

**San Jose State University  
Academic Senate  
Organization and Government Committee  
May 11, 2015  
Final Reading**

**AS 1564**

**Policy Recommendation  
Change to the membership and charge of the Strategic  
Planning Board (SPB) and the Strategic Planning  
Assessment Agency (SPAA)**

Legislative History: Rescinds S09-6 and SM-S12-2

Whereas: CSU Executive Orders or similar mandates call for a budget advisory or similar body; now therefore be it

Resolved: that the Strategic Planning Board (SPB) will serve that function, and be it further

Resolved: that S09-6 and SM-S12-2 be replaced by this policy, and the attached policy be implemented

Rationale: The Strategic Planning Process has been hampered by the size of the membership on both the SPB and Strategic Planning Assessment Agency (SPAA) making it difficult to convene meetings. In addition, each campus is required to have a budget advisory committee and the SPB is supposed to act as SJSU's budget advisory committee. Therefore, this policy establishes a smaller planning body, identifies a clear reason for the committee's existence, and modifies the charge of both the SPB and SPAA.

Approved: March 16, 2015

Vote: 7-0-0

Present: Billie Jo (BJ) Grosvenor (chair), Damian Bacich, Stacy Gleixner, Mykel Jeffrey, Paul Kauppila, Jason Laker, and Chunlei Wang.

Absent: Preston Rudy

Financial Impact: There may be a reduction in expenses as the processes for Strategic Planning at SJSU are streamlined under this new policy.

Workload Impact: There may be a reduction in workload because of the reduction in the number of members on both the SPB and SPAA.

# STRATEGIC PLANNING PROCESS

## Part I--Strategic Planning Board

The Strategic Planning Board is advisory to the President, as a resource to assist with gauging the views and tenor of the SJSU community as it pertains to the university's strategic direction. This Board is also intended as a resource to the Campus community to facilitate the healthy development, implementation and assessment of the Strategic Plan throughout its life cycle. The Board plays an important role in balancing the style and priorities of the President with the values and voices of the SJSU community. So, the variety of opinions pertaining to how many people should serve on the SPB is secondary to the importance of ensuring that ongoing open consultation is the primary activity of the Board. As such, representatives are tasked with shepherding a living dialogue among the entire SJSU community. While this obviously involves listening to groups and divisions actively engaged on campus (e.g. Senate, UCCD, divisional leadership teams, and student leadership), the Board should especially seek input from those who are not often consulted or involved in such processes. The task of engaging diverse voices in an ongoing manner is the critical key for establishing and implementing effective planning and assessment processes, and this should be a central dispositional commitment of the SPB. Selection of Board members should prioritize strong communication, listening and facilitation skills over their representative roles at SJSU.

1. The President provides leadership for strategic planning, employing the following provisions and procedures. The President also consults for this purpose with members of the President's cabinet.
2. The Strategic Planning Board (SPB) is the central university agency for strategic planning. Its membership is as follows:
  - Cabinet Member (non-voting) – 1
  - Administrator – Dean – 1
  - Administrator - Chief Diversity Officer – 1
  - Department Chair – 1
  - Faculty Members – 2
  - Student Members – 2
  - Alumni Representative – 1
  - Staff Representative - 1
3. Election/Appointment of the members of the SPB
  - a. College dean shall be recommended by the Council of Deans for two year terms and appointed by the President in consultation with the Provost.
  - b. Chair representative is selected by UCCD.

- c. Faculty members shall be recommended by the elected members of the Senate Executive Committee for two-year terms and appointed by the President. Through an open process, the Academic Senate shall solicit nominations that include statements of intent from nominees.
- d. Students shall submit a statement of intent and be recommended by the Associated Students for one-year terms and appointed by the President.
- e. The representative from the Alumni Association shall be nominated by the Alumni Association and appointed by the President for a two-year term.
- f. Staff members shall be recommended by the members of the Senate Executive Committee for two-year terms and appointed by the President. Through an open process, the Academic Senate shall solicit nominations that include statements of intent from nominees.
- g. Consideration should be given to breadth of representation, with respect to faculty rank, gender, ethnicity, and other relevant factors.

#### 4. Responsibilities of the Strategic Planning Board

It is the responsibility of the Strategic Planning Board to:

- a. Initiate and take part in campus-wide conversations and dialogues (including consultation with the Academic Senate, the President, and the President's cabinet) about strategic planning goals and priorities for the University. The campus expects the President's vision to shape the strategic plan so the SPB is encouraged to communicate with the President and the President's cabinet at all stages.
- b. Prepare a long-term (normally five years) strategic plan for the University, including a limited number of goals (normally three to five goals) and the priority of each goal.
- c. Serve as the "campus budget advisory committee" (referenced in CSU Executive Order 805) for the purpose of consultation regarding the allocation of all revenues derived from enrollment of non-matriculated students in state-supported regular courses or in self-support special session courses.
- d. Circulate the draft plan and its priorities for further input from the campus.
- e. Prepare a final version of the plan and priorities and present it to the President. A copy of the plan shall be transmitted to the Academic Senate.
- f. Advise the President regarding the alignment of campus resources to the strategic plan.

## 5. Implementation of the Strategic Plan

- a. The Strategic Planning Board shall promote the implementation of the approved plan and the achievement of its goals by recommending to the President such steps and measures as appear to be desirable and practicable for that purpose, including resource allocations.
- b. The President shall assign responsibility for the implementation of each goal. One individual will be designated as the lead for each goal.
- c. The President may create implementation committees for each goal if necessary.
- d. The President is responsible for final approval of goals and priorities.
- e. All university officials with authority to spend or allocate university funds shall use their best efforts to make expenditures and allocations in compliance with the approved goals and priorities.
- f. All resources of the university should be considered during strategic planning including budget, space, human capital, technology, and all other assets of the university.

## 6. Operation of the Strategic Planning Board

- a. The Chair of the Strategic Planning Board as elected by the membership shall preside at its meeting, arrange a schedule of meetings, prepare agendas, and propose and maintain time-lines for its activities. In the absence of the SPB Chair, the Chair of the Academic Senate will preside.
- b. The Director of Institutional Planning shall advise and assist the SPB Chair.

## **Part II--Strategic Planning Assessment Agency**

To help the University serve its various stakeholders well, the Strategic Planning Assessment Agency (SPAA) is to review, assess, and report the university's progress in implementing its strategic plan. Independence and objectiveness shall be the guiding principles of SPAA's assessment – free from external influences and biases. The assessment process should compare the progress and effectiveness of the implementation to appropriate performance measures, timelines, and allocated resources. The committee should base its assessment on data from multiple sources and perspectives. With this in mind, the committee needs to reach out to the broad university community to attend to their views on the implementation of the strategic plan and the achievement of the goals. In its assessment, SPAA shall benchmark the performance of the University against other CSU campuses and other similar universities. SPAA shall act in a spirit of constructive cooperation – bringing together the diverse university community to strive for the University's common good.

1. The Strategic Planning Assessment Agency (SPAA) shall review, assess and report on the University's progress towards fulfillment of the plan and achievement of its goals. Review should be both annual and cumulative.
2. Assessment of such progress requires standards and timelines for its measurement. Appropriate performance measures and timelines may be assigned by the President or by the lead for each goal. The SPAA may use those performance measures and timelines and/or identify and employ other suitable standards and timelines.
3. The SPAA shall annually review the University budget for the prior year to determine the consistency of budgeting and expenditures with strategic planning goals and priorities.
4. The goal lead will be responsible for supplying information and responding to questions from the SPAA.
5. The SPAA shall report annually to the President, the Academic Senate, and the SPB.
6. The membership of the SPAA is as follows:
  - Vice Chair Academic Senate (possible Chair of SPAA) – 1
  - Vice Provost Academic Planning and Budget – 1
  - AVP Finance – 1
  - AVP for Institutional Research – 1
  - Student – 2
  - Faculty – 2
  - Alumni Representative - 1

7. Election/Appointment of the members of the SPAA

- a. Faculty members shall be recommended by the elected members of the Senate Executive Committee for two-year terms and appointed by the President. An open nomination process for potential SPB faculty members shall be used. The Academic Senate shall solicit written nominations for membership on the SPAA from the University community.
- b. Students shall be recommended by the Associated Students for one-year terms and appointed by the President.
- c. If possible, faculty members of SPAA should have knowledge of assessment, budgeting or financial administration.
- d. The representative from the Alumni Association shall be nominated by the Alumni Association and appointed by the President for a two-year term.
- e. Consideration should be given to breadth of representation, with respect to faculty rank, gender, ethnicity, and other relevant factors.

8. The Director of Institutional Planning shall advise and assist the SPAA and provide administrative support.

9. Members of the SPB shall not serve as members of SPAA.