



College of Professional Studies and Fine Arts

STRATEGIC PLANNING TOWN HALL

October 10th , 2025

Agenda

1. Welcome & Context Setting
2. Review Strategic Planning Journey to Date
3. Mission & Vision, Core Values
4. Strategic Priority Areas, Goals, and Key Actions
5. Next Steps: Putting the Plan into Action
6. Immediate Actions
7. Closing



Welcome & Context Setting



Objectives of our Town Hall

- ✓ Introduce you to the strategic plan, including draft mission, vision, values, and priorities and goals
- ✓ Hear what aspects of the plan you are most enthusiastic about
- ✓ Clarify any points of confusion and collect any feedback
- ✓ Introduce how we will put this plan into action
- ✓ Affirm that we are on the right track – this plan will help us move the College forward together

Strategic Planning Committee

School of Art and Design

Sondra Sherman	Instructional Faculty
Kim Elliott	Staff
Crystal Choi	Undergrad Student
Sarah Garcia	Grad Student

School of Communication

Godfried Asante	Instructional Faculty
John Loo	Staff
Shayna Tilles	Undergrad Student
Jasmine Cottam	Grad Student

School of Journalism and Media Studies

Hongmei Shen	Instructional Faculty
Maggie Shoya	Staff

School of Music and Dance

Texu Kim	Instructional Faculty
Anna Vasquez	Staff

Payne School - School of Hospitality, Tourism Management

Lori Sipes	Instructional Faculty
Renata Pawluk	Staff

School of Public Affairs

David Jancsics	Instructional Faculty
Julie O'Connor	Staff
Kathee McBride	Staff
Ava Relly	Undergrad Student
Arely Villalobos Ayala	Grad Student

School of Theatre, Television and Film

Peter Cirino	Instructional Faculty
Stephanie Lee	Staff
Zay (Zavier) Gordon	Undergrad Student
Courtney Corey-Armstrong	Grad Student

School Directors

Rod Colvin	Director, Public Affairs
Stephen Brotebeck	Director, TTF

Dean's Office

Theresa Luu	PSFA Lead Advisor
Melanie Dumont	Bud get Special list
Rebecca Tedesco	Faculty

Gallery Rep

Chantel Paul	Galleries and Exhibitions Coordinator
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IT Rep

Jay Hunter	Staff, Website Development and Communications
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JEDI and Student Council

Stephanie Carrasquillo	Student Representative, JEDI
Jordan Harris	Student Representative, PSFA Student Council

At-Large Faculty

Laura (Katie) Turner	Faculty, TTF(Asst. Director)
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At-Large Staff

Andrew Young	Staff, TTF
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Steering Committee



Janis McKay
Dean



Kurt Lindemann
Associate Dean



Lanie Lockwood
Assistant Dean



Nancy Santiago
Resource Manager



Lizbeth Persons Price
Director of Communications



Jennifer Imazeki
AVP for Faculty & Staff Diversity-
Center for Inclusive Excellence



Captain Cameron Larsuel
Department of Military Science

BDO Consultants



Casey Jordan

Director, People Strategy & Solutions



Alison Leung

Manager, People Strategy & Solutions



Karen Pegg

Manager, People Strategy & Solutions

Stakeholder engagement by the numbers

145

faculty, staff
responses

290

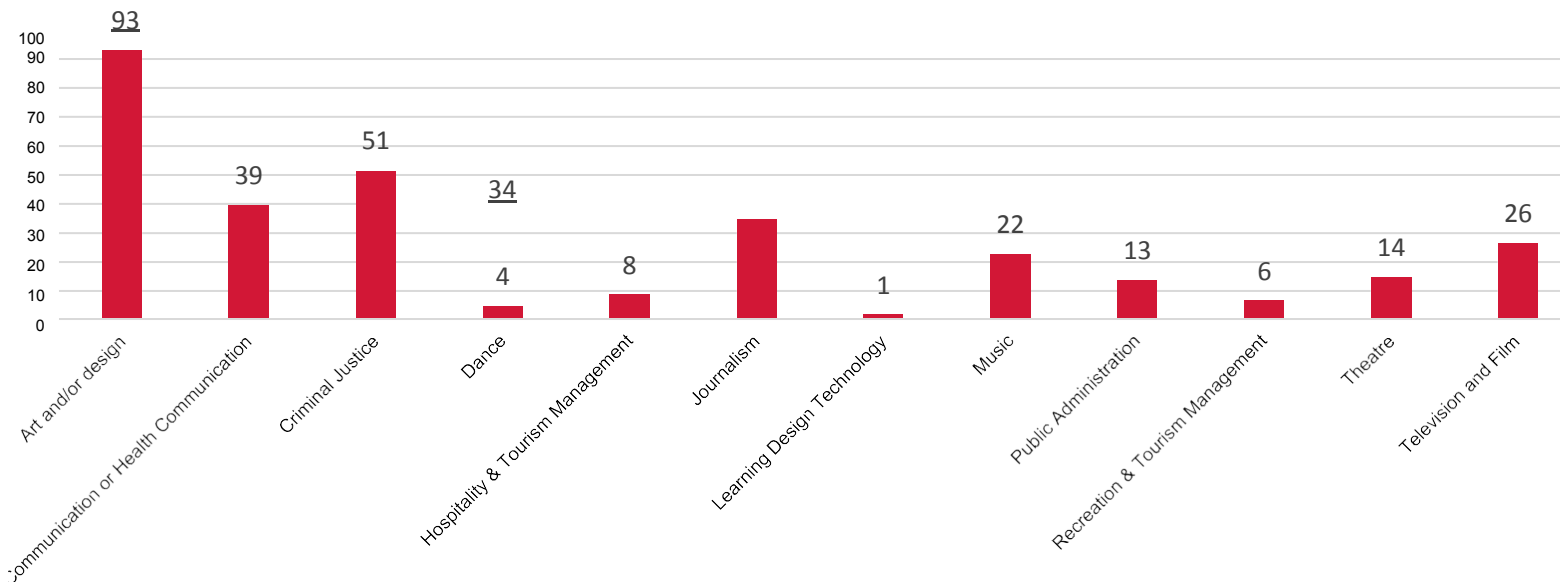
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student
responses

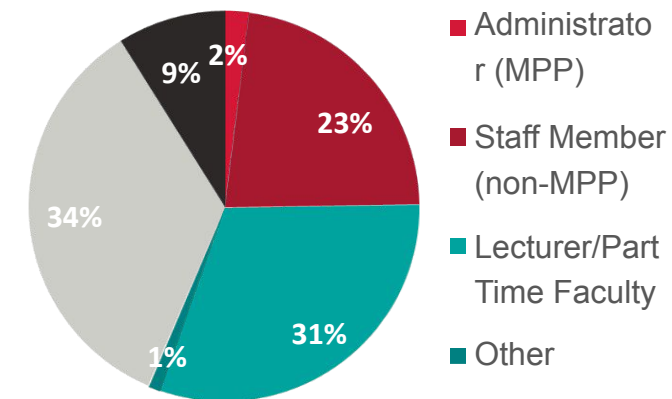


confidential
online
surveys
conducted by
Blue Beyond

Student Major



Employee status



5 focus
groups

10

Initial stakeholder
interviews

Through these conversations, we spoke with:

27 Faculty

5

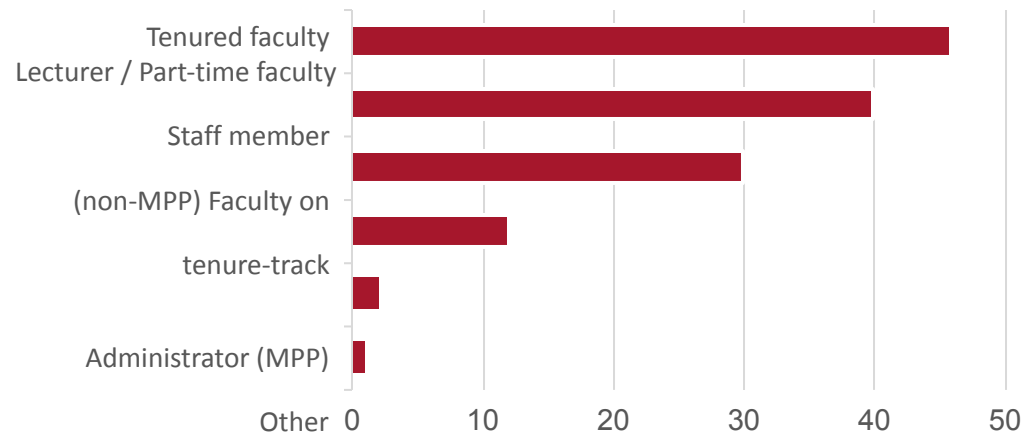
Students

11

Note: our analysis includes data from the Faculty/Staff climate survey that was conducted by PSFA in the Fall of 2024

Demographics: Faculty and Staff Survey

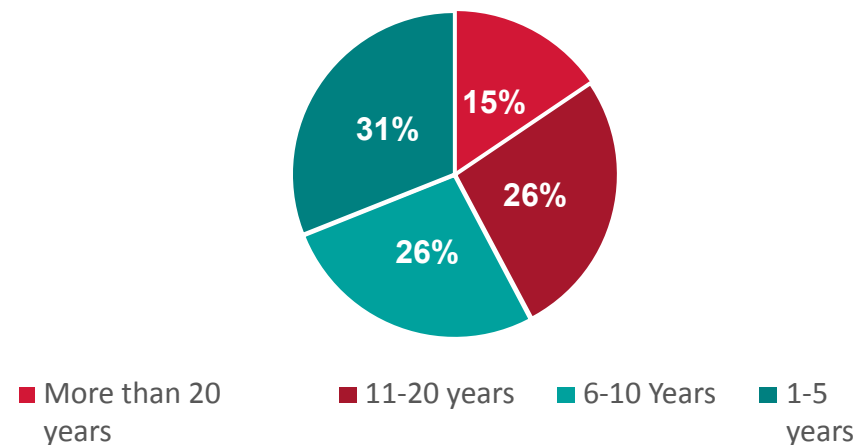
Employee Status



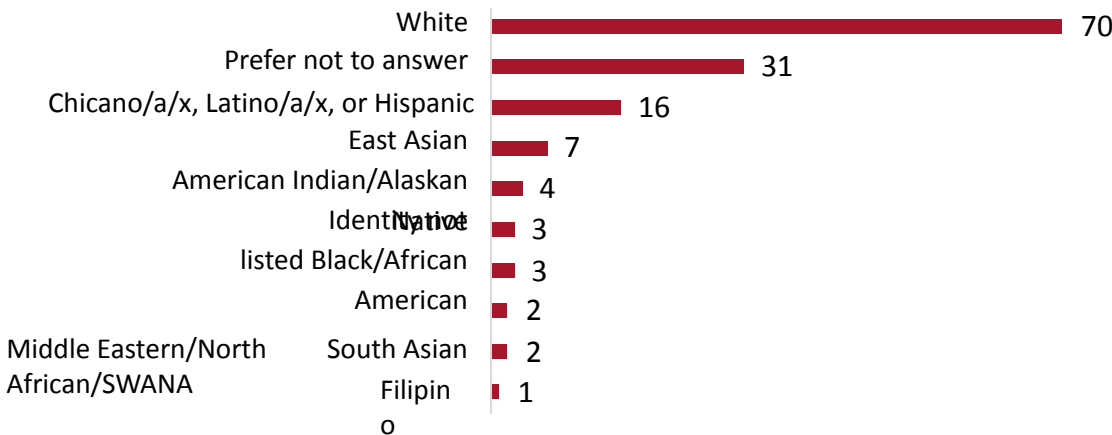
Gender Identity

Woman	57%	Transgender	.07%
Man	12%	Questioning/Unsure	.07%
Prefer Not to Answer	20%	Agender	.07%
Non-Binary	2%	Gender fluid	.07%
Two Spirit	2%	Genderqueer	.07%
Transgender	.07%	Gender non-conforming	.07%

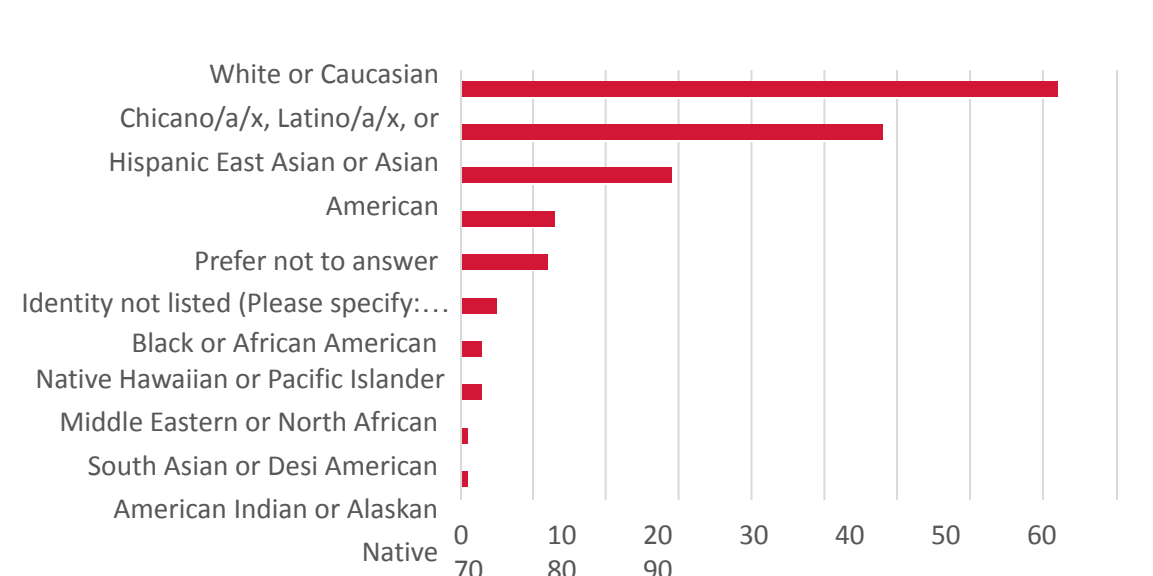
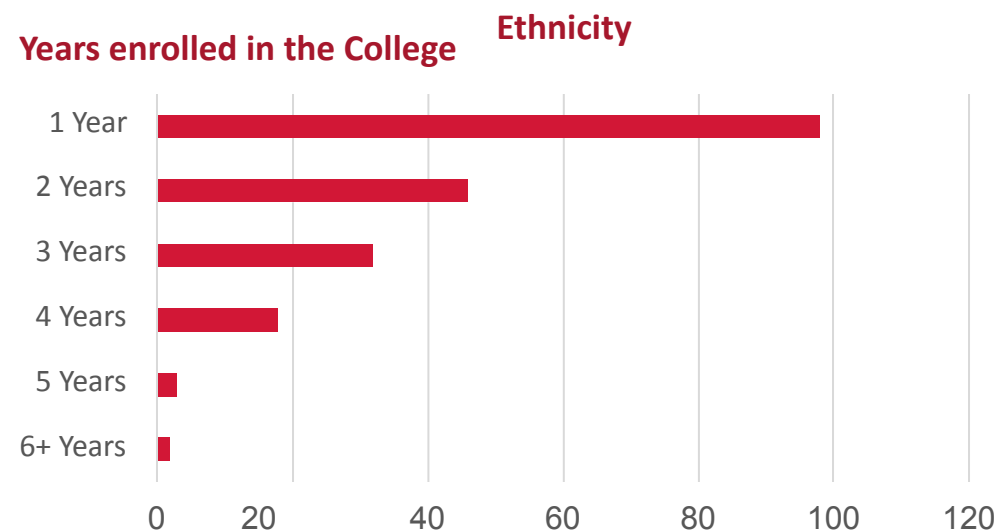
Years with the College



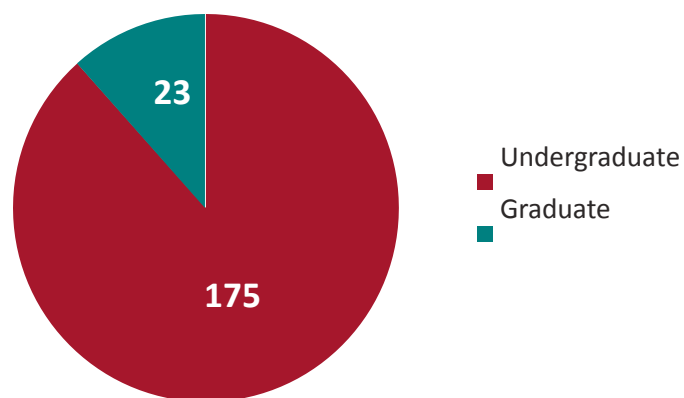
Ethnicity



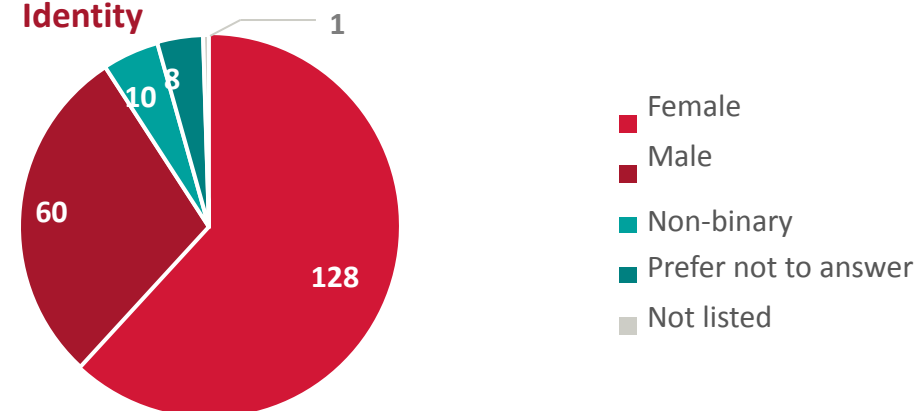
Demographics: Student Survey



Student Type



Gender Identity



Strategic Planning Approach

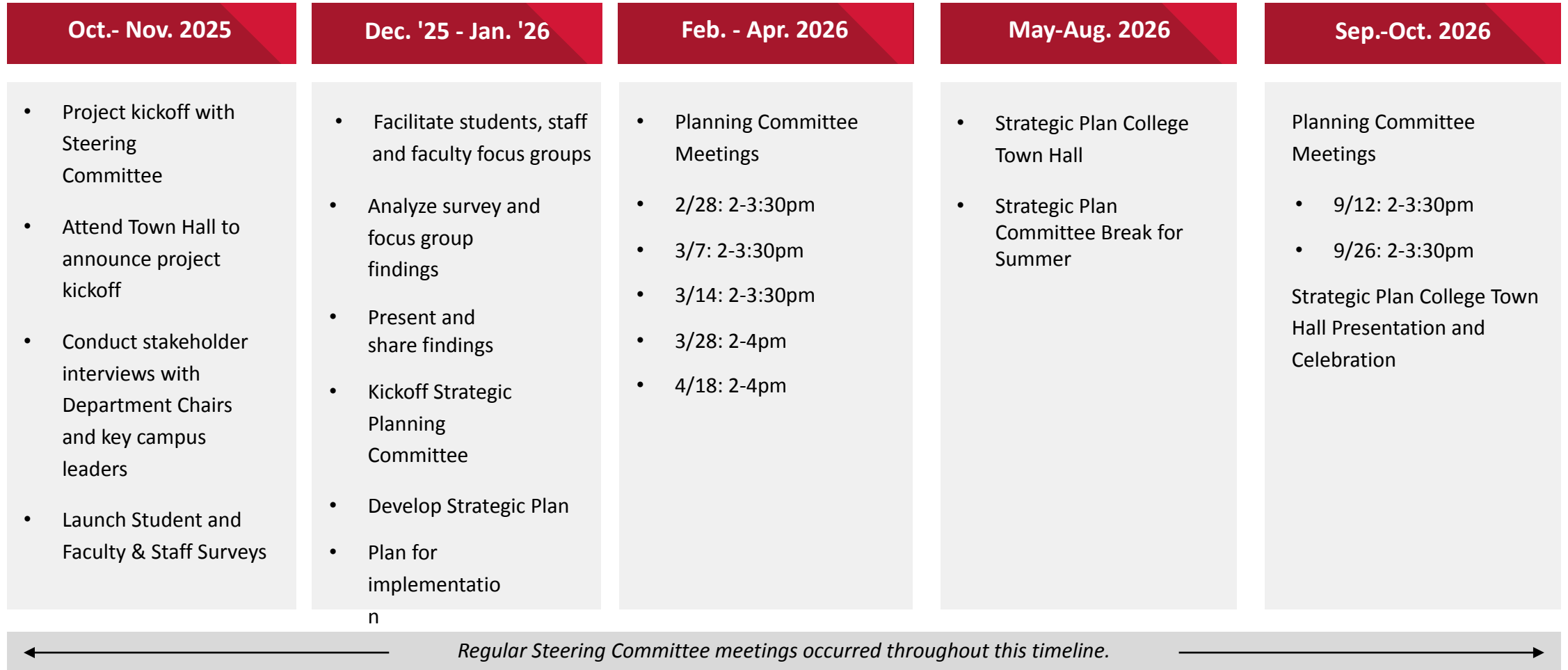
Strategic Planning Goals

- Develop a PSFA strategic plan that sets a clear direction, drives future progress, and is in alignment with the SDSU strategic plan
- Create a compelling articulation of the College's unique mission, vision, and values
- Determine a focused set of actionable strategic priorities and goals, measures of success, and key initiatives

Guiding Principles

- Ensure the strategic planning process is **collaborative** and **inclusive**
- Create numerous opportunities for deep listening and engagement
- Focus on the “**big rocks**” – not a long “to do” list
- Develop a plan that is **actionable** and **measurable**
- Make the plan a **living document** – adjusting as needed based on changing circumstances

Progress to Date



Key Tenets of PSFA Strategic Plan



Mission

The reason we exist. Why we do what we do. Serves as a guide for day-to-day operations and as the foundation for decision making.



Vision

What we want to achieve. Provides long-term direction and infuses us with a sense of purposeful action.



Values

What we stand for—the fundamental beliefs and guiding principles we use to influence how we exist with each other and for the communities we serve.



Strategic Priority Areas

Broad thematic areas we believe contain the most important opportunities to move us toward our vision.



Goals, Key Actions, Outcomes

Goal: A milestone that helps us make progress within each strategic priority area

Key Actions: Key steps in making our goal(s) a reality.

Outcomes: What we hope to see happen as a result of our key actions.

Mission, Vision, Core Values





Mission

The College of Professional Studies and Fine Arts at San Diego State University equips students to be socially conscious leaders, professionals, artists, and creators.

As the most discipline-diverse college at SDSU, we emphasize hands-on learning, meaningful scholarship, and interdisciplinary collaboration.

Our faculty and staff inspire students to be engaged citizens in local and global communities.



Vision

We shape the next generation of creators and changemakers.

Through a transformative educational journey, we will impact the cultural, social, and professional landscapes of the future.



Values

Curiosity

We embrace innovation and inquisitiveness. Exploring bold ideas, we cultivate a spirit of discovery.

Resilience

We nurture the holistic wellness of our students, faculty and staff to confidently adapt and lead in our ever-changing world.

Learning

We believe in growth through continuous learning and professional development. Centering creativity, we empower lifelong learners.

Inclusion

We foster mutual respect, open dialogue, and meaningful connection. We welcome diverse contributions, ensuring trust and equity for all.

Accountability

We rely on mutual accountability and combine unique perspectives to drive us toward collective success.



Strategic
Priority Areas,
Goals, Key
Actions,
Outcomes



Strategic Priority Areas and Goals

Scaling for the Future

Ensure faculty and staff support is proportionate with enrollment growth and institutional expectations.

Transforming Learning

Transform learning by updating our physical spaces and digital resources so curriculum and pedagogy meet industry standards and activate our full potential.

Elevating the Student Experience

Ensure students reach their academic and professional goals by providing and promoting comprehensive support, accessible health and wellness resources, and a smoother path to graduation.

Fostering a Dynamic and Connected Community

Pursue interdisciplinary collaboration and industry partnerships to provide impactful educational experiences and research opportunities nationally and internationally.

Enhancing our Visibility

Showcase student, staff, and faculty achievements and contributions to attract top talent and robust philanthropic support.

Key Initiatives And Outcomes



Scaling for the Future

Ensure faculty and staff support is proportionate with enrollment growth and institutional expectations.

Key Initiatives

- Balance Faculty/Staff-to-Student Ratios
- Ensure Fair and Manageable Workloads for Faculty and Staff
- Ensure Equitable Class Sizes and Distribution
- Develop Ongoing Training and Development for Faculty and Staff

Key Initiatives	Outcomes
Initiative 1.1 Balance Faculty/Staff-to-Student Ratios	• Maintain appropriate staffing levels to match enrollment growth • Ensure equitable administrative staffing across departments • Develop staffing models that respond to program needs and student support demands
Initiative 1.2 Ensure Fair and Manageable Workloads for Faculty and Staff	• Establish transparent workload guidelines for faculty teaching, research and service and staff • Regularly assess faculty and staff workload equity across units • Document impact of workload on retention of staff and faculty • Provide workload relief mechanisms for staff during high-demand periods • Retain a larger proportion of staff and faculty
Initiative 1.3 Ensure Equitable Class Sizes and Distribution	• Set and maintain manageable class size thresholds • Monitor distribution of class sizes and student loads • Use enrollment trends to inform future course planning and hiring
Initiative 1.4 Develop Ongoing Training and Development for Faculty and Staff	• Expand relevant continuing education and credentialing opportunities • Increase access to and funding for professional development for both faculty and staff

Key Initiatives And Outcomes

02

Transforming Learning

Transform learning by updating our physical spaces and digital resources so curriculum and pedagogy meet industry standards and activate our full potential.

Key Initiatives

- Address Current Learning Environment Needs
- Modernize Digital Infrastructure
- Collaborate for Innovation and Success
- Conduct Analysis of Current Course Offerings and Format

Key Initiatives	Outcomes
Initiative 2.1 Address Current Learning Environment Needs	• Conduct professional inventory and assessment of physical PSFA spaces including offices, classrooms, labs, studios, learning tools, and performance and exhibition spaces with regards to safety, functionality, and industry standards • Prioritize projects and establish a timeline and detailed plan for addressing pressing physical space needs without delay
Initiative 2.2 Modernize Digital Infrastructure	• Conduct professional inventory of current digital tools and resources to align with collaborative, engaged, and industry-relevant learning experience • Prioritize digital tools and resources needed to address current gaps • Identify potential campus partners who have current access to labs, materials, and resources and assess whether resource-sharing is an option
Initiative 2.3 Collaborate for Innovation and Success	• Upgrade necessary physical resources that would support collaborative learning across departments • Establish an Interdisciplinary Creative Collaboration Studio • Develop a Digital Fieldwork and Community Engagement Lab • Launch a Digital Learning and Industry Engagement Portal
Initiative 2.4 Conduct Analysis of Current Course Offerings	• Engage in an audit of all current course offerings, including frequency, format (online or in-person), current space(s) utilized, time-of day against enrollment trends to identify if current offerings meet College needs now and in the future • Create and/or adapt new courses that meet current industry needs and standards

Key Initiatives And Outcomes



Enhancing our Visibility

Showcase student, staff, and faculty achievements and contributions to attract top talent and robust philanthropic support.

Key Initiatives

- Strategically Spotlight Faculty, Staff, and Student Achievements
- Amplify College-Wide Successes and Future Plans
- Establish a Long-Term Faculty and Staff Recruitment and Retention Strategy and Plan

Key Initiatives	Outcomes
Initiative 3.1 Strategically Spotlight Faculty, Staff, and Student Achievements	• Identify respected academic journals, industry-specific conferences, peer-reviewed journals, significant creative/performance activities, and speaking engagements to target for Faculty and Staff participation • Develop a multi-year plan to feature graduate students’ research, creative, and social engagement accomplishments • Develop a communication strategy and marketing plan to participate in popular media sources such as social media, newspapers, magazines, blogs, op-eds, and booklet publishing • Develop a strategic partnership with KPBS
Initiative 3.2 Amplify College-Wide Successes and Future Plans	• Establish a regular cadence of highlighting success on Channel 8 News and other stations • Become part of the Visitor’s Guide to Art in San Diego • Showcase San Diego as a vibrant arts, cultural, and civic hub with the help of a PR/Marketing professional firm
Initiative 3.3 Establish a Long-Term Faculty and Staff Recruitment and Retention Strategy and Plan	• Establish endowed professorships and research fellowships to attract top scholars • Build staff retention programs that emphasize professional development and clear career pathways • Recognize and celebrate staff contributions to build loyalty and morale internally

Key Initiatives And Outcomes

04

Fostering a Dynamic and Connected Community

Pursue interdisciplinary collaboration and industry partnerships to provide impactful educational experiences and research opportunities both nationally and internationally.

Key Initiatives

- Expand Mentoring Opportunities
- Increase Opportunities for Community-Building Across the College
- Secure Grants, Identify Strategic Donors, and Key Industry Partnerships
- Enhance Career-Readiness and Improve Job Outcomes
- Strengthen International Engagement

Key Initiatives	Outcomes
Initiative 4.1 Expand Mentoring Opportunities	• Establish a formal mentorship network with PSFA alum and local industry leaders • Develop a staff mentoring program, to provide employees with essential guidance and information to help them succeed in their roles
Initiative 4.2 Increase Opportunities for Community-Building Across the College	• Identify key interdisciplinary or cross-College learning, teaching and research opportunities • Launch College Strategic Plan and regularly update College community about plan success, updates, and invite input • Establish key resources for stakeholders to host discussions around the College Mission, Vision, and Values
Initiative 4.3 Secure Grants, Identify Strategic Donors, and Key Industry Partnerships	• Identify key partners across the College to support grant development and opportunities • Establish a strategic partnership and taskforce within the College to build relationships with key donors and industry partners
Initiative 4.4 Enhance Career-Readiness and Improve Job Outcomes	• Establish opportunities for connection across Colleges for students to access opportunities and increase visibility across the campus, such as regular open houses, a PSFA job fair, and interdisciplinary round tables
Initiative 4.5 Strengthen International Engagement	• Nurture current partnerships and create visibility within PSFA • Identify an establish additional relationships with International institutions • Create new opportunities for global learning for students, including expanding programs, integrating intercultural perspectives into the curriculum, and facilitating access to virtual learning experiences such as Collaborative Online International Learning (COIL)

Key Initiatives And Outcomes

05

Elevating the Student Experience

Ensure students reach their academic and professional goals by promoting comprehensive support, accessible health and wellness resources, and a smoother path to graduation.

Key Initiatives

- Assess Current Course Offerings
- Improve Access to Health and Wellness Resources for Students, Faculty, and Staff
- Increase Access to Financial Support
- Advancing Representation and Belonging

Key Initiatives	Outcomes
Initiative 5.1 Assess Current Course Offerings	• Audit current course offerings to identify needs for increasing or decreasing current offerings to support students in graduating on a timeline that works for them
Initiative 5.2 Improve Access to Health and Wellness Resources for Students, Faculty, and Staff	• Create a comprehensive Wellness Resource Guide that is searchable and includes information on access to resources, any applicable fees, and provider locations. The guide should highlight stress management support for all College stakeholders. • Develop and deploy Gatekeeper Training and train Faculty and Staff on how to recognize signs of distress in others and provide appropriate referrals and support. Connect College stakeholders to case managers that can facilitate short-term or long-term care.
Initiative 5.3 Increase Access to Financial Support	• Streamline financial aid application process by using the FAFSA Simplification Act as a model and provide video tutorials or modules that guide students through the process • Develop and deploy targeted outreach through text message or email campaigns to encourage students to complete financial aid forms. Consider using AI tools like social media or chatbots to promote scholarship awareness, deadlines, and answer any questions
Initiative 5.4 Advancing Representation and Belonging	• Increase diverse representation of Faculty and Staff to ensure students see themselves represented in those they interact with • Amplify College and University events where students from diverse or underrepresented identities can participate with and connect others who share their backgrounds, perspectives, and unique experiences

Next Steps



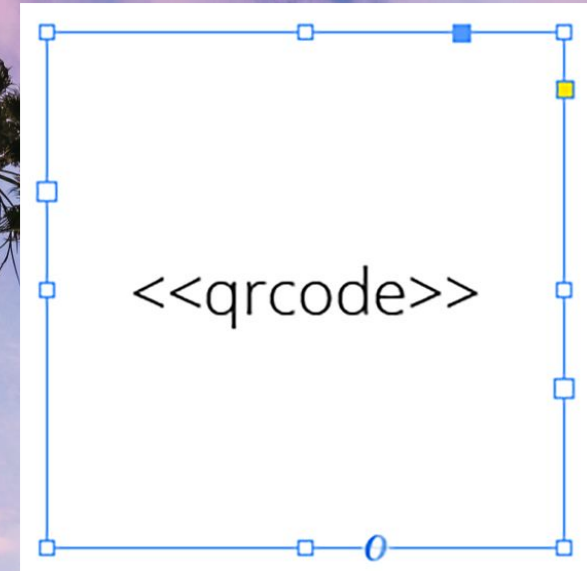
What comes next...

The Strategic Plan is to be widely socialized across all College Stakeholder groups beginning today.

Working groups will be established for each of the strategic priority areas in Fall 2025 to align on how to execute on specific strategies, initiatives, and key actions that will enable us to meet our goals.

You are invited to contribute to that important work!

Submit your interest or questions using the QR code on the screen.



Immediate Actions



Career Success Initiative Overview

Alignment with:

- CSU Strategic Plan
- SDSU Strategic Plan and Goals
- SDSU Associated Students Goals
- PSFA College Council Goals
- PSFA Strategic Plan
- Addressing increasing federal focus on career outcomes and Return on Investment (ROI)



Career Success Initiative Overview

- Workforce Readiness and Return on Investment
 - Addressing persistent and long held narratives and perceptions
- Changing Workforce Needs and the Rapid Adoption of AI
 - Necessity for entrepreneurial thinking
- Training Students to Leverage Their Skills
 - Curricular experiences that teach students to self-market, building confidence and enhancing skills
- Community Needs and Opportunities

Career Success Initiative Overview

- Joint Career Fair: PSFA and CAL
- "Pre-Game" Workshop for SDSU and HHS Career Fairs
- Working with SDSU Career Services
 - Data support
 - Assisting with PSFA led activities such as "Leveraging Your Degree," guest speaker events, and alumni and industry leader panels
 - Focus groups with industry leaders
 - Working with recruiters
- Non-Profit Management Stacked Credentials exploration
- Highlighting all career development activities in one place
- Providing more access to internships by funding unpaid positions
- Increasing internship opportunities with new partnerships
- Bringing industry leaders to campus
- Developing discipline specific strategies to engage alumni

Closing and Celebration



A red-tinted photograph of a university campus courtyard. In the foreground, there is a circular fountain with a central sculpture. The courtyard is paved with large tiles and has several palm trees and other plants in planters. In the background, there are large, multi-story buildings with arched windows and doorways. The text "Thank You!" is overlaid in the center of the image.

Thank You!