



**SAN FRANCISCO STATE UNIVERSITY
Student Affairs & Enrollment Management
Strategic Plan Finalized November 23, 2015**

Vision:

To inspire and develop leaders who will promote social justice and transform communities.

Mission:

Student Affairs & Enrollment Management supports educational equity by facilitating innovative programs, services and strategies designed to positively impact all students' success and progression toward personal and academic goals.

Aspirational Values:

Community

- Definition: A cohesive group of interconnected and interdependent individuals from varying and diverse backgrounds and perspectives who are united through shared beliefs, values and goals, and who consistently promote mutual civility, collaboration and care even through times of challenge, change or conflict.
- Supportive strategies include: facilitating personal, academic and workplace connection, bridge-building and partnership development across University divisions, intentional shared expertise and shared understanding of our work, employee engagement, student and employee accomplishment acknowledgement, etc.

Innovation

- Definition: An attitude of openness to new ideas, methods or technology, coupled with a willingness to adapt new concepts to improve and enhance activities, process, services, etc. to achieve desired outcomes, as well as a comfort-level with experimentation, failing, learning and trying anew; an inclination to question the answers and not just answer the questions.
- Supportive strategies include: implementation of progressive strategies, simplification and streamlining of SAEM processes, development of enhanced student services, investment in technologies and technological solutions, prioritization of the student experience, optimizing fundraising opportunities consistent with SF State values and guiding principles, etc.

Integrity

- Definition: The act of ensuring alignment between self-stated values and principles with actual behaviors, choices, communications and decisions, as well as striving for accurate and complete self-awareness, self-knowledge and self-understanding

- Supportive strategies include: implementation of measures of accountability, transparency in process and in interpersonal and written communication, intentional needs assessment, resource management, etc.

Social Justice

- Definition: A paradigm in which the political, historical, cultural and legal factors associated with the intersection of identities, power and privilege are thoughtfully accounted for, as well as their implicit and explicit hierarchies challenged when developing principles, policies and programs; where access and excellence are regarded as interdependent, and all individuals experience respectful inclusion and equitable opportunity in both intent and impact.
- Supportive strategies include: equitable access to services, ensuring accessibility, building and sustaining student and workplace diversity, student and employee leadership development, development of cross-cultural competencies, etc.

Transformation

- Definition: The act of implementing foundational and fundamental change in form or function – as opposed to superficial change – and of disrupting “business as usual” or the status quo so as to achieve positive outcomes for significant numbers of individuals; focusing on the “why” of the transaction in order to achieve maximum change impact.
- Supportive strategies include: student and employee access to learning and professional development, promotion of wellness and self-care, investment in the optimal alignment of human resources with SAEM values and priorities, investment in SAEM infrastructure, etc.

2015-2018 Priority Goals:

1. Improve Collaboration. Cultivate and apply a philosophy of interdependence in our programs and services, as well as consistently strive to de-silo our work and promote a genuinely collaborative approach in how we engage within and across our various units, departments and divisions.
2. Professional Development: Develop individual and collective capacity to ensure that our aspirational values are applied and realized in our everyday actions, communications and decisions, with an emphasis on Social Justice and Community in Year One, Innovation and Transformation in Year Two, and Integrity in Year Three.
3. Student Success & Graduation Initiative: Continue to make thoughtful, purposeful and courageous strategic (re)investments in our human, fiscal, facility and time resources that maximize our positive impact on student success and reduce time to academic goal for students, while also reducing the achievement gap between the general student population and our most underrepresented/underserved students.
4. Culture of Evidence: Promote increased accountability and a culture of evidence in which quantitative and qualitative data and information are consistently collected, analyzed, and or utilized to guide and support decision-making, priority-setting, program development, and reduction/elimination of services no longer needed.