

BUILDING ON EXCELLENCE



**SAN DIEGO STATE
UNIVERSITY**

Imperial Valley Campus



BUILDING ON EXCELLENCE

A STRATEGIC PLAN FOR SAN DIEGO STATE UNIVERSITY
IMPERIAL VALLEY CAMPUS 2013-2018

- **STUDENT SUCCESS**
- **RESEARCH AND CREATIVE ENDEAVORS**
- **COMMUNITY AND COMMUNICATION**





INTRODUCTION

The Imperial Valley Campus is a branch campus of San Diego State University serving Imperial County, a rural agricultural region in southeastern California. It is accredited as an integral division of SDSU and operates under the same academic calendar. Established in 1959 by an act of the State legislature, the Imperial Valley campus offers four-year undergraduate education through the Imperial Valley University Partnership, a unique collaboration with Imperial Valley College and the Imperial County Office of Education. The campus additionally offers the last two years of undergraduate education to transfer students, plus graduate programs and fifth year credential programs for teacher preparation.

The Imperial Valley campus offers students the advantages of smaller classes and individual contact with the faculty. Its faculty members are multinational in their classroom orientation and background. Student clubs, student government, lectures, art exhibits, and musical events enhance education for the approximately 900 students at SDSU-IV.





THE PLANNING PROCESS

GUIDANCE

In the SDSU Strategic Plan *Building on Excellence* it was stated that the strategic planning process “is intended to establish guidance for strategic investment of resources in existing and developing areas of excellence. This guidance will complement, not replace, the normal university budget advisory process.” The document went on to note that, “to ensure that efforts on the Imperial Valley Campus are integrated within the broader framework the Provost has instructed the Dean of the Imperial Valley Campus to review the plan and develop recommendations specific to SDSU-IV within the Goals and Initiatives identified in the Strategic Plan.”

CONSULTATION

Three committees worked throughout October 2013 to address each of the three portions of the Plan: Student Success, Research and Creative Endeavors, and Community and Communication. Each committee included faculty, staff, students, and community members. The committees’ work was placed on the campus webpage for public review throughout November, with comments and recommendations sent to the relevant committee chair. A public forum was held in early December to consider the input received. The result, in the pages that follow, is *Building on Excellence* adapted to the Imperial Valley campus.



STUDENT SUCCESS

Goal: San Diego State University's Imperial Valley Campus will continue to focus on Student Success by emphasizing high-impact practices that produce transformational educational experiences and by fostering an institutional culture that recognizes and rewards student achievement.

Student Success is at the heart of SDSU-IV's mission. Everything in which the university is engaged—research, teaching, internationalization, faculty and staff activities, diversity initiatives, campus life, facilities and outreach services—is intended to enable our student population to achieve at the highest levels.



Initiative 1: Promote Student Success at SDSU-IV

- Invest funds to increase tenured/tenure-track faculty and staff levels to meet critical and strategic needs.
- Invest resources to create Writing and Math Centers, with each Center directed by a faculty or staff member, supported by graduate students and other resources as needed.
- Invest funds to increase the four-year graduation rates for first-time freshmen and the two year graduation rate for transfers.
- Invest funds to increase the number of students participating in the Imperial Valley University Partnership through targeted marketing activities, and by increasing the number of academic programs, including STEM programs, available through the IVUP.
- Pursue funds through development and fundraising to support the IVUP's students, programs, and activities.
- Invest funds to increase the number of students transferring to SDSU-IV through targeted marketing activities, and by developing new programs responsive to student and community needs.

Initiative 1 (Continued):

- Invest funds to increase the recruitment and retention of under-represented students through targeted recruitment and outreach.
- Invest in the recruitment and retention of under-represented faculty and staff through targeted activities.
- Provide focused interventions for at-risk first-time freshmen in order to increase retention and four-year graduation rates.
- Provide diverse educational experiences for all students by leveraging our campus's rich diversity. Integrate diversity initiatives in support of these goals.
- Provide funding to start the Aztec Pride program in support of student well-being and involvement.
- Invest funds to staff a Career Center and a Health Wellness Center, and to develop programs and fund related academic initiatives.





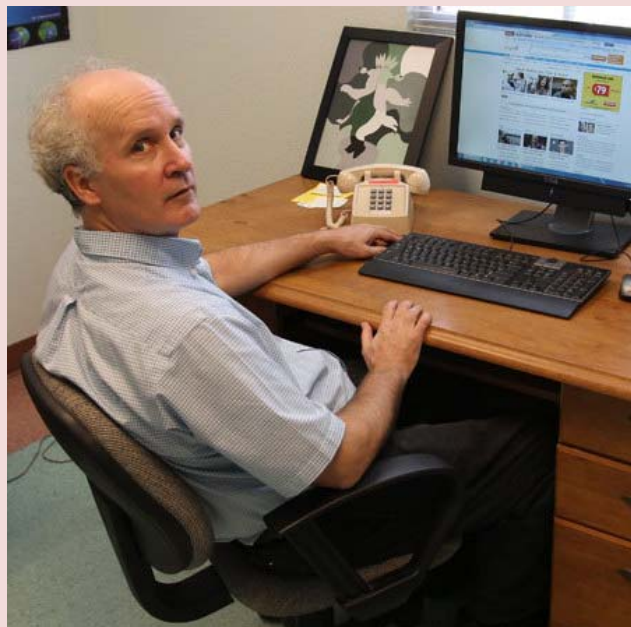
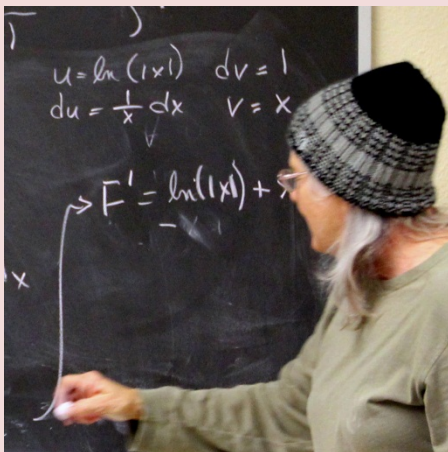
Initiative 2: Enhance Transformational Educational Experiences

- Strengthen internship and mentoring programs to foster students' professional development.
- Work collaboratively our students and graduates to create an alumni network that supports lifelong success.
- Increase the rate of undergraduate student participation in international experiences by providing funds for support services and scholarships.
- Establish partnerships with Mexican institutions (i.e., UABC, CETYS, and UVA) to facilitate new program development and promote students' international experiences.
- Generate student scholarship support through ongoing development, fundraising, and endowment-building activities.
- Expand opportunities for undergraduate scholarship through innovative courses, internship experiences, and community engagement.
- Expand student opportunities by strengthening partnerships with governmental agencies such as the U.S. Department of Agriculture, U.S. Economic Development Administration, and U.S. Department of Education.



Initiative 3: Pursue Pedagogical Innovation through Faculty Support

- Increase funding for Instructional Technology Services and faculty to support the design, development, assessment, and promotion of high-quality courses and degree programs.





Performance Analysis Measures for Student Success Goal

- Increased Enrollments for First-Time Freshmen, Transfer, and Graduate Student Populations
- Increased Number of Academic Programs Available on Campus
- Establishment of International Linkages with Universities in Mexico
- Improved 4-Year Graduation Rates for First-Time Freshmen and 2-Year Rates for Transfers
- Improved Retention Rates
- Decreased Time to Degrees
- Growth in Student Honors and Achievements
- Increased Diversification of Faculty and Staff
- Increased Student Participation in International Experiences
- Increased Revenues from Development and Fundraising Activities



Research and Creative Endeavors

Goal: San Diego State University's Imperial Valley Campus will continue to enhance its research and creative endeavors profile, with particular emphasis on building areas of excellence and addressing regional and international challenges.

SDSU-IV fulfills its mission to generate new knowledge and attains distinction through excellence in the research, scholarship, and creative activity of its faculty. The pursuit of innovative and interdisciplinary exploration is vital to the campus's long-term academic and economic prosperity.



Initiative 1: Foster the Development and Growth of Excellence in Research and Creative Endeavors

- Invest funds for tenured and tenure-track faculty serving at the Imperial Valley Campus to advance existing and future areas of scholarly excellence, including those advanced by the Borderlands Institute, the Center for Energy Sustainability, and other research initiatives.
- Build a research endowment through development and fundraising activities.
- Invest funds for equipment and facilities essential to sustaining scholarly activity and productivity, including a building to host the Center for Energy Sustainability.
- Foster interdisciplinary and inter-institutional collaborative research, and transnational projects (such as Project AMCO) that capitalize on the Imperial Valley Campus's unique location on the U.S.-Mexico border.
- Target revenues generated by campus Centers, projects, and activities for faculty research and Center support.
- Hire a Grant Coordinator for the Imperial Valley Campus.

Initiative 1 (Continued):

- Invest funds for faculty career-long scholarly productivity, including peer-to-peer mentoring for junior and mid-career faculty, grant editing, external review of grants, and summer support programs.
- Invest funds in support of the University Grants Program, and increase the number of Imperial Valley Campus faculty applications to the program.
- Invest funds for competitive graduate stipends.





Initiative 2: Enhance Creative Arts on Campus

- Increase the visibility of the arts on campus and the region by investing funds for art and cultural initiatives proposed by the campus, the community, and the Borderlands Institute.
- Support faculty efforts to build art events into the university curriculum (e.g. integrate plays, art, and/or music into course content across disciplines).
- Provide funding for Music and Fine Arts courses offered at the Imperial Valley Campus.
- Develop a self-support youth summer arts camp and other programs to engage the Imperial Valley community.





Initiative 3: Reinforce the Value of Research for Student Success

- Invest funds for an annual Student Research Showcase at the Imperial Valley campus.
- Expand opportunities for undergraduate scholarship across our student population through innovative courses, experiences, and engagement. This includes hiring more tenure-track faculty who maintain an active research program at the Imperial Valley Campus.
- Provide resources to support faculty mentoring in the area of student research.
- Measure scholarship engagement of our student population and establish a goal to increase participation.
- Invest funds to support student research, graduate programs, scholarly activities, scholarships, and fellowships at the Imperial Valley Campus.
- Integrate faculty scholarship with internship and practicum experiences for our students.

Initiative 3 (Continued):

- Improve student preparation for an innovation-based economy by offering majors that encourage entrepreneurial experiences, by collaborating with local agencies, and by participation in campus initiatives such as the Center for Energy Sustainability.
- Develop methods to match student and faculty scholarly activities using web or social media (e.g., a university-wide internship model that includes the Imperial Valley campus).
- Publicize SDSU's identity as a top research university that serves a diverse student body, by expanding and enhancing the marketing strategies utilized at the Imperial Valley Campus.





Performance Analysis Measures for Research and Creative Endeavors Goal

- Increased Research Expenditures
- Larger Research Endowment
- Expanded and Enhanced Research Infrastructure
- Greater Number of Undergraduate Students Involved in Research
- Greater Number of Undergraduate Students Involved in Entrepreneurship
- Improved Time to Completion for Graduate Students
- Positive Trends in Graduate Student Quantitative Metrics of Quality



Community and Communication

Goal: San Diego State University's Imperial Valley Campus will become a center of community life and engagement for students, faculty, staff, alumni, and the public through events, activities and communication designed to bring diverse participants together.

SDSU-IV has a long tradition of community engagement. The campus is a place of knowledge, experience, and impact. The campus will build on this foundation by enhancing our engagement with our alumni and our community supporters, continuing to support initiatives that advance the welfare of the Imperial Valley and its surrounding region, and creating a campus environment that supports our faculty, staff, and students. Campus activities should be designed to increase Aztec Pride and contributions to the Imperial Valley Campus, benefitting its programs and activities.



Initiative 1: Engage our Alumni and Community Supporters

- Invest funds for alumni development and coordination to build, maintain, and leverage connections between alumni and the SDSU-IV campus.
- Strengthen the partnership between the SDSU-IV Alumni Association and the Imperial Valley community to expand mentorship and internship programs benefitting our students.
- Establish a working group to review messages fostering Aztec Pride, and to help establish and advance linkages with the Imperial Valley community.





Initiative 2: Enhance the Campus Environment to Support Faculty and Staff

- Invest funds and work to ensure that faculty and staff compensation is competitive within the context of collective bargaining agreements and university policy.
- Invest funds in staff professional development.
- Invest funds to conduct a periodic employee satisfaction survey.
- Create a campus advisory group, chaired by the Director of Development and Community Relations, to identify ways to recognize institutional and individual excellence, and that encourage staff and faculty support.
- Ensure that faculty, staff, students, and community members are aware of, and are offered opportunities to participate in, the Borderlands Institute, the Imperial Valley University Partnership, the Center for Energy Sustainability, and other campus initiatives.





Initiative 3: Contribute to the Advancement of the Imperial Valley and the International Border Region

- Develop industry partnerships that advance economic and social development in the Imperial Valley region.
- Invest funds to strengthen SDSU-IV's culture of entrepreneurship and innovation.
- Utilize the Center for Individual and Professional Skills Development and the Center for Energy Sustainability to facilitate rapid deployment of self-supporting, novel programs that are responsive to workforce development needs.
- Employ the Borderlands Institute and other institutional means to advance the good neighbor relationship within the Imperial Valley and Mexicali Valley region.
- Develop additional educational partnerships establishing SDSU-IV as a leader in K-16 issues.
- Develop programmatic and research partnerships with universities in Mexico.
- Continue existing areas of strength such as teaching, justice studies, nursing, and social work, and develop new areas such as renewable energy and business that address regional local employment needs.
- Continue to develop the partnership between SDSU-IV and USDA-Hispanic Serving Institutions, cultivating knowledge and preparing future leaders.



Initiative 4: Enhance Communication to Raise Awareness of our Excellence

- Promote SDSU-IV's distinctive profile as a cost-effective means for achieving higher education through coordinated branding, marketing, and targeted communication. SDSU-IV should develop new areas of strength, such as teaching English language learners and renewable energy, while continuing to address local employment needs in business, nursing, law enforcement, teaching, and social work.
- Highlight excellence at SDSU-IV through the use of media outlets, press releases, and/or websites displaying faculty accomplishments, student successes, and campus developments.
- Convene a working group chaired by the Director of Development and Community Relations to strengthen effective connections between SDSU-IV, the Imperial Valley community, and the surrounding binational region.





Performance Analysis Measures for Community and Communication Goal

- Significant Increases in Favorable Media Coverage of SDSU-IV
- Surveys Showing SDSU-IV as a Great Place to Work
- Increased Membership and Giving by Alumni to SDSU-IV
- Growth in Programs Designed to Address Identified Regional Economic and Social Needs
- Development of New Educational Partnerships Throughout the Binational Region

