<table>
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<tr>
<th>UNIVERSITY</th>
<th>COLLEGE AND/OR HEALTH SCIENCE</th>
<th>SURVEY RESULTS/INDUSTRY LITERATURE</th>
<th>RECL OUTCOMES</th>
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<tbody>
<tr>
<td><strong>VISION 2012:</strong> San Jose State envisions a bright future. Vision 2017 was determined collaboratively using input from the university community. We will achieve our strategic goals by aligning our resources and, most notably, through the hard work and dedication of our faculty, staff, students and community members.</td>
<td><strong>VISION: Department of Health Science and Recreation</strong> will be widely recognized for the high quality of its academic programs, dynamic and engaged, caring and expert staff, spirited and generous students, and contributions to the missions of our college and university. Faculty scholarship, collaboration, and leadership will inspire individuals, neighborhoods, and global communities to achieve health and well being. Students will be prepared to contribute to individual and population health, satisfying leisure, and social justice through civic engagement and a wide array of career paths. Alumni will make meaningful contributions in myriad ways to their own communities, their professional fields, our department’s initiatives, the region and a rapidly changing world. The department will be known for its proud history, fiscal and administrative responsibility, open and affirming embrace, and deep connections to the issues and possibilities of the times in which we live.</td>
<td><strong>NRPA</strong> Everyone will have easy access to parks and recreation in sustainable communities. <strong>ATRA</strong> The vision of the American Therapeutic Recreation Association is to be the premiere professional membership association representing recreational therapists, consumers and stakeholders.</td>
<td><strong>RECL VISION</strong> The Recreation and Recreation Therapy program will become known by our students and colleagues on campus and beyond as a thriving team of people who enjoy effectively and efficiently educating students and who excel in revealing new frontiers of recreation and recreation therapy services purpose and practice so as to accelerate individual and collective happiness and health.</td>
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</table>
**Mission of the University is:**
In collaboration with nearby industries and communities, SJSU faculty and staff are dedicated to achieving the university's mission as a responsive institution of the State of California: To enrich the lives of its students, to transmit knowledge to its students along with the necessary skills for applying it in the service of our society, and to expand the base of knowledge through research and scholarship.

**Mission of the College of Applied Sciences and Arts (CASA) is** to provide liberal and professional education and, through application, to empower graduates to be exemplary members of a diverse and global community. The College is committed to excellence in undergraduate and graduate programs and improving the quality of life for present and future generations.

**Mission of Health Science & Recreation**
To prepare innovative leaders and practitioners with knowledge, skills and abilities to promote health and engage with, understand, and improve the environments in which we live, work and play.

**Mission of Recreation & Leisure**
Active engagement
Community...Creativity
Dedication to the environment
Diversity...Empowerment...
Hands on education...
Facilitate...Facilitate...Fulfillment...Health...Innovation...Integration...
Interdisciplinary...Leadership...
Multiculturalism...Play...
Professionalism...Relevant...
Stimulate...Technology
Restoration...
Welcoming everyone to the table/playground/celebration...
Wellness

**SJSU (posted on website as goals):**
- **Spartan Pride:** Develop vibrant, safe and welcoming communities that create a sense of belonging and instill Spartan pride.
- **Unbounded Learning:** Enhance student success through continuous learning innovations.
- **Helping and Caring:** Create a culture of helping.
- ** Agility through Technology:** Improve organizational responsiveness through an advanced technology infrastructure and by elimination of procedural obstacles.
- **21st Century Spaces:** Provide gathering spaces and up-to-date facilities.

**Core Values**
The College of Applied Sciences and Art’s mission is supported by:
- Service for the greater good
- Curiosity, Inquiry, and Scholarship
- Rigor and Academic Excellence
- Learning through doing
- Embracing Equity and Diversity
- Creativity, Innovation, and Entrepreneurship
- Partnership and Collaboration
- Life – Work Balance

**Core Values of the Profession: Responses from Faculty**
Achievement, Adventure
Community Building, Community Service
Create young people who have the skills to empower communities to effect the quality of life in their neighborhoods
Creativity and Passion in Everything We Do
Curiosity about the Other and the World
Diversity, Equality, Healing, Health
Healthy Lifestyles, Improving Quality of Life
Integrity, Joy, Leadership, Learning
Life Engagement/Living Life Fully
"Leisure as a State of Mind" touching all aspects of one’s wellness wheel
Nature/Outdoors
Out of the Box Thinking
Play for All, Pleasure, Social Equity

**Recl Mission**
Through collaboration, applied learning and scholarship we ensure that individuals, communities and the earth flourish by preparing innovative leaders of parks, recreation, tourism, and recreation therapy.

**Recl Values**
Innovation
Relationships and collaboration
Customized service
Purposeful engagement
Sustainable action
Advancing equity and multiplicity
Flourishing
Playing
Educating for leisure
Healthy lifestyles
Nature appreciation and experiences
Accountability and responsibility
Restoration, healing and rehabilitation
In order to construct a realistic vision, strategy, and goals we wanted a framework through which to analyze our present status and to gain an understanding about who we want to be and what we wish to accomplish in the future. Maslow’s hierarchy of needs seemed the most suitable. We identified survival, psychological, and self-fulfillment needs as they relate to an academic setting, and in particular, to San Jose State University. Given our current faculty mix and full-time equivalent student count, we chose to concentrate our strategic action towards meeting our basic and safety needs over the coming 5 years. One stabilized will grow towards meeting our needs for belonging, esteem, and actualization.
SJSU UNIVERSITY AND COLLEGE GOALS

UNIVERSITY LEARNING GOALS: Students who have graduated from San Jose State University will have developed:

Specialized Knowledge
- The depth of knowledge required for a degree, as identified by its program learning outcomes.

Broad Integrative Knowledge
- Mastery in each step of an investigative, creative or practical project (e.g. Brainstorming, planning, formulating hypotheses or complex questions, designing, creating, completing, and communicating).
- An understanding of the implications of results or findings from a particular work in a societal context (e.g. social or economic implications of a scientific finding).
- In addition, students graduating with a baccalaureate degree, will have demonstrated an understanding of critical components of broad academic areas, the arts, humanities, social sciences, and sciences and their integration.

Intellectual Skills
- Fluency in the use of specific theories, tools, technology and graphical representation.
- Skills and abilities necessary for life-long learning: critical and creative thinking, effective communication, conscientious information gathering and processing, mastery of quantitative methodologies, and the ability to engage effectively in collaborative activities.

Applied Knowledge
- The ability to integrate theory, practice, and problem-solving to address real world issues.
- The ability to apply their knowledge and skills to new settings or in addressing complex problems.
- The ability to work productively as individuals and in groups

Social & Global Responsibilities
- The ability to act intentionally and ethically to address a global or local problem in an informed manner with a multicultural and historical perspective and a clear understanding of societal and civic responsibilities.
- Diverse and global perspectives through engagement with the multidimensional SJSU community.

COLLEGE OF APPLIED SCIENCES AND ARTS OVERARCHING GOAL
Our faculty and each program will be recognized a leaders in research and teaching across disciplinary and geographic boundaries.

CASA STRATEGIC DIRECTIONS
- Improve governance and operational models
- Ensure options and opportunities for collaboration
- Define standards and accountability for faculty development and renewal
- Define standards and support student success
- Enhance revenue streams
- Focus operations on strategic planning, advice and support, effective communication
## SJSU Recreation Degree: 5-Year Strategic Plan

**Our Themes---Innovation, Partnership, and Flourishing**

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<tr>
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<tbody>
<tr>
<td>Faculty</td>
<td>1-2 new faculty tenure track</td>
<td>1-2 new faculty tenure track</td>
<td>Successful advancement in tenure</td>
<td>Successful advancement in tenure</td>
<td>Successful advancement in tenure</td>
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<tr>
<td>Student Count</td>
<td>225 total majors</td>
<td>250 total majors</td>
<td>300 total majors</td>
<td>350 total majors</td>
<td>Refine advising processes</td>
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<tr>
<td>Facilities</td>
<td>Participate in planning and initiate in relationships 1. Nurture relationship with campus recreation 2. Nurture relationship with wellness building</td>
<td>Take action to increase RECL use of facilities 1. Have one intern or one project w campus recreation 2. Implement student</td>
<td>Collaboratively use and support mgmt of 1-3 facilities 1. Evaluate and improve relation with campus recreation</td>
<td>Collaboratively use and support mgmt of 1-3 facilities and equipment</td>
<td>Collaboratively use and support mgmt of 1-3 facilities and equipment</td>
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<td>Collaboration partnership</td>
<td>Curriculum</td>
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<td>Establish Collaborations: 1. Explore new collaborations 2. Nurture ones we started (NASA-AMES, VA, tourism, park, technology, global studies) 3. Work with Lane Jimison to obtain funding for interventions database system</td>
<td>1. Complete a successful accreditation process. Further evaluate and improve curriculum based upon accreditation review. 2. Write 1-2 new RT</td>
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<td>Initiate 1-3 partnerships</td>
<td>1. Collect data, evaluate outcomes, revise curriculum, and report results &amp; meet with the advisory boards. 2. Implement 1-2 new RT specialization course</td>
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<tr>
<td>Initiate 1-2 partnerships</td>
<td>1. Collect data, evaluate outcomes, revise curriculum, and report results, and report results, and report results, and meet with the advisory boards. 2. Implement 1-2 new RT</td>
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<td></td>
<td>1. Collect data, evaluate outcomes, revise curriculum, and report results, and report results, and report results, and meet with the advisory boards. 2. Implement 1-2 new RT</td>
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<td></td>
<td>1. Collect data, evaluate outcomes, revise curriculum, and report results, and report results, and report results, and meet with the advisory boards. 2. Monitor and evaluate all</td>
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<td></td>
<td>1. Collect data, evaluate outcomes, revise curriculum, and report results, and report results, and report results, and meet with the advisory boards. 2. Monitor and refine</td>
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<td>specialization courses (i.e., aquatic therapy, adventure therapy, adaptive technology)</td>
<td>3. Submit M.S. curricular revisions. 4. Teach one winter or summer course for RT practitioners needing certification 5. Build new study abroad options &amp; policy 6. Implement plan related to CAM minor 7. Implement 1-2 cross-Dept academic projects and/or assignments 8. Teach 1-2 new rec electives</td>
<td>specialization courses 3. Reinstate master’s degree in Recreation 4. Evaluate courses provided for RT practitioners 5. Implement requirement: all students will have an international learning experience 6. Evaluate and revise CAM minor 7. Discuss and revise cross-Dept projects</td>
<td>new curriculum</td>
<td>newly implemented curriculum</td>
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<td>3. Redesign delivery and financial model for the M.S. program. 4. Meet with all key RT leaders regarding non-certified practitioners who need classes for certification (determine volume) 5. Evaluate current study abroad offerings &amp; participate in CASA global studies initiative 6. Collaborate with Health Science faculty to evaluate and repackage the CAM minor 7. Analyze the places where there are synergies between the programs within our dept to determine collaborative academic projects and assignments 8. Teach 1-2 new rec electives.</td>
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**SJSU RECREATION DEGREE  STRATEGIC PLAN IMPLEMENTATION: GOALS AND OBJECTIVES**

**OUR THEMES--INNOVATION, PARTNERSHIP, AND FLOURISHING**

<table>
<thead>
<tr>
<th>GOALS</th>
<th>MEASURABLE OBJECTIVES</th>
<th>DATES</th>
<th>POC</th>
<th>Updates/Document Progress</th>
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| **1. INCREASE NUMBER OF TENURE-TRACK FACULTY** as demonstrated by hiring 4 tenure track faculty | 1. Complete and submit a request for 1-2 tenure track positions.  
2. Complete and submit a request for 1-2 tenure track positions. | 1. 5/14  
2. 5/15 | 1. JW  
2. JW | |
| **2. INCREASE FTE - STUDENT NUMBER COUNT** to 350 FTE                  | 1. Meet with and submit marketing materials to academic advisors  
2. Meet with KIN, PSY, NSG Dept advisors and chair  
3. Call/visit and/or send marketing packages to key community college outreach departments and programs to discuss opportunities to establish a curriculum feeder  
4. Continuous improvement of website | 1. biannual  
2. 5/14-12/14  
3 12/14  
4. biannually | 1. BJ, SR  
2. BJ  
3. BJ, SR  
4. BJ | |
| **3. INCREASE REVENUE STREAMS** totaling $50K annually (direct and indirect monies) stemming from 1-4 sources. | 1. Explore and instate 1 or more CEU annual workshops  
2. Secure 1-2 scholarships with Lane Jimison  
3. Explore certificate program and/or special session  
4. Implement 1-2 certificates/special sessions  
5. Secure donations >3 million  
6. Secure 1 or more grants (with support and guidance of Amy D’Andrade, Associate Dean for Research)  
7. Explore options with “open gate” program  
8. Implement “open gate” program options if viable  
9. Plan, implement action and complete an alumni campaign to raise  
10. Host a 70th Anniversary of the Dept of Recreation and Leisure Studies | 1. 5/16  
2. 5/15  
3. 5/15  
4. 8/16  
5. 5/17  
6. 12/16  
7. 5/14  
8. 5/15  
9. 8/17  
10. 9/17 | 1. BJ, SR  
2. BJ, SR  
3. BJ, SR  
4. SR  
5. BJ, SR, New faculty  
6. LL, BJ  
9. All  
10. All | |
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<td>who need classes for certification (determine volume)</td>
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<td>13. Teach 1-2 special session courses for RT practitioners needing certification</td>
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<td>13. 5/16</td>
<td>13. SR</td>
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<tr>
<td>1. Explore new interdisciplinary technology classes &amp; partnership</td>
<td>1. 12/14</td>
<td>1. BJ, SR</td>
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<td>2. Write a course related to technology and leisure</td>
<td>2. 12/14</td>
<td>2. BJ, SR</td>
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<td>3. Launch the interdisciplinary technology partnership</td>
<td>3. 8/15</td>
<td>3. BJ, SR</td>
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<td>4. Refine technology partnership &amp; curriculum</td>
<td>4. ongoing</td>
<td>4. BJ, SR</td>
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<td>5. Incorporate 2-3 campus event into the curriculum to increase visibility</td>
<td>5. 5/16</td>
<td>5. BJ, SR</td>
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<td>6. Teach 1-2 new RECL electives each semester until all new courses are integrated and offered on a consistent basis.</td>
<td>6. 5/16</td>
<td>6. BJ, SR</td>
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<td>7. Redesign delivery and financial model for the M.S. program (possibly self-support program)</td>
<td>7. 5/15</td>
<td>7. BJ, SR, new TT</td>
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<td>8. Submit M.S. curricular revisions</td>
<td>8. 9/15</td>
<td>8. BJ, SR</td>
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<td>10. Evaluate and identify current/potential study abroad offerings</td>
<td>10. 12/14</td>
<td>10. BJ, SR</td>
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<td>11. Participate in CASA global studies initiative</td>
<td>11. ongoing</td>
<td>11. BJ, SR</td>
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<td>12. Build new study abroad options, marketing, curriculum &amp; policies</td>
<td>12. 5/16</td>
<td>12. BJ, SR</td>
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<td>13. Implement requirement: all students will have an international learning experience</td>
<td>13. 8/16</td>
<td>13. BJ, SR</td>
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<td>14. Write 3-4 new RT specialization courses over the course of 2 years (i.e., 1 units each, aquatic therapy, adventure therapy, adaptive technology)</td>
<td>14. 12/15</td>
<td>14. BJ, SR</td>
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<tr>
<td>15. Implement 3-4 new RT specialization courses over the course of 2 years</td>
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<td>15. 8/16-17</td>
<td>15. BJ, SR</td>
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<td>16. Collaborate and re-envision the CAM minor and its role, marketing, and content.</td>
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<td>16. 12/14</td>
<td>16. BJ, SR</td>
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<td>17. Complete action steps to strengthen and grow the CAM minor</td>
<td>17. 12/15</td>
<td>17. BJ, SR</td>
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<td>18. Achieve 50 RT student enrollment in CAM minor</td>
<td>18. 8/16</td>
<td>18. BJ, SR</td>
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<td>19.</td>
<td>Analyze the places where there are synergies between the programs within our Dept to determine collaborative academic projects and assignments</td>
<td>19. 5/15</td>
<td>19. BJ, SR</td>
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<td>20.</td>
<td>Implement 1-2 cross-Dept academic projects and/or assignments Evaluate the improve the cross-Dept projects</td>
<td>20. 8/15</td>
<td>20. BJ, SR</td>
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<td>21.</td>
<td>Evaluate the content of learning across the curriculum (introduce, reinforce, mastery)</td>
<td>21. ongoing</td>
<td>21. BJ, SR</td>
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<td>22.</td>
<td>Further evaluate and improve curriculum based upon accreditation review.</td>
<td>22. 8/14</td>
<td>22. BJ, SR</td>
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<td>23.</td>
<td>Complete a successful accreditation process.</td>
<td>23. 10/14</td>
<td>23. BJ, SR</td>
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<td>24.</td>
<td>Collect data, evaluate outcomes, revise curriculum, and report results and convene the Advisory Boards.</td>
<td>24. annually</td>
<td>24. All</td>
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</table>