

BOLD ENROLLMENT GOALS

Have the highest enrollment and graduation rates in California for:

- **GOAL 1:** Former Foster Youth and Wards of the Court
- **GOAL 2:** Community College Transfer Students
- **GOAL 3:** Native American and Indigenous Students

| Strategic Activities: 2023-2028 Strategic Plan | | |
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| | IMPERATIVE: Learning and Student Success | Executive Sponsor |
| Activity 1 | Create stackable credentials that honor student progress toward degrees, including a Certificate of General Studies to honor completion of General Education by Fall 2026. | Carlos Nevarez |
| Activity 2 | Implement a coordinated academic advising model with case management along with a University-wide early-warning system and early-alert system, beginning in Fall 2024. | Aniesha Mitchell |
| Activity 3 | *Implement the Chancellor's Office Black Student Success Recommendations (BSSR) by establishing a Black-themed Honors Program by Fall 2024, serving students interested in Black and African American life, history, and culture. | Luke Wood |
| Activity 4 | Increase scholarship utilization rate to 95% by Fall 2028, reducing criteria to provide flexibility to better support students of color and athletes. | Jenni Murphy |
| | IMPERATIVE: Research, Creative Activities, and Teaching | |
| Activity 5 | Provide \$2 million in annual research assigned time for faculty members who conduct research or engage in artistic expression that engages students from Graduation Initiative 2025 communities by Fall 2027. | Carlos Nevarez |
| Activity 6 | Move the reporting of Sponsored Projects (SPA) to Academic Affairs through the AVP for the Office of Research, Innovation and Economic Development (ORIED) and establish a support structure to streamline processes and troubleshooting in grants and contracts by Fall 2024. | Carlos Nevarez & John Melikian |
| Activity 7 | Conduct a series of mega-cluster hires of faculty with a demonstrated record of success in teaching Latinx, Asian (e.g., Southeast Asian, Filipino, Pacific Islander), Black, and Native American students, beginning Fall 2024. | Carlos Nevarez |
| Activity 8 | *Establish a University-wide Artificial Intelligence Initiative by Fall 2024 to advance the use of AI in education, with a focus on educational equity. Involves the establishment of a National Institute for Artificial Intelligence in Education, hiring of a chief artificial intelligence officer (AI Czar), and a cluster hire of faculty in Computer Science. | Carlos Nevarez |

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| | IMPERATIVE: Justice, Equity, Diversity and Inclusion | |
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| Activity 9 | Expand employee resource groups (ERG) (formerly employee affinity groups) by Fall 2025, providing each ERG with monies for operations that allow them to advance support for minoritized faculty and staff, regardless of their color, race, ethnicity, religion, neurodivergence, and/or visible and/or nonvisible disabilities. | Mia Settles-Tidwell |
| Activity 10 | Expand the capacity of cultural centers to provide essential academic supports by increasing staff and ensuring adequate physical space for each center by Fall 2025. | Aniesha Mitchell |
| Activity 11 | Ensure legal repatriation of all Native American human remains by Fall 2025 and all funerary artifacts and cultural items by Fall 2026. Create a forever home for remains from Draper Hall. | Mark Wheeler |
| Activity 12 | Increase access and a sense of belonging for out-of-state and international students by increasing enrollment to 10% of student body by Fall 2028. | Jenni Murphy |
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| | IMPERATIVE: Resource Development and Sustainability | |
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| Activity 13 | Establish a de-bureaucratizing committee to streamline processes, workflows, and policies to reduce workload on employees by Fall 2024. | Machelle Martin & Mark Hendricks |
| Activity 14 | Develop and launch the “ Promote Sac State Staff ” initiative by Fall 2024, to provide internal leadership development for staff seeking opportunities for career advancement within Sacramento State. | Machelle Martin |
| Activity 15 | Pave the road to transition all Sacramento State NCAA DI sports to one athletic conference to reduce travel for student athletes by renovating the UnionWELL basketball gym and replacing temporary football stands with stadium seating by Fall 2028. | Mark Orr |
| Activity 16 | *Launch Combat Sports and Martial Arts University (aka Combat U) by Fall 2024, providing high-quality learning at Sacramento State and training opportunities for martial arts through public-private partnerships. | Mark Orr |
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| | IMPERATIVE: Community Involvement | |
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| Activity 17 | Enhance coordination of community engagement by centralizing efforts to educate and raise awareness about Sacramento State's involvement in the community by Fall 2025. | Rita Gallardo-Good |
| Activity 18 | Ensure that 80% of undergraduate students participate in a paid or credit internship prior to graduation by Fall 2028 by supporting integration of all campus internship efforts. | Aniesha Mitchell |
| Activity 19 | Establish degree completion programs and microsites in impacted academic programs (e.g., nursing, computer | Vajra Watson |

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| | science). House microsites at all service area community colleges in our service region by Fall 2027. | |
| Activity 20 | Establish a five-year initiative for alumni engagement that prioritizes internships, mentorship, giving, and participation in campus events. | Sharon Takeda |
| IMPERATIVE: Wellness and Safety | | |
| Activity 21 | *Reach a 1:1,500 ratio of therapists to students by Fall 2024. This includes set-alone therapists for Guardian Scholars, Black Honor's College, and Project Rebound. | Aniesha Mitchell |
| Activity 22 | Establish a Basic Needs Center by Fall 2025, providing streamlined access to resources for students in crisis and students experiencing food, housing, transportation, and employment insecurities. | Aniesha Mitchell |
| Activity 23 | Provide residential living and learning opportunities for all first- and second-year students by Fall 2028 through on-campus residence halls, public-private partnerships, and mastering leasing of existing properties. | Jonathan Bowman |