

## **Background**

### *Experientia docet*

The University Research Council (URC) wishes to highlight the importance of prioritizing research, scholarship, and creative activities (RSCA) as the university continues to deal with the pandemic and plan for the future. As noted in the vision statement of the CSU's [2019 Systemwide Strategic Plan for Research](#), "The hallmark of a CSU education will include research, scholarship and creative activity (RSCA) as an integral experience to engage students, develop faculty, grow the economy and advance discovery and dissemination of knowledge." Further, in keeping with the draft framework for an Academic Master Plan, critical to an education at SFSU are our commitments to student involvement in RSCA inside and outside of the classroom, and fulfilling our responsibility as a partner and leader in the Bay Area and beyond . Faculty and students at San Francisco State University generate exceptionally valuable RSCA, which should be recognized in our strategic plans, institutional priorities, and university communications. More specifically, we would like to emphasize the following:

(1) RSCA at SFSU is inextricably intertwined with education at SFSU

- A. Faculty RSCA helps ensure that undergrad and grad students are receiving state-of-the art education in all fields of inquiry
- B. Students who participate in RSCA are much more likely to be retained in the major and graduate in a timely fashion.
- C. Grants associated with RSCA provide fellowships, stipends and tuition funds for undergrad and grad students
- D. Faculty RSCA supports undergrad and grad student RSCA
- E. Faculty teach RSCA skills in undergrad and grad courses
- F. Faculty teach RSCA through the supervision of undergrad and grad research assistants
- G. Faculty RSCA produces knowledge that is taught in SFSU courses
- H. RSCA-oriented education serves SFSU students by ensuring that they acquire the skills and knowledge necessary to succeed in their post-SFSU lives

(2) RSCA at SFSU plays a vital role in generating financial resources to support students and faculty at the university

- A. RSCA generates externally-funded grants, fellowships, awards, etc.
- B. RSCA encourages/leverages financial support by alumni, corporations, foundations, governments, and others
- C. Administrative support for RSCA raises more in revenue than it costs

D. RSCA plays a major role in attracting students, and hence, tuition dollars to SFSU

(3) RSCA at SFSU supports the institution's aspirations to serve and succeed as the city's university

A. RSCA serves the city and region

B. RSCA promotes the city and region

C. RSCA improves the city and region

(4) RSCA at SFSU serves the university's social justice mission

A. RSCA helps ensure that SFSU's diverse students receive the best possible university education

B. RSCA engages with critical questions about social justice, including questions about environmental justice; equity based on class, disability, gender, race, religion, sexual orientation, age and more; and struggles addressing capitalism, colonialism, imperialism, militarism, and other systems of oppression.

As we move forward, we see three **key opportunities** to build a more resilient and exciting university.

**Leadership.** In the future, it will be important to emphasize and prioritize faculty and student RSCA at SFSU in institutional strategies related to university development, government relations, institutional marketing, student recruitment, alumni affairs, and university communications. To realize the goal of being recognized as the city's university, it will be vital to promote the professional successes of faculty, staff, students, and alumni. Whenever possible, support for RSCA should be conceptualized and discussed as an investment in faculty and student success and as a necessary foundation of educational excellence, not as supplementary to or in competition with support for teaching. Examples of leadership in this area would be creating a cabinet-level position for RSCA, increasing emphasis on RSCA in external and internal communications, providing increased support for ORSP, and addressing inequities in support for RSCA, including support for students and faculty of color, women students and faculty, LGBT students and faculty, students and faculty with disabilities, first-generation students and faculty, and lecturer faculty. Other important steps would restore, renew, and fund programs that support faculty and student RSCA at SFSU, including programs that support start-up packages and awards for new faculty, faculty sabbaticals and scholarly leaves, institutional review boards, DRC and ORSP grant programs, funding for student-engaged RSCA, grants and fellowships administration, research and service organizations, awards and recognition for RSCA excellence, and RSCA showcases for students and faculty.

*Current strengths:* Strong record of publishing with students, regionally important RSCA, strong, well-known graduate programs, integration of RSCA into teaching, 3MT program, applied and community-engaged RSCA, renowned Fine Arts programs, high academic/high access

commitment, providing students opportunities that they do not get at community college or R01 schools, especially at the undergraduate and master's level.

*Current opportunities:* Increase high impact teaching practices, increase visibility of SFSU, increase corporate and government engagement, improve faculty and staff morale, increase alumni engagement, increase enrollment, increase grant success, close equity gaps.

**Collaboration.** Central to fulfilling our mission, is building and strengthening collaborations between and among (1) students and faculty, (2) students and faculty within specific departments and colleges, (3) students and faculty across the university, (4) students and faculty across CSU campuses, and (5) SFSU and community partners (governmental, non-governmental/non-profit, corporate/business/technology, arts/culture, etc.). For students and faculty, we can create opportunities, incentives, and showcases for collaboration. For collaboration within departments, colleges, and the university, we can promote disciplinary and interdisciplinary projects that link faculty and students with related interests, prioritize RSCA-oriented educational activities, and support works-in-progress and RSCA dissemination. For SFSU and other CSU campuses, we can promote and provide support for opportunities for statewide collaboration, including participation in [multi-campus affinity groups](#) and partnerships with other [campus centers and institutes](#) to build on our respective strengths. For SFSU and community partners, we can provide increased support for community service learning, community-based RSCA, campus-based events that engage community partners, and community-based projects that engage SFSU faculty and students.

*Current strengths:* Overlapping RSCA themes, student interest, international programs, 3MT program, Center for digital literacy, CEETL model, SEO model, CSL opportunities, Institute for Civic and Community Engagement, Center for Ethical and Sustainable Business, Commons Initiative and Lam-Larsen Initiatives.

*Current opportunities:* Increase high impact teaching practices, increase visibility of SFSU, increase corporate and government engagement, improve faculty and staff morale, increase alumni engagement, increase enrollment, increase experiential learning opportunities.

**SF State Creates:** Creating an equivalent to CEETL that could centralize RSCA opportunities for students and faculty would be a powerful statement of support for RSCA. This Center could focus on student and faculty development and enhancing professional success through programming dedicated to increasing public discussion about RSCA on campus and to highlight the ways our focus on experiential learning contributes to student success; amplify and celebrate the outstanding and innovative RSCA that students and faculty are doing on campus; become the hub of all RSCA-related professional development on campus through developing and sustaining relationships and communication with other campus initiatives and units, government, ngo and corporate partners; provide institutional support for all students, faculty and alumni across all levels of RSCA, throughout their careers.

Current strengths: Student demand high, faculty excellence and experience at involving students in RSCA, RSCA showcases, 3MT program, Commons Initiative, CEETL model,

Student Enrichment Office, Institute for Geographic Information Science, Estuary Ocean Science Center, StatCorr, Center for Digital Literacy, Nelson and Kuby Fellowships, Marcus Undergraduate Research Fellowship, Marcus Undergraduate Assistantship grants, Genentech Foundation Scholars program, Institute for Civic and Community Engagement.

*Current opportunities:* Increase high impact teaching practices, increase experiential learning opportunities, close equity gaps, increase visibility of SFSU, increase corporate, non- and government engagement through internship programs and support for student-engaged RSCA, improve faculty collaboration, increase alumni engagement, and increase enrollment.