Notes From Strategic Conversation #1

10/29, BC 032, 12:00-1:30 PM

The Accreditation Steering Committee and Campus Forum Committee appreciate the time each faculty member, staff member, student, and administrator gave to take part in this first, in a series of 4 (this AY), conversations. These conversations not only facilitate our ability to convey to WASC a collective view of SJSU at this point in time, but also engages folks campus-wide in a process designed to help us collectively shape our future. Thanks so much to those who participated, we encourage you to remain engaged throughout! Bring along a colleague and/or student to the next conversation (11/18, 1:30-3pm in Student Union).

Summary & Complete Set of Notes from Small Groups

Summary & Complete Set of Survey Responses from Participants Regarding Content, Process, Overall effectiveness

Summary from notes taken at tables:

What is working well?

- Campus Appearance
  - New Housing Project
  - New Library
  - Overall Cleanliness
- Dedicated Faculty and Staff
- PeopleSoft
- Embracing Diversity

- Transitional/Innovative Programs (e.g., MUSE, NSO, LARC, Advising)
- Governance
  - Administration
  - Faculty Senate
- General Collegiality

- Campus Climate
- Curriculum and Programs
Our Contribution to the Region
Good Value for the Money
Collaboration and Cooperation

What needs improvement?

- Parking!
- Workload!
- Trying to do Too Much with Too Little
- Lack of an Institutional Plan
  - Aligning resources to support priorities
  - Delivering the budget in a "timely" manner
- Communication
  - Structure is poor
  - Web resources need some work
  - e-mail for students
- Students Readiness for College

- PeopleSoft
- Marketing/PR
- University Advancement
- Technology for Students
- Faculty Ethnicity vs. Student Ethnicity
- Admissions at the Undergraduate Level
- Retention of Students

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Notes from Table Recorders

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Table 1

Campus doing well
· Employers value top tier students – business / engineering. Like work ethic of interns.
· Students happy /parents say we have good value for money.
· Urban planning – working adults are pleased with 4 pm à 7pm classes.
· Students happy w/on-line access via PeopleSoft
· Need more funding for student demand
· Advising / retaining students, MUSE Retaining students peer mentor / advising orientation.
   Good examples of orientation type classes helping with advising, retention, and mentoring of
   FROSH students: Science 2, Engineering 10.
· Good progress with new initiatives, still work to be done/ merger with academic services good
· Peoplesoft â€“ good move â€“ get info quickly.
· Good job at advising/mentoring ; MUSE; peer mentor;
· Grad. Admission process has improved.
· New student task force a plus
· Faculty retention process better & smoother
· Outcome of new student task force/incubate â€“ increase communication
· Graduate admission big improvement due to Peoplesoft
· Press/PR in newspaper â€“ SJSU this week. Good prom. campus
· Joint library with community as a metropolitan univ.
· Embrace and celebrate diversity. Diverse groups are much better. Mosaic done much to
   celebrate & reaffirm diversity.
· Faculty care about student success; more research going on.
· New resident halls gives campus a better reputation.
· Celebrate our diversity ADA comp.
· Convocation â€“ great kick â€“ demonstrates campus emphasis on success.
· Communication â€“ sense of community, msg, # Fac, â€œGlad youâ€™re hereâ€
· GE improve quality of courses, process is working better
· Faculty retention process better & smoother.
· Campus climate â€“ despite increased fees demeanor positive â€“ celebrate diversity
· Telephones work well
· Diversity â€“ groups mixing â€“ likes to be a part of ethnically diverse groups making progress
· Non-traditional students â€“ 2nd Bac. phenomenal job
· Parking / start of semester went well not as chaotic.
· Beautification of campus.
· Can trust technology â€“ much more reliable
· Partnerships (movement groups together). Less territorial. Global partnership working well.
· Career center. Campus and across departments and programs.
· Smoother start-up this semester â€“ parking.
· Many expert faculty who care about student success â€“ Student / faculty presentations at
   conferences â€“ help retention.
· Staff adapting & helping students
· CFDS credit with RTP process becoming more receptive re: pedagogical teaching & learning
   issues.
· AS rental programs for laptops
· SJSU provide students access to wireless technology.

Not working well
· More emphasis on transfer student success.
· Two hour maximum in library computer not adequate for student research.
· Undergrad. Program admission needs improvement â€“ need timely response.
· Automatic response to student application process.
· Solve admin. Infrastructure.
· Need to hire more people.
· Improve HR resources process.
· Lack of support for staff.
· Campus becoming top heavy
· Need tech
· Percentage of PT teaching vs. tenure-track â€“ conformity of programs jeopardized
· Lack of unity
· No unity - campus purpose not clear.
· Faculty and staff not aware of what we stand for as a whole; no uni-feel purpose.
· Relegate staffing to support priorities.
· No unity of the purpose, mission, faculty/staff unaware of what.
· Some areas have strong strategies plans (Admin/SA) â€“ in pockets â€“ need something to pull to get things in unison.
· Little Spartan pride
· Under grad admission needs improvement students donâ€™t get a:

1. response
2. CMS transition is tough neglect full need â€“ donâ€™t know status need on going communication recurring admission process.
3. Solve administrative process- need to be timely.
4. HR resources need too.
5. Understaffed lack support for staff much hiring at high level need for tech.
6. Library 2 hour limit on computers â€“ discourages use and doesnâ€™t support time required for research.

· Acknowledge faculty do teaching â€“ their advising is not often recognized. Some form of accountability and assessment of the quality & caliber of advising â€“ give them more credit.
· Realign staffing to support new priorities.
· Lack of Unity. No unity of purpose.
· Faculty/Staff not aware of what we stand for as a whole; no unified purpose.
· Students lack communication skills
· Employers seek top-tier students with high GPAs
· Large Class size a problem.
· Too many remedial students.
· Get passing grades in class but canâ€™t pass the final exam for written communication skills.
· Quality of education (admission test)
· Recruitment & outreach needs to be stronger for special education.
· Univ. counts numbers & class not care of quality
· Large class size a problem
· High percentage students canâ€™t pass math / communication skills; many read at 8 grade
level; can't pass final exam of entrance tests
· Admin. Pressures higher class sizes (add systems problems)
· Need to recognize failing students
· Need a mandatory email system for students for better & more reliable communication & relationship building
· Need graduating test
· EEO 665, pass LLD course & not pass format exam
· Campus needs to address remediation - Cannot make easier to get through
· Disconnect chancellor’s mission of SJSU research vs. teaching
· SJSU need a voice in chancellor’s office
· Institutionalize employment and placement information currently career center is charged with this yet no resources are allocated to the center. If we're to attract resources, enrollment, support money fund-raising, WASC, all campus need to integrate, gain support from campus.
· Heavy workloads not enough resources to get the job done.
· Workload faculty higher workload than any other comparable campus - 25-50% workload above others.
· Late arrival of budgets can plan well if you don't know what your resources or infrastructure are to support your mission.
· Need a mandatory email system for students for better and more reliable communication and relationship building.
· Although our HR processes have improved immensely, communication of changes/timelines are not well communicated. Processes often help workload.

Table 2

What are we doing that works well right now?
· Serving the community, particularly in terms of numbers of students
· Wide range of majors (possibilities for students)
· Lecturers provide a nice mix of research, professional applied experience;
· We make college accessible to people who would perhaps otherwise not attend: examples of a single mother in her 40s with two children)
· Faculty in general: we seem to be able to attract a well-educated and caring, diverse and talented group.
· Governance: We have a collegial, functioning academic senate: diverse and works well
· A nice campus
· New programs in areas like biotechnology (graduate level) filling rapidly: we are responding to regional demands
· Innovation is a characteristic of the campus: ESL, Open University, and Online graduate programs. Many start here and get picked up by other campuses. (We have more online students than any other CSU campus)
· Good at serving local industry
· One of the largest professional development programs in the CSU and one of the largest continuing education areas.
Fluidity and entrepreneurial quality of the institution
Ample level of affection that people in the community have for the institution
Diversity in all respects. For instance, accessibility for the disabled
We are in the top five to ten schools of our type in enrolling international students and minority students
An emerging, intellectual collegial environment
Positive role in professional development for faculty and staff
Taking on the role of an urban university; collaborations with community and city government groups.
We offer programs that are among the best of their type in the country. The work of the students coming out is truly outstanding
New library is just fantastic, websites great
New website is a great resource (see also below)
MUSE

What needs improving?
Trying to get students to get through the program in 4 years.
We don't do as good a job at telling our story!
We could do more embracing of the community
New website (still needs lots of work – catalog information hard to find?
Library concerns: integration of city and university library information; access hours â€“ people sometimes feel its not â€“ leurs - library
Need a way of determining priorities
While we are a very diverse campus, everything is in English. (Recruitment information is also in Spanish, but thatâ€™s all).
Need for foreign language requirements?
We seem to be trying to steal money from each other all the time: charge backs for FD&O services. When general fund programs are forced to pay charge backs, it depletes already diminished budgets: For instance: charge backs for earthquake safety issues?
Differing visions on the campus; different ways of seeing the missions of the units, we need to work more closely together.
CMS has brought a lot of negative impacts to the campus!!!! (Several mentions)
MUSE
CMS: increases workload, has many features but is counter intuitive, not user friendly
Commuter life of the campus: students come to class and go away
Salaries for faculty and staff
More classes for students
Application process (new admissions) too slow
FUNDRAISING: We really need to work on University Advancement
Infrastructure issues: physical facilities and technology support: Hard enough to teach four classes without having to carry equipment across barriers around campus!
Better balance of resources with numbers of students: some programs admit far more students than they have resources to teach
Communications: budget information is needed for planning
Parking: It really has gotten worse for everyone
Structure: governance structure of campus is organized in such a way that there is little
coordination across campus in decision making, resource allocation, etc
· Space allocation on campus not effectively coordinated

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Table 3

**Question: What are we doing well?**

· Welcoming and supportive of new faculty
· New faculty has found the administration to be open and affective.
· With the budget constraints, reduction of courses and faculty, we have relative good attitudes.
· We welcome the forum where we can voice our opinion this is needed, important for morale, promotes buy in.
· We still have our jobs
· PeopleSoft has been a difficult implementation, but it has great potential for the future.
· PeopleSoft gives us the ability to get reports, we can get information we couldnâ€™t get before
· The new library is a positive for this campus
· We have great people working on this campus, talented, committee, and hardworking.
· Stellar, nationally known professors
· Innovative programs
· The Diversity on campus; students, staff, faculty
· Impressed with the students: the distance the travel, their commitment and dedication. Diverse student populations age as well as ethnically; the older students are challenging and engaging.
· Our international students: enjoy new experience in the SJSU environment and style of teaching, they take something back to their families and their countries.
· Enjoy the people we work with
· The professors are thorough and serious about their jobs
· Centers of excellence
· Partnerships with corporations
· Departments are always looking for ways of improving, pro-student
· Students can register on line

*Questions and statements prompted by the discussion:*
· Can planning happen with a disinterested facilitator
· Have you gone through a process of strategic planning in your departments? We are looking for follow through.
· With the budget constraints and PeopleSoft, thereâ€™s the attitude of â€œGet on board or be left behind.â€” We need to take initiative. We need to move forward.

**Question: What can we do to improve?**

· Workload; both staff and faculty
· Faculty workload is the highest in the nation â€“ the quality of instruction goes down with such
heavy workloads. Students are getting a poorer quality of education.

- Communication – the communication between departments and in departments is breaking down; could be because of technology, i.e. email
- Infrastructure communications
- The way foundation funding is handled and department inefficiencies
- Every school and department is its own entity with its own computer system, ordering from different vendors
- Need centralization in ordering (will save money to order in quantity), networking and technology
- A clear structured plan for the university
- Customer Service – people do not answer their phones, return calls or answer email
- Space, Parking
- Employees are not willing to do anything outside of their jobs no matter how small the task may be.

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**Table 4**

**What is working well at SJSU?**

- Things you take for granted like the everyday procedures are working well (for e.g., email, library, technology, and phone systems). We do these things well considering how large the university is.
- SJSU is nicely and conveniently located for students and with regard to the hub of technology in the Silicon Valley.
- The collaboration between the city and King Library is working well for other city partnerships seem to be doing well.
- Flexibility for staff the work hours are flexible enough for staff and faculty with small children and family needs.
- Undergraduate education allows for small classes and interaction between students and faculty.
- The quality of undergraduate instruction is high.
- Fantastic, talented, knowledgeable faculty, staff, and employees who work well together and are quick to help.
- Quality of programs is high fully networked programs.
- SJSU has become the leader in computer engineering in the area and has already initiated partnerships with the city in terms of public policy.
- There is good potential for future partnerships and collaborations with the city and business contacts.
- The SJSU Foundation provides an outstanding presence in terms of partnerships and grants.
- There is a good sense of collegiality in most colleges, divisions, and programs the commitment, dedication on the part of faculty and staff is amazing.
- University has appropriate sense of purpose and many opportunities for students in terms of jobs and internships.
- The gateways and Spartan Village has provided a much needed facelift to the university capital projects are progressing.
The campus is looking physically better with new buildings.
The University Police provides a calming presence and uses a good approach.
There is good communication between staff, chairs, and students.
The linkage between the units in human resources is very efficient and helpful for new employees.
The university curricular has adopted a solid pragmatic approach for preparing students for jobs and professions.
There are many programs that help to support student success (for e.g., MUSE, LARC).
Distance learning has emerged at SJSU and provides great opportunities for faraway and non-traditional students and faculty.
There is a mixed student population with a wide range of student abilities.
Employee benefits are excellent which help in recruitment and retention.
Career Center works with most departmental programs.

**What needs improving at SJSU?**

- SJSU needs better parking for all.
- There are no incentives for employees to take public transportation.
- There is not much evidence of assessment on campus (to if units are working) â€“ especially with regard to enrollment services.
- There is not much retention data â€“ the measurement of effectiveness is weak â€“ we need a student satisfaction on service survey.
- We donâ€™t have a good sense of how well we process student transcripts.
- The custodial services seems too embroiled in union regulations â€“ sometimes do not clean the offices.
- Budget cuts need to be curbed.
- There needs to be greater emphasis placed on staff development â€“ students are way ahead of employees and faculty in terms of tech skills.
- There is no technology plan for campus.
- There is a lack of equity across department programs in terms of how the university and deans allocate resources.
- Students are not served as well on campus.
- There is a lack of employee development plan.
- We need much better marketing and public relations to prospective students outside of Silicon Valley. We need to reach out to the community more.
- SJSU needs more recognition â€“ there is a lack of awareness of SJSU.
- SJSU has too many priorities.
- Campus isnâ€™t serious about an emergency plan.

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**Table 5**

1. What is working well right now at SJSU
From the perspective of a new faculty member, our diverse group of students is impressive, i.e. one can find first generation, new immigrant in student body.

Diversity issues are addressed in Core General Education, Advanced General Education, and across curricular perspectives.

We provide a good education, by good faculty.

There are many different pockets, such as the library, with beginning initiatives.

There is new energy in the area of development dollars.

We do a remarkable job with research. The grant writing, the kind of research we do is incredible given our resources. The research conducted at SJSU is recognized and sought by the professional community (Google searches demonstrate this).

The dedication of people, faculty and staff who work here.

Large number of outreach programs in the College of Education. We have classes off campus to reach the community.

Who we get as students is good. We offer good education for the money.

We offer a friendly, humanitarian environment. We offer flexibility, opportunity to students.

Diversity is celebrated.

We offer diversity of services to students. Numerous opportunities for involvement.

Good leadership from Provost.

Highly productive workers with reduced resources. Dedicated staff.

Campus appearance has improved.

Good services for students with disabilities.

2. What needs improvement

More technology should be available to students. This is important if our students are going to be competitive. We should effectively integrate technology. A learning assistance help desk would be important.

More material should be available in classroom. For example, blackboards, visual material, and information on how to get these.

Communication tools need improvement.

The physical environment could improve, we need lounges in each department. These lounges are conducive to students learning from each other.

More and better interfacing with K-12.

More marketing and outreach to Silicon Valley to get resources. We are in the heart of Silicon Valley. We need larger donations for important projects such as the Adobe wireless project.

More 4 unit classes. This is possible if extra unit is interconnected - online lab.

More one on one mentoring in the tenure and promotion process.

More services for students are needed.

More consideration that "scholarship" is changing - i.e. web publications.

Teaching load is heavy while research is also expected. Too many courses are taught per year. More release time is needed. Impossible to do research and teach adequately.

Community spirit of students could improve.

We need to know more about support services for students.
Improvement in student writing. Students should re-write more.
More interfacing with Jr. colleges.
Improvement in student communication skills. What priority and resources should be given to this.
Increased attention to writing standards and the use of instructional technology.

Table 6

WHAT’s WORKING WELL RIGHT NOW AT SJSU?

· Climate of diversity — different cultures; touches areas with faculty & students
· Outstanding teaching
· Successful patterns of hiring faculty. Quality of people we are able to attract. Process done very well considering what obstacles we have to overcome.
· PeopleSoft is a wonderful tool, however, would like to see faculty and students get more involved.
· FD&O Employees on campus (custodians who have changed from Graveyard to Day Shift) find they are learning and adapting well with the environment, working next to state and city employees (at New King Library).
· Physical appearance of the campus. It has become a beautiful campus.
· Students say positive, good things about their classes and how the classes are connected with the outside sources.
· Collaboration has become a big thing, pulling people together and working in the team spirit.
· New innovation and restorations on campus.
· New programs created by faculty and departments. For example, the annual SHOWCASE which brings new potential students and their families to our campus.
· Illumination of redundancy in the Admissions process. For example, the MBA Program is now working directly with the Graduate Studies & Research Office. There is great need in altering our current production and it has happened. This is due to collaboration of people to try to make things better and run more efficiently.
· General Education program has become the best in the nation due to faculty involvement.
· Courses are doing well
· FD&O employees (custodians) feel part of a team and feel secure in their jobs.

WHAT NEEDS IMPROVING AT SJSU?

· Institutional planning should be "central" so everyone is going in the same direction.
· People are synical because the institution doesn’t follow through with input the faculty or staff had previously engaged, therefore they become disengaged.
· Would like to see more staff involved in engaging in the institutional planning, and may not necessarily want to use the structure of student input.
· Have only one leader in each unit telling employee what to do.
Try different options to be more efficient rather than hiring more people.

Would like to see more effort in engaging students to be more involved in keeping their campus clean, i.e. picking up trash off the ground. They need to take pride in their school.

Important to let students know what costs are involved in having to hire extra staff to pick up trash and keep the campus clean. Students need to be educated and informed about this, especially the cost factor involved in hiring new people.

Communication is lacking. More leadership and more communication is needed to help us to where we want to go.

Table 7

I. What is working well at SJSU?

- Audio visual services
- Focus is on students
- Student friendly place
- Friendly place overall
- Symbol for diversity
- LARC
- Career center - 17,000 students served
- Transportation office helpful
- Staff engaged beyond job descriptions - customer service excellent
- Staff longevity
- CMS - Ordering process, student history
- Hunger/spirit here for engagement - high commitment of faculty/staff to SJSU
- Neighborhood/university coalition
- Campus appearance - we've kept green space
- Library
- Student housing
- Whole bay area knows about us
- SJSU web site coming together - good - it's our digital image to the world
- Updated info on line
- Easy to get forms off web
- Quality of academic programs high, helps balance cost of living
- Lottery $ boost morale
- Alums stay in the area - creates opportunities for networking
- Human Resources has improved
  - Retirement workshops
  - Training for staff
  - Evaluation procedures have improved
  - Responsive to concerns

What is not working well at SJSU?
• Technology refresh; need $$ to keep up with technology
• Need Capitol fund, endowments, annual fund
• Need to better engage alumns
• Image not consistent. Need for something solid to come to mind when thinking of SJSU
• Need to improve PR
• Need a sound byte slogan version of mission
• Need to work at internationalizing SJSU
• Charge backs very controversial, makes relationships adversarial
• Deferred maintenance
• Some facilities very old - eg Health Building
• Uneven distribution of tech support across units
• Not sufficient recognition of applied research
• Need more classrooms

Table 8

I. What is working well at SJSU?

a. Library, it improved campus environment, Connects to community. It supports students off campus, has an improved data base, (37 new data bases from the city for a total of 227 databases).

b. physical environment of campus, a beautiful campus with upgraded buildings. Don Kassing reports 6-700 million invested in facilities in last 6-7 years. New students like the campus. People surprised that “downtown“ has a lot to offer.

c. Housing structure: students are thinking about living in new facilities.

d. Faculty Senate. Leadership is good. Good cooperation between administration and faculty.

e. Center for Faculty Development. Helps faculty improve technology use, gives workshops, and gives good faculty support.

f. People: SJSU recruits good people, administrators are better than at other places. Good faculty. SJSU is more flexible about the types of people hired. People well known among excellent people in various fields. Faculty don’t publish as much in top journals but have more diverse types of journals. Faculty are innovative. The institution is more professional since Caret came here.

g. The campus climate is improved, more inclusion of diverse people.
h. Community involvement. Blurring of boundaries between SJSU and community. Shared process with community. Gates and library open the campus to community. City Hall relocating nearby.

(an observation was made here that teaching and learning was not mentioned as a good thing.)

II. What is not working well at SJSU?

a. Technology: Usability of electronic things we have is poor. Things do not work. Peoplesoft doesn’t work. We have good technology people here, but can’t manage technology we have when we proclaim that we can.

b. Parking: a problem over years, will always be a problem. University needs to communicate more about why parking is such a problem because enrollment is down by 1000 students. Parking will become worse with city hall. Promote off site parking more, it is also full of students. Students talk about it all the time. We communicate that we care about students with this much of a problem. We need a training video about how to deal with parking. We need to create a student focus group to know how to communicate parking issues with students. There could be more on the web site about how to deal with it and could send emails to students. Perhaps schedule classes differently than M-Th between 9-1.

c. Communication. Need better ways of communicating with different groups, more focus groups, more communication with alumni. Email list of students with peoplesoft. List of rosters, print roster and have all students’ emails listed. Need to use campus email address for student communication. Fix it so you must have email address to deal with university, to get grades, register, etc.

d. Conduits of information. It is not technology, it is management. Need department level communication process for students to access new technology system in library, but do not have appropriate links to campus. Campus too decentralized, technology needs to be more centralized, central coordination. We don’t have one email system on this campus. SJSU gets a D grade in technology integration. Should be able to walk up to the podium and know how it works.

e. Student learning outcomes. Readiness of students for college, level of preparedness, when ready to graduate can’t write simple memo, not comfortable with basics although they represent the campus. Better planning to require students to be at a certain level. Students don’t know how to use library, need more coordination of faculty. Writing is poor, can’t pass exam, can’t pass remedial courses. Gap between what students are bringing and what we require. BS is mandatory to getting a job, some people don’t have an academic mind.

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Table 9
Question 1: What’s working well right now at SJSU?

**University Goals and Operation**
Some clear common university-wide goals (e.g. diversity, excellence)
Committee structure promotes collaboration and interdisciplinary cooperation
Making use of access to Silicon Valley
SJSU contributes many employees to Silicon Valley workforce
University continually renewing itself by embracing new pedagogies, technology etc.

**Students**
Integration of a diverse population
Departments/offices/employees give students individual attention
Good outreach to students for recruiting
Accessible to all sorts of students (traditional, part-time, re-entrant, continuing education, ...) Engineering Open house is good recruiting tool

**Administration/Faculty/Staff**
Dedicated faculty, administrators and staff get things done
Very involved faculty
Great faculty and staff some of whom have national reputations
Faculty wear many hats (teacher, professional, outreach, helper of students, ...)

**Curriculum/Programs**
Curriculum includes practical application of concepts
There are good programs with good curriculum

**Services**
HR and administration is currently more sensitive to needs of faculty and staff
SJSU is highly regarded in the community
Foundation/Grants services are effective
Spartan Daily is a good connector

Question 2: What needs improvement at SJSU?

**Communication**
The amount of attention/service students receive is highly dependent on who is in charge in a particular office/department
Communicating with each other is problematic. Current communication structures are not effective (e.g. email, flyers, snail mail..) There are no guarantees that people get information. Timing is often off so that someone is notified late Friday afternoon for something needed on Monday.
Difficult to get answers. Takes 1 or 2 days for people to call you back. Web resources are often out of date. Very frustrating for all involved.
There are not enough personal connections on campus. No one answers his/her phone. A faculty member doesn’t have personal connections in admissions, and other key offices so that
he/she can call someone when trying to help a student.
Technology seems to be replacing human contact. Need a better balance of both.
Need better connection between faculty and A&R staff. Students seem to get different messages when talking with faculty or admissions staff. Leads to frustration.
Because so many people have to be mobile to go to classes, meetings etc, communication problem is exacerbated.
Staff in admissions and graduate studies want to reach out to rest of University but don’t know where to get started.
Students have to go to many people to get an answer. Need some training for everyone so that staff/faculty know how to answer some of the questions.
Students and faculty need a survival kit.

Budget
Too much emphasis on athletics, especially with budget cuts. Budget for athletics increased while budget for other departments/programs decreased.
Some colleges have more resources than others. Some colleges will be more impacted by the cuts.
Very decentralized operations. Each college is independent.
Because of the scarcity of resources, people are protecting what they have. This undermines collaboration.
Campus fundraising is unfocused.

Student Life/ Student Experience
Not adequately supporting campus activities. New policies limit size of events and type of communication at events. This limits what student, faculty and staff can do.
There is no time during the day when all students can attend an event. This impacts student life on campus.
Admissions process doesn’t seem to work smoothly. Feedback from students is negative.
Bureaucracy in financial aid is impacting students’ ability to attend classes. Need better visibility to emergency loan program.
More colleges need to do something like Engineering Open House

University Operation
The transition to People Soft was not planned well. Timing was not good.
May need to reorganize the way business is done in A&R. Perhaps organize around a college rather than alphabet for undergraduate. This would allow advisors to be more connected with faculty in a specific college, which might improve communication. Perhaps even co-locate advisors in a college.
Improve contact with library. Library facilities (in particular computer rooms) are not accessible to faculty unless a librarian is there. Too many rules. Hours not long enough.
Need to disaggregate information on students.

Table 10
What is working at SJSU?

1. People soft self-service features that allow students to apply and pay online. Has reduced the workload and cost for the financial services departments at SJSU. People soft is help with web transfer and budget transfer.
2. The number of faculty on campus who resist the urge to lower academic standards. Academic standards remain high despite budget cuts due to attitudes of faculty and staff.
3. The grounds are greatly improved.
4. New library.
5. The center for Faculty Development.
6. Support from Deans and Chairs for providing excellence to our students.
7. Faculty is allowed the freedom to be creative.
8. As an institution the university is sensitive to meeting the needs of the community at large.
9. New student orientation is a cohesive package. Students see the university as a whole rather then fragment into departments.
10. Outstanding academic programs that are recognized on a state and national level. Such as computer engineering and photojournalism.
11. According to Jonathan Karpt we do cultural diversity better the UC Berkeley
12. Leading campus in the CSU system in the number of grants obtained by faculty and chairs.
13. The interface between the corp. world and the university allows us to be cutting edge.

What is not working at SJSU?

1. Parking.
2. Campus food service.
3. People Soft from a faculty viewpoint. Grades and class rosters.
4. Students working 40 hours and going to school full time taking too many classes because of the fee structure.
5. Siloism in technology with the attitude of This is mine and I am in control.
6. Over use of charge backs

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Table 11a

What is working at SJSU?

- Good collegial atmosphere
- Provide opportunities for first generation students and working students
- Students receive a good value for their money
- SJSU graduates are being hired
- New orientation program
- Better Admissions and Records process
- Good advising programs for students
• Exciting multicultural environment
• Willingness to succeed on the part of faculty, staff and administrators
• Hardworking and excellent faculty
• Contact of students with faculty
• Good reputation for teaching effectiveness
• Staff goes above and beyond (clerical, custodial, professional)
• View among staff is equitable, not hierarchical
• Campus/community interaction is improving
• Increased level of communication (e.g. computers, internet)
• SJSU looks better than it used to- MLK Jr. Library
• Clark Hall planning

What needs improvement at SJSU?

• Clark Hall renovation- what are the priorities
• Teaching load/Work load
• Duplication of non-academic support functions
  - Better coordination of services: sometimes competing

• Physical plant needs attention
  - In budget cutting times, this should not be neglected
  - Need an increased understanding by all of what it means to have a good physical plant.

• More staff support
• Faculty does NOT reflect the ethnic composition of students and community
  - Relates to high mentorship and advising loads for ethnically diverse faculty

• Deferred maintenance bill is staggering: old buildings and facilities
• Football
• Parking- difficult to get here
• Cannot find the money to keep faculty in high demand (particularly for diverse faculty)
• Fees for students for orientation
• Standard needed for students with computer technology
• Not enough resources- even in King library
• Student writing skills, critical thinking skills and info competency lacking
• University is trying to do too many things at once with too little resources

Table 11b

What is working
Outreach programs – Community College, pre-College programs.
Collaborative efforts and partnerships with outside agencies – the campus has a lot of friends.
Service via disability resource ctr. For employees and staff. Adaptive equip / on site services ed.
Housing assistance programs for employees.
More streamlined paperwork and bill/payment options for students.
SJSU attracting more high achiever students thru honors programs.
Campus seems more open and celebratory of diversity rather than tolerating. Campus climate efforts have improved.
Good curriculum
Dedicated, hard working faculty. Faculty teaching classes / not TAs.
Campus has never looked better:
1. Gateways / closing streets/landscape/ sidewalks where people work/ paint
2. Aesthetics has improved morale
3. New library and housing project has affected outreach positively/ More student life on campus.
4. Affection for campus community spirit on campus. Dedication enthusiasm.
5. Registration processes and services have improved. More streamlined.
6. Career center has established good relationships with employers and known fro good services to students.

Improved outreach to students
1. Muse program provides positive resources and profs.
2. NSO first year experience programs

What needs improving:

Need for information about other department / to be better advocates for one another / more internal partnerships.
Better communication, more timely, more thorough, all stake holders, not the bureaucratic message (engage in more discussion).
Web site is still too hard to navigate; info is hidden- i.e. try a search for travel forms.
More town meetings / open forums to improve the university.
Duplication of efforts and bureaucracy
1. Takes too long to pay vendors (often late or sometimes doesn’t happen)
2. Have to redo paperwork
Needlessly / mistrust
Too much paperwork
Charge back system by FD&O is out of control. It negatively affects morale. Is a community buster. We should be able to go off campus. Budget crisis brings out fiscal cannibalism.
Need to do something to recruit and retain trained employees. <Cost of living Not rep of university>
Better research + reporting
Admissions/registrar/IPAR need to communicate better about student enrollment projections.
Campus should lobby with state for differential salaries based on location / cost of living.
· Employee / faculty workload too high.
· Can’t seem to get our act together for year round operations. In limbo too long.
· Communication with students could be better. Academic & cultural. How do we get our
students to be part of the community affiliation.
· Parking
· Better research in advance of making campus decisions and announcements that will negatively
affect morale. Examples, parking fees, different for different staff and students / Jan 2nd closing
memo should have asked for support and cooperation rather than demanding it.
· Too many kingdoms / need more cooperation

Table 12

Table 13 - Outdoors Group

What's Working Well at SJSU?

· Good resources at the new Library
· Faculty is knowledgeable and well organized
· MUSE is a friendly environment
· MUSE helps freshmen adapt to college life
· Safe and secure campus
· Teachers are available for help
· Good diversity in subjects covered in classes
· Administrators are accessible
· Faculty and staff are friendly and not intimidating
· Good location â€“ center of urban area (close proximity of things to do)
· Good campus size (not too big or small)
· Good academic relief (recreation)
· Well-planned classes and the teachers keep you engaged in the subject
· MUSE has good faculty training
· Opportunities exist for continuing skills development/training
· Freshmen orientation was helpful and the staff was well-prepared
· Lightrail transportation is convenient
· Good seating (benches) around campus
· Good special events (lots of activities to create opportunities for social interaction)

What Needs Improving at SJSU?
· Alcohol On-Line Survey is not accessible enough. Have technology issues (won’t run on all
computes).
· Alcohol On-Line Survey is like mandatory drug testing. It should be voluntary not mandatory.
· Want more retail food brands on campus (StarBucks, TacoBell)
· EPT & ELM (placement testing) is unfair, biased and too much weight is placed on it.
· Need to communicate to students the importance of EPT & ELM placement tests so they understand the implications (e.g., placement in classes, requirements for graduation, etc.)
· Placement in classes should be based on high school grades or SAT tests, not another placement test (EPT & ELM)
· SJSU should value students and treat us as customers; treat us like we are equal to faculty/staff and administrator
· Need more timely updates of student information on CMS
· Need more communication about where to go to get advising help
· Faculty evaluation not linked to compensation
· Need more opportunities for faculty recognition
· Chair selection process should include more than just tenured faculty
· My education not user friendly. Can't set up your own username or password.
· Training and development for managerial skills should be required for chairs.
· Need to establish department cohorts and discussion groups (to improve teaching and share ideas in a safe environment)
· Managing hard copy documents at Admissions & Records to avoid losing documents.
· Improve coordination with location transportation (e.g., timing of bus arrivals should be coordinated with class schedules)
· Improve food in Dining Commons (need better selection and better quality). Need food in the Dining Commons to at least be equivalent to food served where faculty & staff eat.
· Improve accessibility of services at Library to SJSU students/faculty/staff
· Open gym hours in the Event Center should be more stable (and not be reduced because another sports team shows up to play)

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**Summary & Complete Set of Survey Responses from Participants Regarding Content, Process, Overall Effectiveness**

**Summary:**

Ratings of the Overall item: How valuable do you think this Series of Strategic Conversations is likely to be in helping us to shape our future?

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
<th>Percent</th>
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<td>2</td>
<td>3%</td>
</tr>
</tbody>
</table>
Summary of comments to this overall item:

- Good opportunity to discuss in a diverse group wide range of issues - good & bad
- Excellent dialog
- Opens the way for communication and the exchange of ideas

Summary of comments to Process Item: Do you have comments/ suggestions to help us improve the process for next conversation?

- Get bigger room
- Use microphone for opening remarks
- Increase time for small groups

Complete set of Survey Responses from 10/29 Conversation

This set of information is grouped by participants' ratings of the OVERALL item: How valuable do you think this Series of Strategic Conversations is likely to be in helping us to shape our future?

Feedback to overall question for those who gave a rating of 5. OVERALL item: How valuable do you think this Series of Strategic Conversations is likely to be in helping us to shape our future?

Hearing a diverse set of ideas which will lead SJSU in a right direction
Some good and bad issues were recognized and had chance to input
Rating scale language wrong - should be “valuable” not “effective” - language important
Talking and thinking out loud we get to know our strengths & weaknesses and implement improvements/change. There is not perfection - only how we can do better
Great opportunity for all to participate. Bethany adept at involving everyone
Crosses all levels - invites, includes folks campus wide. Likely to yield good, critical info
Commenting on issues and ideas can only help improve and accommodate the needs for all things. Thank you for taking the time to do this
Incredible dialog - great mix of people at our table
First equal participation. Good facilitator and recorder. Relaxed atmosphere. Name tags nicely printed.
For the age of this institution it seem behind the times in its processes in some ways. This process is needed!! I’m excited about the future of SJSU!
Get folks talking
Because if the process is not inclusive of all of the affected constituencies and is not transparent,
it is doomed to failure.
Good opportunity for input
Lively, completely participative involvement
Open dialog between various employees from throughout campus community
It is getting people talking with one another who normally might not have that opportunity
Because, simply, two heads are better than one, and feedback both positive and negative is crucial for success
People very engaged - not enough time
I like the idea of mixing the staff and students with faculty and administrators

**Feedback to CONTENT question for those who gave a rating of 5. Content question: Is there anything that didn’t come up at your table you want to mention?**

Enrollment services
If our programs are geared to be a perfect marriage between industry and academics then can we aim for same approach. Be for faculty/college inclined. Better faculty-staff marriage produce better kids - students.
Retention problems. Only 66% of 1st year frosh retained 1st to 2nd semester.
Emergency preparedness, emergency teams for each building
Enrollment plan, philosophy
Perception that staff are secondary and viewed as less in a hierarchy
workload, equity issues regarding lecturer faculty, increasing corporatization of the academy - growing focus on the bottom line
Need for departments & programs in a college and their classrooms to be clustered in a single building (social sci spread out)
Meeting community need for professionals and nurses

**Feedback to PROCESS question for those who gave a rating of 5. Do you have comments/suggestions to help us improve the process for next conversation?**

- Great
- Get group size smaller. Give microphone to speaker at beginning
- Hearing difficult - consider break out rooms
- Needed guidance on how to answer â€˜what works well/poorlyâ€™ to minimize reliance on anecdotes, perceptions, and experiences.
- Emphasize importance of confidentiality and candor to encourage truly open, honest dialogue
- Always the simple things which are hard to implement
- Weâ€™re going in the right direction
- Larger room
- Great process for getting a major, complex process started
- Encourage no rating during an important talk at the beginning
- Use microphone - could not hear while eating
- Announce themes and desired outcomes prior to meeting so people can plan
- Outside facilitator
- Process effective, accessible, and enjoyable. Suggest a) increase time for small groups, b) have
groups divide their time more evenly, c) serve better food
- Better focus
- Great idea, but too noisy
- High noise level. Need bigger room or break out rooms
- Need room with better acoustics, need to spread tables out more
- Overall process fine, must be ready for more to attend next time.
- Need larger space
- Group very interactive
- Communication problem

Feedback to overall question for those who gave a rating of 4. OVERALL item: How valuable do you think this Series of Strategic Conversations is likely to be in helping us to shape our future?

- Discussed both positive and negative aspects
- Good conversation, good start
- Many different ideas and perspectives discussed
- Very valuable to meet people I had only heard of before and hear their insights
- Gets contributions from wide constituency of campus
- Ended on time
- Opens communications and ideas
- Good to have open conversation with all different aspects
- Communication
- Was able to meet and converse with campus folks
- Inclusion of people from diverse background
- People had the chance to express concerns & ideas
- A good start

Feedback to CONTENT question for those who gave a rating of 4. Content question: Is there anything that didn’t come up at your table you want to mention?

- The need to be up to date in technology
- A positive: the fact that we are here today to not only discuss the WASC needs, but bringing people (across lines) to discuss our issues.
- That we need to make the students experience a pleasant one with minimal hassles, a good education, and they are bonded to SJSU for a lifetime.
- Student emails with SJSU
- Campus facilities
- More innovative teaching options - ie online
- On campus housing for staff/faculty
- Human resources/ unions
- Center for faculty development & support
- Workload
- Parking

Feedback to PROCESS question for those who gave a rating of 4. Do you have comments/suggestions to help us improve the process for next conversation?

- Group too large, still, I was impressed we stayed on task so well.
- Good mix & diversity of group
- Questions too broad. Have facilitator give list of issues for conversation
- IRB - not processing in timely manner
- Main SJSU phone - need live person
- Table #s hard to find. LCD screen hard to see
- Bigger room
- Room overcrowded & noisy
- Good small group idea, get bigger space
- Bigger room
- Difficult to hear
- Process effective, but, we must move on the suggestions to better campus as a whole
- Worked well, level of interest and enthusiasm good
- More space needed
- Larger room, hard to hear
- break out rooms needed to manage volume
- Larger room
- Please, please find more spacious room
- Inability to address the significant basic problems in the process of educating students
- Keep people from rambling
- Larger room needed to hear better

Feedback to overall question for those who gave a rating of 3. OVERALL item: How valuable do you think this Series of Strategic Conversations is likely to be in helping us to shape our future?

- One thing clear, many of us are only aware of what we see and some apparently arenâ€™t looking outside of their â€˜bubbleâ€™ of what they want to see
- Depends on how the information used
- Donâ€™t know relative importance in the process overall
- Depends on future steps how these ideas are implemented within overall plan
- Too early, wait & see
- Too early to tell
- Attitudes and ways of doing things here are entrenched
Feedback to CONTENT question for those who gave a rating of 3. Content question: Is there anything that didn't come up at your table you want to mention?

- Good promotional plan and career growth for staff and faculty
- Enrollment/application process
- Academic scheduling, office use
- How to get more students as freshman
- Centralization/decentralization. Don't think we should be as centralized as a corporation, but, our current decentralization makes for inefficient use of resources, duplication of effort, and the impression to both internal and external constituencies that one doesn't know what the other 7 are doing.
- There are many hard working people here. Organize us to best advantage!

Feedback to PROCESS question for those who gave a rating of 3. Do you have comments/suggestions to help us improve the process for next conversation?

- Too much to say and not enough time
- All groups need students. Your average student would have several suggestions for areas of improvement (at least the ones I have heard from)
- Make it easier to hear
- Time commitment to quality improvement across divisions
- Hard to hear, but, great to have so much interest/attendance
- Have facilitator who doesn't have a vested interest in the university
- Bigger room, too much noise

Feedback to overall question for those who gave a rating of 2. OVERALL item: How valuable do you think this Series of Strategic Conversations is likely to be in helping us to shape our future?

- Relatively little emphasis on WASC oriented material - a lot of emphasis on feel good stuff - eg we're doing a good job at....

Feedback to CONTENT question for those who gave a rating of 2. Content question: Is there anything that didn't come up at your table you want to mention?

- Few of the points raised were capable of being measured or quantified.

Feedback to PROCESS question for those who gave a rating of 2. Do you have comments/suggestions to help us improve the process for next conversation?
- Make it easier to hear people at oneâ€™s table
- More space needed