SAN DIEGO STATE UNIVERSITY

CCEE Five Year Strategic Plan 2026 - 2030

Short Version of Strategies Goals and Activities

Aligned primarily with the College of Engineering Strategic Plan 2023–2028 and supportive of SDSU Strategic Plan Phase II 2026–2030

Strategy I Actively Contribute to the College and University Research Mission

Goal I.1 Advance doctoral program readiness

- Complete a feasibility study and department-approved concept for an independent or interdisciplinary applied doctorate.
- Define curriculum, faculty capacity, laboratories, student support, workforce demand, partnerships, and a sustainable funding model.
- Advance the authorized proposal through College, University, CSU, and other required approval stages.

Goal I.2 Increase high quality extramural research activity

- Organize collaborative research around resilient infrastructure, construction innovation, environmental quality, water, climate adaptation, smart communities, and border-region needs.
- Establish proposal mentoring, pipeline review, budget support, and recognition for collaborative and center-scale proposals.
- Move toward the College benchmark of $200,000 in annual extramural activity per T/TT faculty member and track awards, expenditures, outputs, student support, and public impact.

Goal I.3 Grow and strengthen graduate education

- Set enrollment targets based on program capacity and market demand.
- Coordinate domestic, international, SDSU undergraduate, and partner-institution recruitment.
- Expand assistantships, fellowships, research opportunities, professional development, completion, and placement support.

Strategy II Develop and Implement Innovative Practices

Goal II.1 Develop market responsive academic offerings

- Assess demand for certificates, microcredentials, short courses, and professional master's pathways.
- Develop Global Campus offerings in high-demand areas such as sustainable infrastructure, construction technology, water and environmental compliance, resilience, data analytics, and responsible AI.
- Ensure offerings are accessible, financially viable, assessed, and stackable where appropriate.

Goal II.2 Expand philanthropy and alumni engagement

- Develop a case for support focused on scholarships, graduate fellowships, laboratories, faculty support, student teams, field experiences, and community projects.
- Maintain an annual alumni and industry engagement calendar and donor stewardship pipeline with the College.
- Create or strengthen endowed and current-use funds and report their impact.

Goal II.3 Build public private and industry supported partnerships

- Refresh the industry and public-agency advisory structure.
- Offer clear partnership pathways for sponsored research, capstones, internships, laboratories, workforce education, and professional engagement.
- Develop an industry-supported center, consortium, or public-private partnership in a distinctive CCEE strength area.

Strategy III Expand Regional and Global Impact

Goal III.1 Engage SDSU Mission Valley

- Develop research, teaching, capstone, internship, and living-laboratory projects related to infrastructure, mobility, water, sustainability, construction, and resilient communities.
- Coordinate CCEE space and program opportunities with the College and University.

Goal III.2 Engage SDSU Imperial Valley and the border region

- Develop reciprocal transfer, teaching, research, field, and community partnerships.
- Address regional needs in water, environmental health, transportation, energy, housing, construction, and climate resilience.
- Seek external support for student participation and community-engaged work.

Goal III.3 Strengthen international partnerships and enrollment

- Prioritize a focused portfolio of universities and institutions aligned with faculty research and student demand.
- Develop exchanges, articulation pathways, short-term study, visiting scholars, and collaborative research.
- Improve recruitment, onboarding, advising, persistence, and career support for international and out-of-state students.

Strategy IV Advance Diversity Equity Inclusion Accessibility and Belonging

Goal IV.1 Improve faculty and staff recruitment retention and advancement

- Use inclusive, lawful, evidence-based recruitment and structured evaluation practices.
- Provide onboarding, mentoring, transparent workload discussions, professional development, and leadership pathways.
- Review climate, retention, workload, and advancement patterns while protecting privacy.

Goal IV.2 Strengthen pathways into graduate education

- Connect undergraduate research, bridge experiences, faculty mentoring, application support, and funded graduate opportunities.
- Partner with SDSU programs, community colleges, HSIs, MSIs, professional societies, and student organizations.
- Track participation, applications, admission, yield, retention, and completion.

Goal IV.3 Sustain an inclusive and accessible department climate

- Update the department Diversity and Inclusion Plan and assess progress annually.
- Adopt accessible communications and Universal Design for Learning practices.
- Support mentoring, belonging, constructive dialogue, and community-building for students, faculty, and staff.

Strategy V Advance Student Success and Career Readiness

Goal V.1 Improve progression graduation and equitable outcomes

- Track course access, DFW rates, bottlenecks, retention, graduation, time to degree, and equity gaps.
- Improve prerequisites, scheduling, course rotations, transfer articulation, advising, and gateway-course support.
- Expand evidence-based teaching, Universal Design for Learning, ethical GenAI guidance, and faculty development.

Goal V.2 Make experiential learning and career preparation universal

- Expand access to internships, research, capstones, field experiences, service, competitions, leadership, and fellowships.
- Integrate communication, teamwork, ethics, project management, career readiness, licensure awareness, and responsible AI throughout the curriculum.
- Strengthen FE preparation, employer engagement, alumni mentoring, graduate-school advising, and paid opportunities.

Goal V.3 Sustain outreach and student organizations

- Coordinate K–12, community-college, veteran, women-in-engineering, and underrepresented-student outreach with College programs.
- Support student organizations through adviser continuity, leadership transition, professional networks, risk management, and small grants.
- Build financially and organizationally sustainable outreach and co-curricular programs.

Strategy VI Pursue Strategic Resources and Operational Excellence

Goal VI.1 Align faculty hiring with research and teaching priorities

- Maintain a rolling hiring plan tied to enrollment, research clusters, doctoral readiness, curriculum, succession, and the College faculty-growth goal.
- Include startup, laboratory, space, computing, staff, and workload requirements in hiring requests.

Goal VI.2 Strengthen teaching and professional practice capacity

- Use professors of practice and full-time teaching faculty, where permitted and resourced, to improve course access, instructional stability, and practice-connected education.
- Define appropriate qualifications, workload, evaluation, professional engagement, and governance roles.

Goal VI.3 Build staff capacity and effective operations

- Assess workload, service standards, process risks, and future demand.
- Prioritize laboratory and safety support, research administration, graduate coordination, advising, communications, and data capacity.
- Cross-train staff, document essential processes, and support professional development.

Goal VI.4 Modernize facilities laboratories and digital infrastructure

- Create a five-year roadmap for safety, accessibility, laboratories, classrooms, instruments, computing, software, data, maintenance, and replacement.
- Prioritize investments by educational impact, research leverage, compliance, accessibility, utilization, and lifecycle cost.
- Pursue institutional, grant, donor, partner, and revenue-generated funding.

Goal VI.5 Secure resources for sustainable enrollment growth

- Use multi-year enrollment scenarios for undergraduate and graduate programs.
- Attach staffing, course, advising, laboratory, assistantship, space, and student-support requirements to growth proposals.
- Ensure growth does not diminish access, safety, completion, educational quality, or student experience.

Implementation

- Assign an accountable lead and contributors to each goal.
- Validate baseline data and finalize measurable targets during 2026–2027.
- Select a limited set of funded annual priorities and review progress each spring.
- Publish a concise annual dashboard and update the plan as College and SDSU priorities evolve.