



**SAN FRANCISCO STATE UNIVERSITY**  
**Student Affairs & Enrollment Management**  
**Strategic Plan Effective September 1, 2016 thru August 31, 2019**

**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.

### **2016-2019 Priority Goals, listed with applicable short-, mid- and long-term initiatives from the SF State Strategic Plan (<http://planning.sfsu.edu>):**

Organized by the University's five core values, listed initiatives below come from the *SF State 2015 Strategic Plan* and include those that are particularly relevant to the mission, priorities and functions of Student Affairs & Enrollment Management. The objective numbers following each item refer to objectives from that campus plan.

*However, this is not a comprehensive list of initiatives. Please note that units/programs within SAEM are expected to identify and pursue additional initiatives that support these priority goals and which advance each unit/program within SAEM accordingly, as well as SAEM as a whole. These SAEM unit- and program-based initiatives will be developed during the 2016-17 academic year (with implementation occurring simultaneously) and this document will be updated on an iterative basis beginning in October 2016.*

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.

- *Courage, Mid-Term*: Foster a diverse and lively marketplace of ideas by creating a long-term enrollment plan that reflects our University mission and values and that is aligned with our budget, including setting specific goals for groups such as international students, out-of-state students and under-represented communities. (Objectives 1)
  - *Life of the Mind, Short-Term*: Develop and implement a series of Open Campus Days, a regular series of on- and off-campus events that invite local communities and leaders to engage with SF State faculty, staff and students to share knowledge, demonstrate projects and solve problems. (Objective 4, 5)
  - *Resilience, Short-Term*: Review University forms and business practices to reduce bureaucracy and increase clarity and efficiency. (Objective 3)
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.
- *Life of the Mind, Short-Term*: Implement a review to ensure that the campus hiring and retention, tenure and promotion policies are aligned with the wide variety of standards for professional excellence across different departments and units. (Objectives 3, 4, 5)
  - *Life of the Mind, Short-Term*: Implement a five-year faculty and staff hiring plan that will allow us to align our faculty and staff to meet the needs of our students and our communities, increase faculty and staff diversity and advance our curriculum and University mission. Units will consider the core values and mission of the University in drafting position requests and making hiring decisions. (Objective 5)
  - *Equity, Short-Term*: Conduct a comprehensive review of hiring, employment practices and University policies (including job classification and salary equity) related to non-tenure track faculty and staff, and communicate the results of that review broadly. (Objective 2, 5)
  - *Equity, Mid-Term*: Establish benchmarks and targets for employee satisfaction that create institutional incentives for continued improvement in the quality of the employment experience. (Objective 5)
  - Community, Short-Term: Continuously review and update student and employee orientation, advising and mentoring materials to cover all aspects of academic and professional success at SF State. (Objectives 1, 2)
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.
- *Life of the Mind, Mid-Term*: Expand high-impact and experiential overseas opportunities for faculty, staff and students, especially non-traditional and underrepresented students, at all stages of academic study. (Objectives 1, 4)
  - *Life of the Mind, Mid-Term*: Align course and programmatic learning goals in support of a coherent, student-centered curriculum. (Objective 1, 5)

- *Life of the Mind, Mid-Term:* Seek external funding to create University Scholar and Teacher fellowships that will direct the work of master teachers, accomplished scholars and creative faculty into high-impact projects that enable them to mentor peers, engage with community and extend the mission of the University in new directions. (Objective 4, 5)
- *Equity, Short-Term:* Authorize the Student Success and Graduation Initiative Task Force to design and implement an Early Alert System to identify and support students who, without that support, might otherwise not complete their degrees. (Objective 1)
- *Equity, Short-Term:* Assess the staffing and quality of student success programs and services in order to provide SF State students with the best possible support. (Objective 1)
- *Equity, Mid-Term:* Coordinate tutoring, academic advising and career advising in a new University Academic Center. (Objective 1) Implement and prioritize a Course Availability Plan that will ensure student access to the curriculum, with the aim of increasing six-year graduation rates by 15 percent by 2025. (Objective 1)
- *Equity, Mid-Term:* Implement a First Year Experience program to provide a high-impact educational practice that can level the playing field for first generation students and for students whose prior educational experiences have not adequately prepared them for college work. (Objective 1)
- *Community, Short-Term:* Establish a Student Engagement Task Force, recognizing that engaged and empowered learners feel a sense of belonging and confidence in their ability to contribute in class, on campus and within their communities. (Objectives 1, 2, 3, 4)
- *Community, Short-Term:* Develop the necessary infrastructure to support and expand community-building, co-curricular activities (e.g., athletics, health/recreation/wellness, service learning, internships, study abroad). (Objectives 1, 5)
- *Community, Short-Term:* Expand student organizations, peer-to-peer programs and services focused on community-building and student leadership. (Objectives 1, 2, 3, 4, 5, 6)
- *Community, Short-Term:* Increase use of existing open space (e.g., grass fields, plazas) to facilitate social interaction (e.g., activities, events, recreation). (Objectives 2 and 5)
- *Community, Mid-Term:* Proactively cultivate mentorship between alumni, emerging student leaders and new SF State students, in collaboration with faculty and staff. Ideally, these relationships would continue to enrich the professional lives of students and alumni well into their professional lives. (Objective 1, 4)
- *Community, Mid-Term:* Create a legacy event and traditions that create meaningful community connections between alumni, faculty, staff and students and promote a sense of belonging and community. (Objectives 1, 4)
- *Community, Mid-Term:* Expand high impact and experiential overseas opportunities for faculty, staff and students, especially non-traditional and underrepresented students, at all stages of academic study. (Objectives 1, 4)
- *Community, Mid-Term:* Develop programs and services under the auspices of the Mashouf Wellness Center to promote community well-being consisting of mental, physical, social and spiritual health components. (Objectives 1, 5)
- *Community, Long-Term:* Cut the ribbon on the University Academic Center, an attractive physical space that will centralize student support services (tutoring, advising and

internship coordination) and host such community-building initiatives as: peer-to-peer faculty mentoring, maker spaces for faculty and faculty-student work, public venues for symposia and conferences, as well as informal socializing, meeting spaces for faculty interest groups and advisories. (Objective 2, 3)

- *Resilience, Short-Term*: Continue negotiations with area mass transit organizations to reduce transportation costs for students, faculty and staff. (Objective 1)
  - *Resilience, Mid-Term*: Secure area-wide mass transit passes for all SF State students by fall 2018. (Objective 1)
  - *Resilience, Mid-Term*: Develop the necessary infrastructure to support and expand programs and services that foster academic and personal resiliency (e.g., academic and career advising, counseling, health/recreation/wellness, tutoring). (Objective 3)
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.
- *No listed initiatives from the current SF State Strategic Plan were relevant for this priority.*
5. Equity & Inclusion: Foster and sustain an organizational climate that substantively and symbolically acknowledges both the ways in which we are all interconnected and united around common goals, as well as the unique capacities and perspectives we each bring to the table in service to our communities and constituents, such that individuals feel psychologically safe, have a sense of belongingness, and are more willing to take risks.
- *Courage, Short-Term*: Develop existing User-Friendly Principles as a framework to further anti-bullying and anti-harassment efforts and to foster a respectful and affirming campus workplace. (Objective 1)
  - *Life of the Mind, Short-Term*: Foster diverse perspectives and facilitate such learning environments by heavily recruiting underrepresented, transnational and international students as well as staff and faculty of different backgrounds to the classrooms and campus community. (Objective 4)
  - *Equity, Short-Term*: Design and initiate an annual survey to assess the quality of the work environment and the level of employee satisfaction. (Objective 5)
  - *Equity, Mid-Term*: Expand universal coverage and access to quality healthcare and preventive services (e.g., physical therapy, screenings, health education/promotion, wellness programs). (Objective 4)
  - *Community, Short-Term*: Assess the status of global, transnational and international commitments on campus and study ways to further foster a global mindset and engage the campus in global social issues, such as justice and equity, to infuse these issues into the curriculum and strengthen our international partnerships and our support for short-term and long-term academic exchange of students, faculty and staff. (Objective 4)
  - *Community, Mid-Term*: Establish a resource center for SF State students who are undocumented, AB540 or have been granted Deferred Action for Childhood Arrivals (DACA) and provide them with information, guidance and support while fostering a sense

of community for undocumented students to facilitate their success and pathway to graduation. (Objectives 1, 3, 4)

- *Community, Long-Term:* Work closely with faculty, staff, Colleges, the Alumni Association and the Office of International Programs to build long-term, meaningful relationships with transnational and international students and alumni as critical members of the SFSU community, who contribute to the richness and diversity of our community. (Objective 1)
- *Community, Long-Term:* Work closely with faculty, staff, Colleges and the Alumni Association to build long-term, meaningful relationships with underrepresented students and alumni as critical members of the SF State community who contribute to the richness and diversity of our community, in the process creating the space for pluralism and counter-stories, cultural and linguistic awareness, diversified learning opportunities, internships, sponsorships, programs and the like. (Objective 1)

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