**SAN JOSÉ STATE**
UNIVERSITY

**Academic Plan 2017**

*Educating and Innovating in Silicon Valley for a Better World:*
*Achieving Distinction in Learning, Scholarship and Engagement*

In our Academic Plan 2017, we seek to become leaders in developing innovative, sustainable curricula, re-imagining and supporting faculty work, deepening student engagement with academic and professional learning, expanding our international and global connections, utilizing effective new technologies to meet academic goals, and reducing our reliance on state funds by exploring and generating new sources of sustainable revenue. As we embark on re-imagining Academic Affairs and the next generation learning experience, we will maintain a focus on innovations in learning, scholarship and engagement, while promoting opportunity through access to quality lifelong education for Silicon Valley and the world.

Our Academic Plan is developed within the context of, and grounded by, the five themes of the SJSU Strategic Plan: Vision 2017. We are justly proud of our excellent students, faculty, staff and administrators, and are excited about our ability to achieve our goals.

## Mission

San José State University (SJSU) uniquely conjoins tradition with innovation by being the first and oldest CSU campus in the system, and at the same time is positioned for significant transformation by leveraging the creative and dynamic influences of the Silicon Valley. We emphasize the foundational importance of a liberal education and the critical need for cutting-edge, integrative and applied learning to prepare our students to adapt and thrive in the increasingly competitive, global, evolving and complex 21$^{st}$ century world.

## Vision

By creating a vibrant, diverse, welcoming and inclusive educational institution focused on academic excellence, social responsibility and mutual respect, SJSU has become a university of choice—a desirable place for study and work. We will embrace and leverage the opportunities of Silicon Valley to promote transformational and sustainable change to strengthen student and faculty success. SJSU will be known for the value it places on the integration of liberal and professional education with theoretical and applied knowledge, and for creatively exploring the effective use of technology to achieve our goals. Through the high quality of our graduates and the outstanding scholarship, research and service of our faculty and staff, SJSU will be viewed as a crucial resource for Silicon Valley and as a vital partner in building a better world for the region, the state, the nation and beyond.

## Shared Values

**Student Success and Learning**
We place our highest priority on ensuring the academic success and personal growth of San José State University students; promoting life-long learning through intellectual inquiry, scholarship, ethical application of skills and the pursuit of knowledge. To ensure student success, we are committed to investing heavily in our faculty to support faculty research and scholarship, support for teaching, learning, service and recognition and support for our staff.

**Excellence, Distinction and Innovation**
We hold ourselves to the highest standards of academic and ethical excellence and support continual improvement and innovation in all we do. We are committed to creating and supporting professional excellence and distinction in all of our work.

**Diversity and Civility**
We value the diversity of people, and the different perspectives and experiences they bring to SJSU. We learn from these differences, and treat each individual with respect and civility.

**Academic Plan 2017**

<mark>**VISION 2017: GOAL #1 – UNBOUNDED LEARNING**</mark>

By 2017, SJSU will ensure:

I. **Innovations in Curriculum to Support Unbounded Learning**

   A. Foundational Learning – *support and document student learning in GE, the disciplines and encourage students to continue learning throughout their lifetimes.*
      1. Document WASC Graduation Proficiencies – review General Education to foster flexibility and inter-disciplinarity.
         a. **Written Communication** – support a coordinated campus-wide effort to ensure proficiency is attained by all graduates.
         b. **Oral Communication** – enhance and document students' oral communication skills.
         c. **Critical Thinking** – explore and coordinate cross-disciplinary and innovative efforts to improve and document students' critical thinking skills.
         d. **Quantitative Reasoning** – support innovative curricula and pedagogies to support and document student quantitative reasoning skills.
         e. **Information Literacy** – support the Martin Luther King Library and faculty collaborations to enhance and assess student information literacy.
      2. Demonstrate in-depth disciplinary competencies (knowledge and skills within the major/program).
      3. Promote life-long learning.

   B. Advanced Learning - *create and expand distinctive, sustainable programs (self-support) to meet the evolving educational, professional and leadership needs of the 21st century globalized society.*
      1. Increase support for undergraduate and graduate research, scholarship, and creative activities.
      2. Continue to support and grow distinctive graduate programs and provide additional support for doctoral and joint doctoral programs (i.e, via self support programs).
      3. Increase innovative professional training, leadership development and continuing education certificates (i.e., self support programs).

   C. Integrative Learning – *focus on students as intentional learners who combine knowledge from different disciplines, internships/fieldwork experiences, service learning, and cultural/global perspectives with their own experiences, identities and skills.*
      1. Promote the creation of flexible and cutting-edge curricula that embrace a changing world and recognize the interrelationship of all disciplines.
      2. Deepen and expand our business, industry and community connections to provide more direct experiences, internships and other activities for our students that will strengthen their future career and professional success.
      3. Consider offering all SJSU students with the opportunity to engage in service learning or some other form of community-based learning, internships or fieldwork.
      4. Seek to instill in students the knowledge of how the frontiers of science, engineering and technology influence the global economy and shape public policy (i.e., leveraging our location in Silicon Valley in STEM areas, gaming, cybersecurity, etc.).
      5. Expand and enrich students' multicultural and global perspectives and skills:
         a. Increase support for the number of non-resident (international and non-California) students in matriculated and other certificate and degree programs to diversify the campus community via the Office of International and Extended Studies;

      b. Promote students' intercultural competence and understanding.
      c. Promote students' active participation in professional, artistic and ethnic communities and activities.
      d. Provide greater opportunities for students to work and study abroad as part of their education.
      e. Promote greater exchange of students, faculty, and research collaborations between SJSU and universities throughout the world and greater international student interaction.

D. <u>Ensuring Student Success</u>
    1. Systematically enhance the overall retention and graduation rates for students and raise our overall graduation rate to 51.6% for native freshmen and 64.5% for new upper-division transfers. We anticipated reducing the achievement gap between traditionally represented and under-represented groups down to 4.6% for native freshmen and 1.5% for new upper-division transfers by 2017.
    2. Achieve our student retention and graduation rate goals and work to close the achievement gap by:
      a. Student recruitment:
        1) Provide greater community outreach throughout students' life cycle, from pre-K to late career.
        2) Recruit a diverse and well-prepared student body (e.g., EAP, SOAR, enrollment management).
        3) Work actively in partnership with community colleges to streamline and ensure transfer student success (e.g., AB 1440).
        4) Consider targeted marketing and recruitment for specific programs.
      b. Student retention:
        1) Increase "inside classroom" retention and graduation activities awareness by involving and encouraging faculty and departments to engage in new teaching and learning practices that enhance student success.
        2) Enhance "out-of-classroom" retention activities such as intrusive and milestone advising, tutoring and supplemental instruction, academic and personal counseling, professional and career development and other interventions.
        3) Identify, create and utilize technology systems in all activities including student enrollment analytics, technology-assisted early warning and advising systems, internet-based academic advising systems, eportfolios and other emerging technology tools.
      c. Student graduation:
        1) Continue intensive advising and policies for graduating high-unit students.
        2) Communicate graduation process to all undergraduate students above 90 units.
    3. Develop and implement enrollment management strategies and admissions processes consistent with the CSU, that are efficient, modern, cost-effective, and afford a smoother, customer-friendly and responsive environment for student applicants and their families.
    4. Develop evidence from ongoing learning assessment strategies that all graduates, both undergraduate and graduate students, are able to
      a. Integrate theoretical and applied knowledge;
      b. Meet competency goals in the area of information literacy and critical thinking;
      c. Meet the competency goals articulated in accreditation standards for disciplinary and professional programs;
      d. Meet the competency goals for university learning outcomes.

II. **Innovations in Instruction to Support Unbounded Learning**

    A. Strengthen the educational experiences of new generations of students by supporting and encouraging faculty to explore, implement and assess new evidenced-based paradigms of learning and teaching.

    B. Support faculty who strategically employ and assess innovative academic technology teaching methodologies to improve student learning such as online/hybrid courses, eportfolios, lecture capture, virtually abroad classes and projects, student learning analytics, game-based resources, and other new emerging technologies.

    C. Increase support for faculty who utilize a variety of developmentally appropriate "High-Impact Educational Practices"[1] including first year experience programs, common intellectual experiences, learning communities, writing-intensive courses, collaborative assignments, faculty-student research and creative activity, diversity/global experiential learning, service/community learning, internships, and capstone courses and projects to increase student engagement and deepen student learning.

    D. Streamline operations throughout the campus in order to remove unnecessary procedural obstacles to achieving curricular innovation and supporting student learning.

III. **Supporting Faculty Excellence**

    A. Increase faculty recruitment
        1. Urgently, rebuild the number and percentage of tenure track and tenured faculty by developing and implementing a comprehensive five-year recruitment plan for faculty hiring to increase percentage of FTEF to 62% (FTEF Fall 2011= 53.1%; CSU average=62.0%) by 2017.
        2. Hire well-qualified and diverse tenure-track faculty who reflect and are committed to the mission, values and vision of the University.
        3. Consider "cluster" or "cohort" faculty hiring groups to foster collaboration by supporting emerging multidisciplinary programs (e.g., via self support programs) and emerging, cutting edge topic areas.

    B. Support faculty research, scholarship and creative activity
        1. Maintain funding support for faculty research, scholarship and creative activity (RSCA).
        2. Provide new funding to support student-faculty RSCA and mentoring efforts.
        3. Increase support for faculty grant and contract activity that leads to enhanced regional, national and international recognition and visibility.
        4. Increase incentives to reward faculty scholarship, creative and professional achievement and exemplary service contributions that directly involve and enrich the student experience.
        5. Consider exploring innovative strategies to realign faculty workload.

    C. Enhance faculty teaching and learning support (see also Section II. Innovations in Instruction to Support Unbounded Learning)
        1. Working with the Center for Faculty Development, Academic Technology, Martin Luther King Library and Student Academic Success Services, increase the number and variety of faculty support, training and professional development programs and opportunities to improve student learning (e.g., course redesign, curricular innovation, lecture capture and flip classes, etc.).
        2. Publicize and recognize faculty who are engaged in effective innovations in teaching and learning.

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[1] Cited in publications from AAC&U.

3. Provide incentives to faculty engaged in significant course redesign and other innovations that improves student learning.

D. Promote and reward significant faculty service and professional activity:
   1. Publicize and recognize faculty who are engaged in significant and visible service that enhances the reputation and effectiveness of the university.
   2. Provide recognition and incentives to faculty who integrate service learning into their courses to deepen student engagement and learning.
   3. Provide incentives to faculty who form university partnerships with P-12 and community colleges in areas such as education, health, business/industry, and government to promote urban and regional transformation.
   4. Support and recognize our programs and centers that provide opportunities for engagement with the region, the nation and the world.

IV. **Academic Support:** Provide a strong, responsive academic support system and infrastructure for activities critical to achieving the goals of the Academic Plan 2017:

A. Academic Technology:
   1. Reconfigure and realign all of Academic Technology (infrastructure, personnel, budget, services) to support the academic mission and the professional and teaching needs of the faculty;
   2. Collect, analyze and utilize ongoing assessment and evaluation data (including student learning and program outcome data).
B. Office of Institutional Research (OIR) to facilitate:
   1. Collect, analyze and disseminate of assessment data and reports;
   2. Development of analytics to manage enrollments, student demand, and faculty hiring;
   3. Provide coordination and support functions for indirect assessment of student outcomes, quality improvement, and systematic review and evaluation of senior academic administrators.
C. Center for Faculty Development
   1. Promote the collaboration and integration of faculty support with all relevant units on campus to promote excellence in all areas including teaching, scholarly and creative activity and service.
D. Student Academic Success Services (SASS):
   1. Enrich the lives of our students by promoting, supporting and delivering critical and quality academic services that help students achieve student success;
   2. Partner with colleges and departments as well as Student Affairs to foster student success.
E. Faculty Affairs:
   1. Support the retention, tenure and promotion of highly qualified tenure-track and tenured faculty;
   2. Support faculty development programs that address all stages of the faculty career.
F. Research Foundation:
   1. Continuously enhance support to faculty to seek, develop, and manage successful grants and contracts.
   2. Expand faculty recognition and visibility for grant and contract activity.

## VISION 2017: GOAL #2 - AGILITY THROUGH TECHNOLOGY

I. **Administrative Agility Through Technology**

    A. Work with appropriate SJSU and CSU offices to remove barriers to innovation, in order to foster a more responsive, efficient, cost-effective and flexible educational climate.

    B. Achieve greater flexibility in scheduling classes to allow for hybrid, online, virtually abroad, and service-oriented classes.

II**. Faculty Agility Through Technology**

    A. Support faculty to effectively use academic technology, innovative pedagogies, multidisciplinary teaching, experiential and service learning and other teaching initiatives that create student-centered learning environments.

    B. Continue to support a vigorous and innovative faculty development program for enhancing effective learning, teaching and the scholarship of teaching that promote student-centered learning (e.g., new course delivery modalities, effective academic technology, multidisciplinary teaching, service learning, experiential learning, and information technology.).

    C. Provide mobile access to resources (software applications and infrastructure) for effective teaching and learning, research, scholarship and creative activities.

III. **Staff Agility Through Technology**

    A. Develop and implement electronic workflow processes to achieve efficiencies in faculty in executing hiring, workload assignments.

    B. Consider utilizing student analytics and other metrics to determine student demand, effectively schedule classes and offer options for students.

    C. Support ongoing staff professional development to ensure capable and efficient use of technology mediated approaches to work processes.

    D. Invest in necessary infrastructure to implement new electronic systems.

## VISION 2017: GOAL #3 – 21st CENTURY SPACES

I. **Five-year plan for Academic Affairs space utilization and allocation**

    A. Five year plan will include development of principles for Academic Affairs space utilization (classrooms, labs, offices, etc.), as well as principles and processes that guide the equitable allocation and reallocation of space within Academic Affairs. This process will be done in close collaboration with FDO.

    B. Aggressively refresh, enhance and build new 21st classrooms, laboratory, studio and graduate spaces and faculty offices.

    C. Review infrastructure and space utilization to ensure that current space is used more effectively, and that future buildings are designed for flexibility.

II. **Explore and pilot virtual space alternatives**
    A. Optimize student engagement in a variety of learning environments
    B. Provide range of learning environments or opportunities available for diverse needs of students.

<mark>**VISION 2017: GOAL #4 – SPARTAN PRIDE**</mark>

I. **Enhance & promote Academic Affairs achievements and accomplishments**
   A. Develop mechanisms for publicizing the accomplishments of student, faculty and staff across campus, in the community, regionally, nationally and internationally.
   B. Support the creation of Academic Affairs newsletters, brochures, and other public relations materials and work with Advancement to development the infrastructure to sustain the public relations efforts for Academic Affairs.
   C. Sponsor faculty research colloquia and other campus and external community and national events that call attention to Academic Affairs achievements.

II. **Develop programs to enhance faculty and staff professional and leadership development**
   A. Work actively to mentor and support faculty interested in becoming department chairs or assuming other leadership positions on campus.
   B. Strengthen and deepen effective professional development and leadership support and training for current department chairs and other management personnel in Academic Affairs.
   C. Support CSU-wide networking and other national networking activities to encourage faculty to take on leadership roles.

III. **Expand and strengthen alumni bonds, engagement and activities at the undergraduate and graduate levels**
   A. Sponsor alumni related activities (e.g. symposia, adult education programs, job fairs, etc.) to maintain and deepen the relationships between alumni and their departments.
   B. Encourage the development of networks within undergraduate and graduate programs through the use of social networking apps while students are at SJSU.

IV. **Enrich the artistic and cultural life of the region**
   A. Engage the community through performances, readings, art exhibits, festivals and other intellectual and artistic programs in venues such as the University Library.

<mark>**VISION 2017: GOAL #5 – HELPING AND CARING**</mark>

I. **Strongly recommit to an ethos of mutual respect, collegiality, civility and constructive dialogue, consultation and interaction for all students, faculty, staff, and administrators throughout Academic Affairs**

II. **Develop and implement faculty and staff recognition programs**

III. **Promote an ethic of service in all students**
   A. Provide every undergraduate with a course-based service learning experience or other significant engagement with the community.
   B. Acknowledge and promote the service components of many of the graduate and professional credential and degree programs at SJSU.