriculum
3. Revise curriculum to reflect contemporary learning modalities and topics
4. Require that new faculty be mentored at the college level to create a personalized roadmap for research, teaching, and service
5. Expand the development of community-focused, hands-on experiential learning opportunities for students

## Goal 2: Foster Innovative Teaching, Scholarship, and Research

### Strategies (continued)

6. Provide support for emerging funding opportunities and make strategic investments in new areas of research
7. Promote impactful research and scholarship that involves students
8. Develop multi-disciplinary programs that reflect the future needs of our region
9. Promote University expertise, programs, collections, and curriculum that represent commitment to a diverse campus community
10. Promote international education, research, and engagement

# Goal 3: Commit to Engaging the Community by Building Enduring Partnerships to Strengthen and Enrich the Region

## Indicators of Achievement

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

# Goal 3: Commit to Engaging the Community by Building Enduring Partnerships to Strengthen and Enrich the Region

## Strategies

1. Develop programming, organizations, mentoring opportunities, and classroom engagements that strengthen alumni relationships
2. Incorporate and expand experiential learning opportunities (e.g., internships, service learning)
3. Develop, formalize, and expand relationships and partnerships with regional organizations
4. Identify, implement, and develop advisory boards that support the University's mission
5. Encourage volunteer leadership opportunities that align with faculty and staff talent and interest

# Goal 3: Commit to Engaging the Community by Building Enduring Partnerships to Strengthen and Enrich the Region

## Strategies (continued)

6. Launch a comprehensive fundraising campaign to support campus priorities
7. Build capacity and partnerships with signature programs and in areas of emerging and vital importance
8. Designate a campus unit responsible for coordinating, maintaining, and providing information about University engagement programs



# Goal 4: Excel as a Place to Learn, Work, Live, and Visit

## Indicators of Achievement

1. Complete Phase I of the Master Plan implementation by 2020, contingent on the availability of funding
2. Increase student involvement in campus-based activities by 2020
3. Increase the number of events hosted on campus by 2020
4. Increase the number of visitors to campus events by 2020
5. Improve the workplace experience for faculty and staff, as indicated by higher ratings on Sacramento State's 2020 Climate Survey
6. Achieve national recognition as a superior university work environment, such as ranking in The Chronicle of Higher Education's "Great Colleges to Work For"

# Goal 4: Excel as a Place to Learn, Work, Live, and Visit

## Strategies

1. Promote the benefits of the Campus Master Plan internally and externally
2. Improve physical and virtual infrastructures to align with student learning and success goals
3. Expand services and course schedules to encourage and support a 24/7 campus
4. Develop and grow signature on-campus activities that are widely known in the region, including an annual “all-university” event
5. Provide formal career planning to faculty and staff that allows them to achieve their goals while providing succession planning for the University

# Goal 4: Excel as a Place to Learn, Work, Live, and Visit

## **Strategies (continued)**

6. Foster inter-departmental projects that improve processes and efficiency
7. Hire faculty and staff who embrace, support, and add to the cultural, linguistic, and social diversity of the campus community

# Goal 5: Engage Students in a Comprehensive University Experience

## Indicators of Achievement

1. Increase on-campus and campus-sponsored residential opportunities to meet student demand by 2020
2. Increase student attendance and involvement with campus events by 2020
3. Approve and build an event center by 2020
4. Increase the capacity of the University Union and The WELL by 2020
5. Improve year-over-year results in student satisfaction surveys by 2020

# Goal 5: Engage Students in a Comprehensive University Experience

## Strategies

1. Increase the availability of, and number of students in, campus or campus-sponsored housing
2. Increase the availability and publicity of campus services, programming, and events to build student involvement in campus activities
3. Align course offerings to more effectively take advantage of classrooms during off-peak times and provide students more flexibility in class scheduling
4. Enhance and increase student and faculty involvement with co-curricular programming and activities
5. Increase the number of students involved in formal leadership and other personal and professional development programs

# Goal 6: Promote a Strong University Identity

## Indicators of Achievement

1. Increase awareness of University values and strengths by at least 5% year over year, as indicated by the University Perception Survey as well as by other campus surveys of students and stakeholders
2. Increase the number of unique views of Sacramento State news (on all campus websites and social media platforms) by at least 5%, year over year
3. Increase positive news stories in external media by 5%, year over year
4. Achieve recognition as a leading public university (statewide, national, international)
5. Increase the number of applicants for whom Sacramento State is the “first choice” college by at least 5%, year over year
6. Increase sales of Sacramento State logo wear and logo-branded items by at least 5%, year over year

# Goal 6: Promote a Strong University Identity

## Strategies

1. Achieve a full and objective understanding of community perceptions of Sacramento State through ongoing, University-initiated surveys that are unbiased and statistically valid
2. Leverage University resources (such as social media, media relations, digital signage, publications, ad buys and other external promotion) to communicate and strengthen the “Sacramento State story”
3. Promote and support positive, meaningful community interactions that reinforce the University’s identity
4. Build a cadre of student, staff, faculty, and other supporters who serve as “identity ambassadors” appearing at external functions in logo wear and sharing their professional and campus expertise
5. Apply approved Sacramento State branding guidelines consistently across the University