

1 San Jose State University
2 Academic Senate
3 Organization and Government Committee
4 March 7, 2016
5 Final Reading
6

AS 1578

7
8 **Policy Recommendation**
9 **Revision to SJSU Strategic Planning Policy**

10 Legislative History: Rescinds S09-6 (our current strategic planning policy) and SM-S12-
11 2 which expanded the membership of the Strategic Planning Board; Amends Senate
12 Bylaw 10.1 which provides a listing of special agencies.

13
14 Whereas: Strategic planning is a collaborative process that enables us to create a
15 shared university vision, and
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17 Whereas: The recently endorsed statement (May 2015) on shared governance
18 points out that ‘Whether formulating policy, issuing directives, or making
19 decisions of less formal character, both the Senate and the Administration
20 should consult widely with those affected by decisions’, and
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22 Whereas: An update to existing policy on strategic planning at this time is needed to
23 bring closure to the Vision 2017 strategic planning process and initiate the
24 next cycle of strategic planning, therefore be it

25 Resolved: That S09-6 and SM-S12-2 be replaced by this policy, and be it further

26 Resolved: That senate bylaw 10.1 be amended to delete item E (strategic planning
27 assessment agency), and be it further

28 Resolved: That the attached policy be adopted and a strategic planning steering
29 committee be constituted by Fall 2016.

30 Rationale: Utilizing information from those involved in the last strategic planning cycle
31 as well as those new to campus, this is an ideal time to revise the strategic planning
32 policy in ways that bring closure to vision 2017, nurture collaboration across and within
33 divisions, and act on the recommendations from the WASC visiting team with respect to
34 engaging the campus community around strategic planning.
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36 The specific amendment to bylaw 10.1 is needed since this policy recommendation
37 provides for a strategic planning steering committee with responsibilities that include the
38 evaluation functions of the former strategic planning assessment agency and are
39 aligned with work related to the formation and implementation of a strategic plan for the
40 university.
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42 A range of perspectives exist regarding past challenges related to SJSU's strategic
43 planning policy and its implementation (e.g., change in leadership, unwieldy committee
44 size, lack of clarity regarding the process and/or committee responsibilities). This policy
45 recommendation seeks to provide a structure and guidelines that clarify roles and
46 responsibilities, improves communication and campus engagement throughout the life
47 cycle of strategic planning, and results in a process that is transparent, inclusive and
48 leads to the outcomes identified in the strategic plan.

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51 Approved: 2/15/16
52 Vote: 7-0-0
53 Present: Grosvenor, Mathur, Laker, Curry, Shifflett, Beyersdorf, Becker
54 Absent: Romero, Gleixner
55 Financial Impact: Costs associated with the facilitation of meetings and materials
56 related to a variety of communication strategies are expected.
57 Workload Impact: An increase is expected for the strategic planning support staff
58 person and individuals and groups tasked with (a) the planning and
59 implementation of meetings and events, (b) leadership
60 responsibilities in the planning and implementation of initiatives
61 associated with the strategic plan, and (c) evaluation and reporting
62 responsibilities related to the strategic planning process and its
63 outcomes.

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Strategic Planning

1. Strategic Planning Steering Committee

The Strategic Planning Steering Committee (SPSC) will be a special agency of the Academic Senate. The SPSC will be advisory to the President and serve as a resource to solicit the views of the SJSU community as they pertain to the university's strategic direction. This steering committee is also intended as a resource to the campus community to facilitate the healthy development, implementation and evaluation of the strategic plan throughout its life cycle. The strategic planning steering committee plays an important role in nurturing shared governance in ways that provide for an inclusive process that leads to the achievement of common goals.

1.1 Charge

Responsible for advising the President on all aspects of the development, implementation, evaluation, and revision of a strategic plan for SJSU. Ongoing review of the process along with communication and engagement with campus constituents will be central to the steering committee's responsibilities as well as the plan's legitimacy and efficacy. As a representative group, SPSC members are expected to convey information out to all constituent groups they have connections with and serve as a conduit for information into the SPSC throughout a strategic planning cycle.

1.2 Membership

Academic Senate Chair (SPSC co-chair) (EXO)
Provost (SPSC co-chair) (EXO)
2 representatives from the President's cabinet (EXO)
AS President or designee (EXO)
1 Graduate Student
1 Dean
1 Department Chair
2 Faculty-at-large
2 Staff
1 SJSU Alumni
1 Community Member

Support Staff (not SPSC members):

- President's Chief of Staff: to provide logistical and administrative support for the SPSC.
- Director Institutional Effectiveness and Analytics: to provide support to the committee as needed with respect to data gathering and/or reporting.

1.2.1 Recruitment and Appointment of Members

112 Each member will initially serve a 3-year term renewable for one additional 3-year term.
113 Recruitment of applicants to serve on the SPSC will be done through the normal
114 Committee on Committees process for the seats designated for a dean, chair, faculty
115 member, staff member and students. Recommendations for an alum member will be
116 solicited from at least the Chairs, Deans, SJSU faculty and staff associations, and
117 President’s Cabinet. Recommendations for a community member will be solicited from
118 at least the chairs, Deans, SJSU faculty and staff associations, and President’s Cabinet.
119 When filling initial appointments, the Associate Vice Chair of the Senate will stagger the
120 terms to insure continuity over time for a majority of the committee. When there are
121 multiple applications for a seat, the Executive Committee of the Academic Senate will
122 select individuals to serve. In considering potential SPSC members, attention should
123 focus on the person’s breadth of involvement with campus and community groups in
124 addition to their skills and experience in these areas: strategic planning, assessment,
125 communication, and engagement of individuals and groups. Serious consideration
126 should also be given to constituting a Strategic Planning Steering Committee that
127 represents and reflects our values regarding diversity and inclusivity.

1.2.2 Interim Appointments.

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129 When a seat will be vacant for no more than 1 semester (e.g., sabbatical or leave of
130 absence) an interim appointment can be made following normal Committee on
131 Committee processes. Any seat that will be vacant for a year or more will require a
132 replacement for the remainder of the term associated with that seat.

1.2.3 Replacing Members

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134 If a member is absent from three regularly scheduled committee meetings in an
135 academic year, the chairs of the SPSC may request that the Associate Vice Chair of the
136 Senate initiate action to recruit a replacement. If a member repeatedly does not
137 perform assigned committee duties, the chairs of the SPSC may request that the
138 Associate Vice Chair of the Senate initiate action to recruit a replacement.

1.3 Responsibilities of the Strategic Planning Steering Committee

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146 The co-chairs of the strategic planning steering committee will schedule and preside at
147 meetings, prepare agendas, propose and maintain time-lines for its activities, assign
148 responsibilities to members as needed, and take responsibility for the effective
149 operation of the SPSC.

150
151 1.3.1 Plan, initiate and take part in conversations about strategic planning goals and
152 priorities for the University with the campus, groups and individuals having a leadership
153 role on campus (e.g., Academic Senate, Deans, Chairs, President, President’s Cabinet,
154 Students), and external communities. Representatives are tasked with facilitating an
155 inclusive dialogue among the entire SJSU community. While this clearly involves
156 listening to groups and individuals actively engaged in leadership roles on campus, the
157 strategic planning steering committee should especially seek input from those who are

158 not often consulted or involved in such processes. The task of engaging diverse voices
159 in an ongoing manner is critical for establishing and implementing effective planning and
160 evaluation processes.

161
162 1.3.2 Consider university resources in preparation of a draft strategic plan including, but
163 not limited to: budget, space, human capital, technology, and other university assets.

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165 1.3.3 Circulate a draft of the overall strategic plan and priorities to obtain input from the
166 campus.

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168 1.3.4 Prepare, for the President's consideration, a draft strategic plan for SJSU which
169 includes recommendations for a limited set of goals, strategies for achieving those
170 goals, and performance measures to assess outcomes related to each goal. The
171 strategic plan should be long-range with the length set to best meet the needs of the
172 campus.

173
174 1.3.4.1 The president is responsible for finalizing the campus strategic plan.

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176 1.3.5 Following consultation with the Budget Advisory Committee, advise the President
177 regarding the alignment of campus resources with the strategic plan.

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179 1.3.6 Provide suggestions with respect to communication plans related to strategic
180 planning.

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182 1.3.6.1 Individual SPSC members will communicate and promote the approved
183 strategic plan and implementation strategies among the groups they represent.

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185 1.3.7 Annually, collect a report detailing activities and accomplishments from the
186 individuals assigned to lead initiatives related to each of the strategic planning goals.

187
188 1.3.8 Annually document and evaluate actions and outcomes of the strategic plan. Data
189 from multiple sources and perspectives should be examined whenever possible.
190 Evaluations should be made with respect to progress and effectiveness of
191 implementation in the context of appropriate performance measures, timelines, and
192 allocated resources. Included should be an evaluation of the strategic planning process
193 overall and suggestions for any modifications that might be called for.

194
195 1.3.9 As identified in the strategic planning process (section 2) prepare reports as
196 needed. In addition, the Academic Senate chair annually completes the summary
197 report required of all special agencies and communicates that report to the Senate.

198 199 **2. Strategic Planning Process**

200 201 **2.1 Review the University Mission with the President**

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203 The SPSC will meet with the president to discuss strategic planning in the context of
204 SJSU's mission and obtain information and guidance on his/her priorities and vision for
205 the campus.

206 **2.2 Internal & External Analyses Conducted by the SPSC**

209 The SPSC will examine SJSU's internal and external environment in a variety of ways
210 to facilitate subsequent recommendations with respect to the strategic plan. The
211 information evaluated should include, but not be limited to, recommendations from the
212 most recent WASC review, campus-wide data, campus climate & diversity reports,
213 National Survey of Student Engagement reports, and outcomes of the last strategic
214 planning cycle.

215 **2.3 Develop Goals and Draft Strategic Plan**

218 The SPSC will plan and implement dialogues to guide the development of goals to be
219 included in the strategic plan. Dialogs should be conducted in a thorough, collaborative,
220 and inclusive manner. As the draft strategic plan is being developed discussions should
221 be guided by examination of how proposed goals and wording supports inclusive
222 excellence and engagement of the diversity represented in the campus and community
223 constituents.

224
225 The SPSC will circulate widely a draft of the overall strategic plan to obtain further input
226 from the campus.

227
228 The SPSC will seek the endorsement of the Academic Senate for their recommended
229 draft strategic plan.

230
231 The SPSC will prepare and present to the President for his/her consideration a final
232 draft strategic plan. The length of the strategic planning cycle should be set to best
233 meet the needs of the campus. Recommendations should include a limited set of
234 goals, strategies for addressing goals, and metrics to evaluate performance.

235
236 **2.4 The President finalizes the strategic plan. A change in leadership at the President's**
237 **level would not necessarily void the existing strategic plan.**

238 239 240 **2.5 Communicate the Strategic Plan to Campus**

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242 The President will take the lead on communicating the strategic plan and its progress.
243 Communication will be reinforced by the President's Cabinet, the Academic Senate, the
244 SPSC, and those serving as the lead for each goal in the strategic plan. The President's
245 area of the SJSU web site should maintain an updated record of the plan, its progress,
246 and a mechanism to collect feedback throughout the strategic planning cycle.

247 248 **2.6 Implementation of Strategic Plan**

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250 The President assigns responsibility for the implementation of each goal. One
251 individual will be designated as the lead for each goal. That person will organize
252 implementation efforts (e.g., establish task forces or working groups) as needed.
253

254 Each person taking the lead for a goal will be responsible for planning and implementing
255 strategies, monitoring progress, and collecting performance measures related to their
256 goal. Each lead can form working groups and engage the help of other units and
257 individuals as needed. Each spring, leads will prepare a report for the strategic
258 planning steering committee regarding activities and accomplishments for the previous
259 year.

260 261 **2.7 Monitoring the Strategic Plan**

262
263 The SPSC will regularly review the University's progress on established goals and the
264 strategic planning process overall.

265
266 The SPSC will obtain information from the budget advisory committee so that advice
267 can be conveyed to the President regarding the alignment of campus resources to the
268 strategic plan.

269
270 Each year, the SPSC will prepare, in consultation with the president, a summary report
271 that will be widely distributed. Recommendations could include specific actions
272 designed to address problems that may have emerged with regard to implementation of
273 the strategic plan.

274
275 In the final year of a strategic planning cycle, a summary report for the President from
276 the SPSC will focus on the University's cumulative achievements as well as an
277 evaluation of the process.

278 279 **2.8 Communicate outcomes at the conclusion of the strategic planning cycle to** 280 **campus.**

281
282 In alignment with an overall communications strategy that keeps the SJSU community
283 informed throughout the process and reflects input provided by the SPSC, the
284 President's Cabinet, and the Academic Senate, outcomes of a completed strategic
285 planning cycle will be conveyed to the campus by the President.
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