



INCLUSIVE, INNOVATIVE, AND INSPIRATIONAL

**A STRATEGIC PLAN FOR
SAN FRANCISCO BAY UNIVERSITY
2023 - 2026**

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A STRATEGIC PLAN FOR SAN FRANCISCO BAY UNIVERSITY • 2023-2026

MISSION

San Francisco Bay University provides diverse learners with inclusive, innovative, and inspirational education for lifelong personal and career success.

STRATEGIC PRIORITIES



ENROLLMENT

Forge and implement a multi-faceted enrollment plan.



BRAND RECOGNITION

Build a bold identity and establish thought and action leadership that bolsters SFBU's profile.



PARTNERSHIPS

Cultivate relationships of consequence in the Silicon Valley and beyond.

CORE VALUES

- Care for the whole student
- Deliver teaching excellence
- Provide access and inclusion
 - Offer affordable higher education opportunities
 - Reflect the vibrancy of the Silicon Valley



OPERATIONAL EFFECTIVENESS

Institute administrative and faculty units and best practices to vigorously promote operational effectiveness.



INNOVATION

Foster bold ideas, activities, and opportunities in curriculum design, pedagogical practices, and innovative campus spaces.



STUDENT SUCCESS

Adopt an unrelenting drive to holistically serve and support all students.

VISION

San Francisco Bay University will set the standard as a national and international model of engaged and transformative higher education in service of the common good.



SAN FRANCISCO BAY
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STRATEGIC PLAN

Letter from the President



SAN FRANCISCO BAY
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A strategy for transformation

San Francisco Bay University (SFBU) is redefining education to help empower every student who wants a degree to have access to a school that is transformative in its learning environment. In making this a reality, we must disrupt the broken higher education system characterized by skyrocketing tuition, disconnected curriculum, and a system that struggles to serve students. SFBU is the only institution in the country poised to take on this challenge and rethink the experience we provide students. Through inclusive education that inspires our students, we can innovate and transform not only higher education itself but also the industries we advance and the communities we serve.

As we launch this ambitious plan, we must remain focused on building the foundation we need for future success. SFBU has an incredible opportunity to reinvent itself and build the structures necessary to support and inspire our students in a new way. However, we must be methodical and steady in our approach to ensure long-term stability. Every priority within this plan positions us for enrollment growth, with significant initiatives outlined that must be accomplished to have the infrastructure to support our students in their journey.

The priorities moving this institution forward over the next three years focus on building brand recognition while optimizing operational effectiveness to support our growth. Additionally, we will develop a holistic approach to serving and supporting all students who come to SFBU as we launch an innovative and bold curriculum unlike any other. Finally, we will cultivate relationships and partnerships of consequence in Silicon Valley and beyond so we can advance our curriculum and our student experience while also raising our profile in the region. Each of these priorities will help grow the enrollment of SFBU while moving a new era of higher education forward that addresses many of the challenges of today's environment.

At SFBU, we're committed to prioritizing students first — and always.

Nick Ladany, Ph.D.
President





BRAND RECOGNITION

Build a bold identity and establish thought and action leadership that bolsters SFBU's profile.

- Develop and implement a marketing and communications plan.
- Establish SFBU as higher education thought and action leader for innovations such as teaching and learning, AI-integration, retention, completion, and affordability.
- Enhance SFBU's regional presence through providing resources to the community such as farmer's markets, events, and meeting space.



OPERATIONAL EFFECTIVENESS

Institute administrative and faculty units and best practices to vigorously promote operational effectiveness.

- Appoint HR leadership.
- Conduct an Enterprise Risk Assessment.
- Develop faculty and staff compensation plan.
- Design and facilitate a faculty orientation and onboarding program.
- Recruit and retain academic faculty in the programmatic areas.
- Recruit administration and staffing personnel.
- Create a Compliance unit (campus safety, NABITA, Clery and Title IX).
- Build an Institutional Research team and data-analytic infrastructure that informs campus units.
- Expand Admissions unit.
- Develop a data-informed financial aid strategy.
- Identify and integrate a comprehensive CRM, Student Information System, and Student Tracking System.
- Bolster Academic Affairs unit.
- Create a data-informed academic plan and implement new undergraduate program areas (e.g., biology/health, psychology, communications, digital media design).
- Build a professional advising unit.
- Enhance and ensure curriculum assessment supports accreditation requirements (e.g., learning outcomes) in a streamlined and efficient fashion.
- Hire academic program managers to administer programs.
- Develop a campus space plan.
- Build out Board operations.
- Establish an Advancement unit.
- Develop a multi-year financial plan.
- Develop an investment strategy and policy for SFBU.



STUDENT SUCCESS

Adopt an unrelenting drive to holistically serve and support all students.

- Develop a student affairs unit.
- Establish a culture of radical welcoming and belonging for all students.
- Enhance student orientation.
- Design summer bridge program.
- Build student accessibility services.
- Develop wellness support services (mental health, nutrition, physical, spiritual, financial, medical).
- Enhance student clubs and activities, e.g., investment club, professional competitions, hackathon, IEEE, capstone.
- Institute student-centered scheduling.
- Develop intercultural and interfaith center.
- Explore student residences.
- Establish career center services.
- Build mentoring area.

INNOVATION

Foster bold ideas, activities, and opportunities in curriculum design, pedagogical practices and innovative campus spaces.

- Create a robust, cutting-edge core curriculum.
- Adopt an academic AI-integration strategy.
- Establish the Center for Empowerment & Pedagogical Innovation (CEPI) for Inclusion, Innovation, and Inspiration.
- Build an Innovation Center.
- Offer specialized programs for community engagement (e.g., incubator labs, maker space, hackathons, STEAM camps).





PARTNERSHIPS

Cultivate relationships of consequence in the Silicon Valley and beyond.

- Establish partnerships with middle schools, high schools, charter schools, and community colleges for domestic undergraduate enrollment.
- Develop a corporate partnership program and build out career opportunities including internships and employer/job placement pipelines.
- Build a parent and caregiver engagement program.
- Foster strong ties to civic leaders who can serve as allies to our growth and who be a conduit to help the region benefit from our resources.
- Institute an advisory board of key stakeholders.
- Cultivate art community partnership on AI art. (e.g., MOMA)



ENROLLMENT

Forge and implement a multi-faceted enrollment plan.

- Establish a strategic enrollment management and student success plan and infrastructure that ensures a diversified mix of students.
- Implement a marketing plan to recruit domestic undergraduate students.
- Obtain Title IV designation status.
- Develop and implement an online program plan.
- Create degree pathways for non-traditional student populations such as high school dual enrollment, adults with some college but no degree, veterans and incarcerated or formerly incarcerated people.
- Develop alternative enrollment streams such as badges, certificates, workforce development.



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