inspire
Journey

Summary Strategic Planning Steering Committee Workshop
November 8, 2017
San José State University

Strategic Planning Steering Committee Workshop

Wednesday, November 8, 2017, 12:00 Noon – 3:00pm

Clark 412

Workshop Goal

To review the result of the forums and conversations and quantitative research and identify:

- Words and phrases describing SJSU’s ideal future: Vision
- Prioritize the Vision Elements and identify those that are considered most important: Strategic Position
- In broad terms, what we must do to move the University forward and fulfill our Vision and Strategic Position: Goals

Agenda

I. Pick up pre-ordered lunches and introductory remarks (12:00 – 12:10PM)
II. Review where we are in the context of the project timeline (12:10 – 12:20PM)
III. Present results of conversations and potential vision elements (12:20 – 12:35PM)
   a. Identify highest priority vision elements (12:35 – 12:50PM)
   b. Presentation of possible goals (12:50 – 1:05PM)
   c. Data/Analytics (1:05 – 1:20PM)
IV. Break (1:20 – 1:30PM)

V. Discussion of possible goals (1:30 – 2:45PM)
   a. Do these goals make sense relative to results of the conversations, potential vision elements & data?
   b. Are they expressed and bundled correctly? Possible different combinations?
   c. Are any goals missing?
   d. Should any be dropped?

VI. Wrap-up and Next Steps (2:45 – 3:00PM)
   a. Develop a summary of this workshop
   b. February All-Campus Forum
   c. Remaining Research
   d. Task Forces
Report on attendance: SJSU Inspiring OUR Journey Strategic Planning Conversations

Campus Conversations (completed fall 2017)
135 Tenured/Tenure-Track faculty
35 Lecturers
153 MPP
170 Staff
400+ Students

Community Conversations (on-going)
College of Education Alumni Advisory Board
CommUniverCity Steering Committee
Elected Officials
College of Engineering Advisory Committee
College of Business Global Leadership Council
SJSU Tower Foundation
Emeritus and Retired Faculty Association
Questions asked in Community Conversations

Leadership Forum (Faculty, Staff, MPP, Open-Forums, in person and online)

1. Looking to the year 2030, as if peering into a crystal ball, what 3-5 key words or phrases best characterize the ideal future of San Jose State? “San Jose State is...”
2. You are talking to a group of HS students considering where to go to college. (a) What would you say about why they should come to SJSU? (b) What do you wish you could say but cannot?
3. You are talking with the top candidate for a faculty or staff position. (a) What would you say to entice him or her to come to SJSU? (b) What do you wish you could say the University could offer but cannot?
4. What practices, traditions or places create pride, are uniformly held dear and tie us together as a university community?
5. What 3-5 forces or issues will most affect the future of SJSU?
6. You have the opportunity to talk with a donor considering a very large unrestricted gift to SJSU. What ideas (programs, research, projects) would you pitch that build from areas of strength and promise that would be extraordinarily exciting to work on and better serve students and community?

Students

1. You are talking to a group of HS students considering where to go to college. What would you say about why they should come to SJSU?
2. Considering all aspects of your experience at SJSU – in and outside the classroom -- has it been easier or harder than you thought it would be? (a) In what ways has it been easier (b) In what ways has it been harder?
3. Have you or students you know ever thought about leaving the University? If so, why?
4. Let's pretend you were made president of the university for a month. What are the top 3-5 changes you would make?

External Community

1. What are the major challenges and opportunities facing San Jose and the surrounding community? How could San Jose State help address these challenges and opportunities?
2. Looking further ahead, what changes do you see on the horizon that will impact skills you will be seeking and the academic preparation colleges and universities need to provide?
3. Looking across all recent four-year college and university graduates (not only San Jose State) what skills are you finding most lacking?
4. What partnerships could be created between San Jose State and the community that would benefit both?
5. What could San Jose State do to increase attendance from the community at athletic events, plays, and concerts and other university activities?
Vision Elements Arising from Conversations

**Leader**
- World class
- Trendsetter
- State of the art
- Top CSU
- Cal Poly of the Bay Area
- Leading public university in the west
- Nationally ranked
- Local & national sustainability leaders
- Technology leaders
- Football champions
- Top alumni network
- Leader in innovation
- Graduating social justice-minded leaders
- Social justice training
- Student activism
- Lifts the community
- Land development in San José

**Diverse & Inclusive**
- Global crossroads
- Cradle of civil rights
- Building a diverse workforce
- Accessible
- Empathetic
- Participatory
- Belonging
- Recognizing students’ skills, (e.g., multilanguage speakers)
- Open to change and new ideas
- Cultural awareness
- Equitable
  - Needs-based scholarships
  - Compensating lecturers for the work they do
  - Advertise ALL sports

**Recognized & Relevant**
- Known for excellence
- Globally recognized
- Jewel of the community
- Pivotal to the community
- University of choice
- Destination school
- Drives the region
- Meeting needs
- A launch pad
- Greater clout
- Documenting SJSU’s history of activism
- Keeper of the history of activism in the South Bay
- Not taking credit for the fact of SJSU’s diversity

**Engaged & Connected**
- Great location
- BART into San José
- Involvement
- Community partner
- Industry partner
- Heart of Silicon Valley
- Meaningful advising
- Mentoring opportunities
- Smaller class sizes
- Socializing/make friends
- Alumni networks
- Improve marketing of campus events
- Tie to city departments
- Engaged in city leadership
- Facilitate community conversations
- Repurpose old city bldgs & blight
- Plays/concerts out in the community

**Mobile & Agile**
- Socio-economic mobility
- Opportunities
- Transformation
- Staff career advancement
- Transferring
- Transitioning
- Getting classes
- Adjusting
- Approaching professors
- Independence
- Adaptable skills
- Nimble
- Intellectual risk-taking
- Multi-lingual
- Flexibility w/ class schedule
- Flexible work hours
- Transportation solutions (parking)
- Walkable/bicycle accessible campus
- Tele-commuting

**Collaborative & Integrated**
- Interdisciplinarity, e.g., Centers and Institutes
- Support for humanities and social sciences
- Teaching partnerships
- Opportunities for student-faculty research
- Cross-hierarchical collaboration
- Lower teaching loads
- Holistic approach to student services
- Integrated student/campus services
- Holistic approach to campus processes
- Integrated systems training
- Connect North & South campus
- Fuzzy techie building
- Urban agriculture
- Stable leadership
- Service learning opportunities
- Summer internships
- Community access to classes
- The fabric of San José
- Companies giving back to SJSU

**Thriving Quality of Life**
- Affordable housing
- Faculty & staff housing
- Transitional housing for employees
- Student housing co-ops
- Health & wellness
  - Staying healthy
  - Enhanced first-year experiences & support
  - Safety
  - Has excellent benefits
- Offer employee gym memberships
- Expand campus childcare & parental leave
- Dual career positions
- Faculty self-fulfillment
- Staff sabbaticals
- Lower work loads
Draft Goals

These goals were drafted based on the vision elements. Each goal may touch upon several of the vision elements.

In two groups, the Strategic Planning Steering Committee discussed each goal and whether it could be integrated with another, enhanced, or eliminated.

Suggested changes to the draft goals are discussed below. There was at least one suggestion that, overall, the goals could be loftier and more inspiring to the campus and potential donors.

<table>
<thead>
<tr>
<th>Original Draft Goals</th>
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<tbody>
<tr>
<td><strong>Goal 1:</strong> Create an environment where students achieve their educational goals, graduate, and go on to make a regional, national, and global impact.</td>
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<td><strong>Goal 2:</strong> Apply the power and talent of the university to address regional needs.</td>
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<td><strong>Goal 3:</strong> Build upon our student diversity in meaningful ways.</td>
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<td><strong>Goal 4:</strong> Enhance quality of life for faculty and staff.</td>
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<td><strong>Goal 5:</strong> Expand and enhance campus facilities &amp; infrastructure.</td>
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<td><strong>Goal 6:</strong> Build opportunities for collaborative teaching and research.</td>
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<td><strong>Goal 7:</strong> Increase and diversify revenues.</td>
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<td><strong>Goal 8:</strong> Improve institutional effectiveness.</td>
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Goal 1 Create an environment where students achieve their educational goals, graduate, and go on to make a regional, national, and global impact.

Comments
- It is axiomatic that institutions of higher education have the goal to provide a high quality education to the most number of people in a timely manner. Therefore, the contribution of this goal beyond the mission of the university is unclear.
- The goal (and most of the goals) focus primarily on student success. However, tied to the Quality of Life element and goal, students, faculty, and staff should be able to achieve their goals and have local, national, and regional impact.
- This goal could be moved to the preamble, or be part of a vision statement/mission statement.
- We would like to provide people with the opportunity to graduate in 4 years. There are those on campus reminding us that not everyone is ready or would like to graduate in 4 years, but the goal is to make it possible for everyone to do so.

Goal 2 Apply the power and talent of the university to address regional needs.

Comments
- It may be more powerful to invoke the City of San Jose, Silicon Valley, and/or Santa Clara County, rather than using the word “regional.” This would tie more closely to our location and identity as an urban campus in downtown San Jose. “Regional” does not set us apart from Stanford, Berkeley, etc.
- The current wording doesn’t convey equal partnership or the power of partnership. As the city grows and changes, SJSU should be their partner in development, in providing the workforce, and in the development of San Jose into a world class city.
- Goal 2 and Goal 6 could be combined: “Apply power and talent of the university (faculty) to build opportunities for collaboration in teaching and research.”

Goal 3 Build upon our student diversity in meaningful ways.

Comments
- The word “build” was ambiguous. “Leverage” seemed to be what they were getting at, but doesn’t set the right tone. Combining Goal 2 with Goal 3, we could have statement along the lines of “Honor, promote, and share the diversity of experiences, talents, and expertise of San Jose State to help our partners improve the quality of life for our students, faculty, staff, alumni, and community members.
- Also wanted to add the word “intentional” – we want to be intentional in our honoring and leveraging of the value that our diversity adds to the education that students receive (but need to be cautious about implying that diverse students are a resource rather than students).
Goal 4 Enhance quality of life for faculty and staff.
 Comments
• Students and the community could be added to this. If SJSU is a true partner and contributor to the city, then our presence and our actions should enhance the quality of life in San Jose.
• Affordable housing is part of this, and cannot be ignored, though this goal may seem rather “light”.
• Goal 8 “Improve Institutional Effectiveness” could be part of this goal – an institution with smooth, efficient, and concise processes improves the ability of staff and faculty to do their jobs and for all to accomplish their goals.

Goal 5 Expand and enhance campus facilities and infrastructure
 Comments
• Information technology, although folded into infrastructure, should be mentioned as a distinct entity.

Goal 6 Build opportunities for collaborative teaching and research.
 Comments
• Wanted to emphasize that the collaboration may be between two or more faculty members or between faculty and staff.
• There was a concern that teaching and research are not the only areas of faculty life – mentoring and working with students outside the classroom and supporting them (which is also collaboration and connection) is also important.

Goal 7 Increase and diversity revenues.
 Comments
• Yes, we want more money. Is this a means to achieving the other goals or a separate goal?
• Goal 5 and 7 could be combined: “Expand and enhance resources (campus facilities and infrastructure) and increase and diversify revenue.”

Goal 8 Improve Institutional effectiveness.
 Comments
• Is this a means to achieving the other goals or a separate goal?

Other comments
These goals did not reflect the “leader” or “recognition” vision elements. Something about the SJSU identity, and Spartan pride is missing.

The goals should be inclusive to focus on the university -- it is comprised of students, faculty and staff. We should keep that in mind when we strive for inclusiveness that those are the populations on our campus.

The word agile was connected to the previous Vision 2017 goal agility through technology and may be perceived negatively by some stakeholders.
Data Presented to Inform Goal Setting

Highlights from the National Survey of Student Engagement (2017)

Areas that stand out in comparison to other CSUs

**Higher Than Average**
- Community-based projects and service learning
- Quantitative reasoning
- Non-academic supports
- Time spent preparing for class (seniors only)
- Encouraging diverse contacts among students
- Work on campus and participation in co-curricular activities (frosh only)

**Lower Than Average**
- Overall experience
- Interactions with advisors, support staff
- Interactions with faculty
- Lower division GE sequence
- Effective teaching practices
- Academic challenge
- Spending more time working for pay (frosh)

Measures of student success: Persistence and graduation

Factors that impact frosh persistence and graduation

**High Effect**
- First semester grades
- Math remedial need
- High school GPA
- Out-of-state (domestic)
- Area A2 and B4 GE progress first year

**Medium Effect**
- Major at entry
- Pell recipient
- Ethnicity/URM status
- Gender
- Parental education
- Delay after high school

**Low/No Effect**
- Changes of major
- Lower division GE sequence

**Needs Research**
- On-campus housing
- Advising
- High-impact practices
How SJSU stacks up with comparison institutions, cont.

**Percentage Nonwhite Undergraduates**

- SJSU is one of the more diverse campuses
- Larger Asian than Hispanic population

**Number of SAT Scores Sent to Institution**

- SJSU appears not to be at the top of mind when SAT takers submit their scores to prospective colleges
- While total application volume to SJSU has been strong, this points to room for growth in awareness
How SJSU stacks up with comparison institutions, cont.

- SJSU students enter with moderately higher admission test scores than at some peers
- Range shows 25th to 75th percentile of entering frosh
- Combines math and verbal scores

How SJSU stacks up with comparison institutions

- SJSU is currently at the higher end within the CSU, and more so once housing costs are considered
How SJSU stacks up with comparison institutions, cont.

- SJSU is ranked higher than some of its peers, but below aspirational levels
- Composite measure of university resources, student engagement, student outcomes, reputation, and environment

How SJSU stacks up with comparison institutions, cont.

- SJSU has a fairly high research grant level relative to most CSU peers
- No exact cutoff to become an R2 or R3 university, but combination of research activity and Ph.D.’s granted
How SJSU stacks up with comparison institutions, cont.

- SJSU has a growing endowment and it’s larger than at several of its peers

How SJSU stacks up with comparison institutions, cont.

- SJSU has been close to the median for CSU campuses, and has been higher than several of its competitive peers
How SJSU stacks up with comparison institutions, cont.

- SJSU trails most of its peers on 4-year graduation rates.
- The picture improves at the 6-year rate.
- Past high-unit degrees contributed.