

*After hearing from more than 2,100 people, surfacing the prevalent themes, and developing concise concept papers on each topic, the SFA Strategic Planning Team hosted a diverse group of internal and external stakeholders on January 30, 2015, for a Vision Conference. During this conference, participants spent a great deal of time understanding the issues facing the institution, listening to one another's unique perspectives, and having cross-boundary conversations. The day culminated with the group creating a shared picture of our preferred future. This document gives narrative to that vision.*

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## SFA ENVISIONED

*An aspirational vision of the future to guide our strategic planning*

Stephen F. Austin State University (SFA) has a distinct and stellar reputation based on the transformational learning experiences we provide for all our students in an exceptional setting. We do not use the term "transformational" lightly. We are deeply committed to providing high impact, experiential learning for all SFA students.

Our students are engaged and empowered. They know that we care about them and have high expectations for their performance and success. Our students graduate with the marketable skills and qualities necessary to be leaders in their respective fields. Employers seek out our students because of a demonstrated reputation of a solid work ethic. Their moral compass is strong and true.

We have expanded our reach and increased our enrollment, not merely for the sake of growth, but because we are committed to our responsibility to the people of Texas to prepare more citizens to lead our state into the future. By seeking and accepting diverse students with a strong potential for success and providing them the resources and experiences to capitalize on their promise, the percentage of SFA students graduating has also increased.

We have achieved financial sustainability because we have met tough choices head-on and made smart decisions about the future of the university. We have diversified our revenue streams, allocated our resources strategically, increased our private funding, and achieved meaningful enrollment growth. We have invested in our people and achieved appropriate levels of compensation, reward, and recognition. Professional development for faculty and staff is seen as an investment and not an expense, because our people are the greatest asset we have.

We are an innovative university. We reach our students where they are and prepare them for life-long learning and career responsiveness in the twenty-first century. We use cutting-edge teaching techniques and advanced research methods both inside and outside the classroom. We are a forward-thinking university that not only is responsive to the realities of higher education but is also a leader in academia. Technology is appropriately and sensibly infused throughout the campus in our classrooms and operations. It facilitates, not drives, how we teach and work together.

Our campus culture is open, collaborative and engaged. We have an energetic and respectful workplace where civility, inclusivity and accountability are guiding principles for everyone. We are well known for the high quality of our faculty and staff. People feel valued as employees of the university and work hard to sustain the sense of community that distinguishes us. Communication is robust, transparent and trusted.

Our brand and identity is authentic, clear and understood by all our stakeholders. People know who we are, what we contribute to the local, regional, and state communities, and what matters to us as a university. We are known as trusted partners. We leverage the strengths of our stakeholders including community colleges, businesses and industries, K-12 institutions and government entities. These partnerships enable us to provide a stellar learning experience for our students and contribute to the quality of life of everyone we touch.